



Organizational Process Factors As Supporting Employee Performance In The Banjarbaru City Regional District Office

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Abstract

The purposes of this study are 1) To describe the performance of the employees at the Banjarbaru District Head Office based on the factors that influence it; 2) To find out the efforts made by the Banjarbaru District Head to improve the performance of his employees. The results showed that the majority of the employees at the Banjarbaru Camat Office were still non-civil servants with a percentage of 48% and another 52% were civil servants. Referring to the research topic, basically, all indicators that affect employee performance which are used as indicators in measuring performance are indicators that are interrelated and mutually supportive, it's just that there are several factors that do not really affect the performance of employees when they are given assignments. or in acting as an employee.

Keywords Performance, Employee, Sub-District Office

INTRODUCTION

An organization is a collection of people who work together by utilizing all available resources to achieve the stated goals. The purpose of the organization is the achievement of a goal, which individuals cannot achieve alone and must be done with cooperation because the purpose of the organization must include and accommodate the needs of its members. Human resources are the main component of an organization and become active planners and actors in every organizational activity. They have heterogeneous thoughts, feelings, desires, status and educational background, age, and gender which are brought into an organization so that they are not like machines, money, and materials, which are passive so that they can be fully controlled and regulated in accordance with the wishes in supporting the achievement of organizational goals. The number of public comments about the success and failure of government agencies in carrying out the mandate given to them shows the hope and concern of the public that must be responded to (Celia, n.d.).

In assessing organizational performance, it must be returned to the purpose or reason for the formation of an organization. For example, for a private organization that aims to generate profits and produce goods, then the performance measure is how much the organization is able to produce goods to generate profits for the organization. The indicator that still stands with the previous one is how much efficiency is in the use of inputs to achieve that profit and how much effective the process is carried out to achieve that profit. Meanwhile, in public organizations, it is difficult to find suitable performance measurement tools. When examined from the main purpose and mission of the presence of public organizations is to meet the needs and protect the public interest, it seems very simple to measure the performance of public organizations, but this is not the case, because until now there has been no agreement on the performance measures of public organizations (Prasetya, 2018).



Based on the explanation of employee performance above, it can be assumed that employee performance is the spearhead of the success of an organization to achieve every work program that has been determined and determined at the beginning of the fiscal year, but measuring it is a bit difficult to measure the performance of the employees. employees in every organization and especially for employees in the Banjarbaru District Head Office. For this reason, in this study, the researchers tried to explore and measure the performance of employees based on what has been suggested by LAN – RI (1999: 7), (Septifani et al., 2020).

Referring to all that has been described above, in a book written by (Mbore & Cheruiyot, 2017) entitled *Public Service Bureaucratic Performance* that there are six important indicators in assessing the performance of a public organization which is grouped into internal factors and external factors of the organization. Internal factors include supporting equipment for the quality of human resources, and coordination between units, while external factors include completeness of documents, service users, and coordination with other agencies. This is based on the results of Agus Dwiyanto's research on "Performance of Public Services" which results in conclusions regarding the low quality of public services in Indonesia. Therefore, in this study, researchers used these indicators to assess how the description of the performance of the employees at the Banjarbaru District Head Office was in accordance with what was stated by Agus Dwiyanto.

RESEARCH METHOD

Research Approach

Based on the background of this research, the approach used is a qualitative approach, namely research that is carried out fairly, according to objective conditions in the field without any manipulation of the data collected. Qualitative research is essentially a process of "observing people in their environment, interacting with them, and trying to understand their language and interpretation of the world around them, for that researchers must go to the field and be there for a long time" (Department of Management, Faculty of Management, Institut Pertanian Bogor et al., 2020). Furthermore, qualitative research is "research procedures that produce descriptive data in the form of written or spoken words from people and observed behavior" (Thao & Hwang, n.d.).

Data Types and Sources

The sources of data in this study were the Banjarbaru District Head, Head of Section, Section Head, Staff, employees, and several documents needed for documentation data in this study. In addition, the research instrument used in this study is a questionnaire which is used to find out how employees perceive the performance of employees at the Banjarbaru District Head Office.

Population

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then



drawn conclusions. The population in this study is the District Head of Banjarbaru and his staff, totaling 39 people.

Sample

The sampling technique in this study is Total Sampling. Total Sampling according to (Jayanti & Syamsir, 2020) is the determination of the sample by taking the entire existing population. This technique is used with the aim that there is a generalization in terms of the population or samples taken or used as informants. The sample in question is 39 people. Meanwhile, referring to the opinion of (Azizah & Gustomo, n.d.) which says if the population is less than 100 then the entire population is sampled. For this reason, the entire population is used as the research sample.

Method of Collecting Data

a. Questionnaire

Questionnaires are a number of written questions that are used to obtain respondent information in the sense of reports about themselves or things they know (Ahmad, 2021).

The author uses this questionnaire to obtain information about all the information that the author needs on the inhibiting factors that affect the performance of employees at the Banjarbaru District Head Office through several written statements that the author gives to the informants.

b. Observation

Observations were made to obtain data on general conditions that occur at the Banjarbaru District Head Office which are related to and related to the performance of employees at the Banjarbaru District District Head Office.

c. Interview

Interviews were conducted directly with the informants as the main respondents, namely: the Camat and Employees.

d. Documentation

In this study, the documents used as material for data collection are the general condition of the Banjarbaru District Head Office, organizational structure, vision and mission, employee conditions, and data on facilities and infrastructure.

Data Analysis Method

(Chen et al., 2020) states; "Data analysis is the process of systematically searching, and arranging the interviews transcripts, fieldnotes, and other materials that you accumulate to increase your own understanding of them and enable you to present what you have discovered to others." (Data analysis is the process of systematically searching, and compiling interview transcripts, notes, and other materials that you collect to improve your understanding of the data obtained and make it easier for you to present what you have found).

Based on Bogdan's opinion, data analysis is the process of systematically



searching and compiling data obtained from interviews, field notes, and other materials, so that they can be easily understood, and the findings can be informed to others.

Data analysis was conducted to obtain answers to research questions in the form of research findings. Qualitative research conducts data analysis through measurement. The measurement referred to in this study is in the context of data analysis, namely paying attention to the relationship between abstract concepts and the data section. This measurement is concerned with describing and explaining events in a study setting where the researcher pays attention to the relationship between the information and the data collected, and the relationship between the data and the events described.

Meanwhile, the analysis of each data obtained through the four data collections above is explained separately as follows: Data from the questionnaire were analyzed using a Likert Scale with a perception range: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. As stated by (Jatmika & Andarwati, 2018), the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Meanwhile, the analytical method used in analyzing the data that has been obtained through this questionnaire, the formula used: Data that has been processed is stated as criteria by using a scale range (RS), according to (Rezaei et al., 2009) with the formula:

$$RS = \frac{n(M-1)}{N}$$

Information :

RS = Scale Range

N = Number of Samples

m = Number of alternative answers for each item

To determine the final decision later, the scale range will be used:

	39	70	101	132	163	194
Information:						
Very influential						: Scale 39 – 69
No effect						: Scale 70 – 100
Quite influential						: Scale 101 – 131
Influential						: Scale 132 – 162
Very influential						: Scale 163 – 194

LITERATURE REVIEW

Understanding Performance

According to (Watetu, n.d.), performance is the level of achievement of results. Meanwhile, according to (Anastazia, n.d.), performance is the quality of behavior that is oriented to the task or work. According to (Park et al., 2020), performance is carrying out an activity and perfecting it in accordance with its responsibilities with the expected results. A



different opinion is expressed by (Srikaningsih et al., 2018), which states that performance is a manifestation of the populist relationship between the community and the government.

As for (Zafar et al., n.d.), it is stated that performance is a description of the level of achievement of the implementation of an activity, program, or policy in realizing the goals, objectives, mission, and vision of the organization. This concept is more directed to the performance reference of a public organization that is quite relevant in accordance with the strategy of an organization, namely with the other visions and missions to be achieved.

(Nguyen et al., 2020), states that: "Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics".

Performance Indicator

(Rhodes et al., 2008) uses several criteria to be used as guidelines in assessing the performance of public service organizations, including:

1. Efficiency. Efficiency concerns considerations about the success of public service organizations in obtaining profits, utilizing factors of production, and considerations derived from economic rationality.
2. Effectiveness. Have the objectives of the establishment of the public service organization been achieved? It is closely related to the organization's technical rationality, values, mission, organizational goals, and functions of development agents.
3. Justice. Justice questions the distribution and allocation of services organized by public service organizations.
4. Responsiveness. In contrast to the business carried out by private companies, public service organizations are part of the responsiveness of the State or government to the vital needs of the community.

Therefore, the criteria for the organization as a whole must be transparently accountable in order to meet this responsiveness criterion. Performance indicators according to (Formby et al., 2019) are:

1. Inputs are everything needed so that the implementation of activities can run to produce outputs. This indicator can be in the form of funds, human resources, information, policies or laws and regulations, and so on.
2. Output is something that is achieved from an activity that can be either physical or non-physical.
3. Outcomes are anything that reflects the functioning of activity outputs in the medium term (direct effects).
4. Benefits (benefits) are something related to the ultimate goal of implementing activities.
5. Impact (impact) is the effect caused either positive or negative at each level of the indicator based on the assumptions set.



RESULT AND DISCUSSION

Factors Affecting Employee Performance at the Head Office of Banjarbaru District,

To be able to find out how far the level of achievement of employee performance in the Banjarbaru District Head Office, questionnaires have been distributed to 39 respondents who have become employees at the Banjarbaru District Head Office, where the contents of the questionnaire have been described above. The data obtained can be seen in the following table and then described in the form of a narrative. The following are data obtained in the field based on a questionnaire that has been distributed regarding employee performance:

Table 1: Percentage of Factors Affecting Employee Performance at the Banjarbaru District Head Office According to the suggested theory by Dwiyanto DKK.

No	Statement Regarding	Respondent's Total Answer										Jlh	%	Order
		SS		S		CS		TS		STS				
1	Can provide good work service to everyone	20	100	19	76	0	0	0	0	0	0	176	11.80	1
2	Can provide satisfaction to every community who deals in the Camat Office.	9	45	30	120	0	0	0	0	0	0	165	11.06	3
3	Responsible for all tasks assigned to them.	23	115	12	48	4	12	0	0	0	0	175	11.73	2
4	Responsive to all work given	8	40	24	96	7	21	0	0	0	0	157	10.52	4
5	Can complete tasks on time	7	35	20	80	4	12	8	16	0	0	143	9.59	6
6	Able to use technological facilities provided at the Camat Office	12	60	15	60	12	36	0	0	0	0	156	10.46	5
7	Get an award / reward for every work they have completed	0	0	3	12	24	72	12	24	0	0	108	7.24	10
8	Able to communicate well with ffellow employees	0	0	13	52	23	69	3	6	0	0	127	8.51	9
9	Able to communicate well with the community.	0	0	26	104	13	39	0	0	0	0	143	9.59	7



10	Willing and able to coordinate and cooperate with other employees	0	0	24	96	15	45	0	0	0	0	141	9.45	8
												1491		

Information : Scale STS = 1, TS = 2, CS = 3, S = 4 and SS = 5.

Source : Questionnaire data on 39 employees.

The table above explains that the first order of factors that affect employee performance at the Banjarbaru District Head Office is "being able to provide good service to every community", where 20 of the respondents stated that they strongly agreed if it was said that the provision of services to the community was the main factor. in achieving good performance. Meanwhile, 19 of the respondents agreed and none of the respondents stated that they quite agreed, disagreed, or strongly disagreed. After adding up the total from the entire scale, the result is 176 with a percentage of 11.80%. When viewed from the scale range described previously, the factors that affect employee performance and rank first are on a scale of 163-194. For this reason, it can be clearly seen that this first factor, namely being able to provide good service to every community, is a factor that is very influential to achieve good performance at the Banjarbaru District Head Office.

Meanwhile, in the second order of factors that affect employee performance, namely "responsible for all tasks assigned to employees, of which 23 of the respondents stated strongly agree that being responsible for all tasks assigned to employees is very influential in achieving good performance. Meanwhile, 12 of the respondents stated that they agreed, 4 people stated that they quite agreed and none of the respondents stated that they did not agree and strongly disagreed. After adding up the total of the entire scale, the result is 175 with a percentage of 11.73%. When viewed from the scale range described previously, the factors that affect employee performance and rank second are also on a scale of 163-194. For this reason, it can be clearly seen that this second factor is responsible for all tasks assigned to employees. is also a very influential factor to achieve good performance in the Banjarbaru District Head Office.

Furthermore, in the third place of the factors that affect employee performance, namely "can give satisfaction to every community who deals in the Camat Office", where 9 of the respondents stated strongly agree that if it is said to be able to provide satisfaction to every community who deals in the Head Office of the Camat, it is influential in achieving good performance. Meanwhile, 30 of the respondents agreed and none of the respondents stated that they quite agreed, disagreed, or strongly disagreed. After adding up the total of the entire scale, the results obtained are 165 with a percentage of 11.06%. When viewed from the scale range described previously, the factors that affect employee performance and rank third are also on a scale of 163-194. For this reason, it can be clearly seen that this third factor can provide satisfaction to every community that deals with the office. The Camat is also a very influential factor in achieving good performance at the Banjarbaru District Head Office.



Furthermore, in the fourth place of the factors that affect employee performance, namely “responsiveness to all the work given, 8 of the respondents stated strongly agree if it is said that being responsive to all the work given is very influential in achieving good performance. Meanwhile, 24 of the respondents stated that they agreed, 7 respondents stated that they quite agreed and none of the respondents stated that they did not agree and strongly disagreed. After adding up the total from the entire scale, the results obtained are 157 with a percentage of 10.52%. When viewed from the scale range described previously, the factors that affect employee performance and rank fourth are on a scale of 132 – 162. For this reason, it can be clearly seen that this fourth factor, namely responsiveness to all given work, is an influential factor for achieving good performance at the Banjarbaru District Head Office.

The next factor that ranks fifth of the factors that affect employee performance is "being able to use the technical facilities provided at the Camat Office", where 12 of the respondents stated strongly agree if it is said that being able to use the technical facilities provided at the Camat Office is very influential in achieving good performance. Meanwhile, 15 of the respondents stated that they agreed, 12 respondents stated that they quite agreed and none of the respondents stated that they did not agree and strongly disagreed. After adding up the total of the entire scale, the result is 156 with a percentage of 10.46%. When viewed from the scale range described previously, the factors that affect employee performance and rank fifth are also on a scale of 132 – 162. For this reason, it can be clearly seen that this fifth factor is being able to use the technical facilities provided at the Camat Office as well. is an influential factor to achieve good performance at the Banjarbaru District Head Office.

Meanwhile, in the sixth place of the factors that affect employee performance, 7 of the respondents stated that they strongly agree if it is said that being able to complete the task on time is very influential in achieving good performance. Meanwhile, 20 of the respondents stated that they agreed, 4 respondents stated that they quite agreed, 8 people stated that they did not agree and none of the respondents stated that they strongly disagreed. After adding up the total from the entire scale, the results obtained are 143 with a percentage of 9.59%. When viewed from the scale range described previously, the factors that affect employee performance and rank sixth are also on a scale of 132 – 162. For this reason, it can be clearly seen that this sixth factor, namely being able to complete tasks on time is also a factor. influential in achieving good performance at the Banjarbaru District Head Office. The seventh order of factors that affect employee performance is that none of the respondents stated strongly agree if it is said that being able to communicate well with the community is very influential in achieving good performance. Meanwhile, 26 of the respondents stated that they agreed, 13 respondents stated that they quite agreed and none of the respondents stated that they did not agree and strongly disagreed. After adding up the total from the entire scale, the results obtained are 143 with a percentage of 9.59%. When viewed from the scale range described previously, the factors that affect employee performance and rank seventh are also on a scale of 132 – 162. For this reason, it can be clearly seen that this seventh factor, namely being able to communicate well with the community is also a factor. which has an effect on achieving good performance at the Banjarbaru District Head Office.



In the eighth order of the factors that affect employee performance, namely "willing and able to coordinate and cooperate with employees, where none of the respondents stated strongly agree if it is said that being willing and able to coordinate and cooperate with other employees is very influential in achieving good performance. good. Meanwhile, 24 of the respondents stated that they agreed, 15 of the respondents stated that they quite agreed and none of the respondents stated that they did not agree and strongly disagreed. After adding up the total from the entire scale, the results obtained are 141 with a percentage of 9.45%. When viewed from the scale range described previously, the factors that affect employee performance and rank eighth are also on a scale of 132 – 162. For this reason, it can be clearly seen that this eighth factor is the willingness and ability to coordinate and cooperate with other employees. is also an influential factor to achieve good performance at the Banjarbaru District Head Office.

In addition, on the ninth order of the factors that affect employee performance, namely "being able to communicate well with fellow employees", none of the respondents stated strongly agree if it is said that being able to communicate well with fellow employees is very influential in achieving good performance. Meanwhile, 13 of the respondents stated that they agreed, 23 of the respondents stated that they quite agreed, 3 of the respondents stated that they did not agree and none of the respondents stated that they strongly disagreed. After adding up the total from the entire scale, the result is 127 with a percentage of 8.51%. When viewed from the scale range described previously, the factors that affect employee performance and rank ninth are on a scale of 101 – 131. For this reason, it can be clearly seen that this ninth factor being able to communicate well with other employees is a sufficient factor. influential to achieve good performance in the Banjarbaru District Head Office.

And in the last order, which is the tenth order of the factors that affect employee performance, namely "getting an award/reward for every work that the employees have completed", where none of the respondents stated strongly agree if it is said that getting an award/reward for every work that has been done by the employees. employee completion is very influential in achieving good performance. Meanwhile, 3 of the respondents stated that they agreed, 24 of the respondents stated that they quite agreed, 12 of the respondents said they did not agree and none of the respondents stated that they strongly disagreed. After adding up the total from the entire scale, the results obtained are 108 with a percentage of 7.24 %. When viewed from the scale range described previously, the factors that affect employee performance and rank tenth are also on a scale of 101 – 131. For this reason, it can be clearly seen that this tenth factor is getting an award/reward for every work that has been done by the employees. employee completion is a factor that is quite influential to achieve good performance at the Banjarbaru District Head Office.

Based on the description of the factors that affect the performance of employees at the Banjarbaru District Head Office mentioned above, it can be clearly seen that the factors that are very influential in determining employee performance are: 1) being able to provide good service to every community; 2) be responsible for all tasks assigned to them and 3) can provide satisfaction to every community dealing with the Camat Office. This shows that the



most influential factor in measuring employee performance is if they are able to provide good service to the community, are responsible for all tasks assigned, and provide service satisfaction to the community. For this reason, so that the performance of his subordinates can achieve a very good predicate, the Banjarbaru District Head needs to pay attention to the three points mentioned above.

Meanwhile, the next factors that influence improving employee performance are 1) responsiveness to all the work given; 2) ability to use the technical facilities provided at the sub-district office and 3) able to complete tasks on time. These three factors are factors that need second attention from the Camat so that the performance of their employees can run well. Employees also need to be responsive to all assigned tasks, be able to use technological means, and be able to complete tasks on time. These three factors are also factors that are no less important to get the full attention of the Camat in order to achieve good employee performance.

Furthermore, factors that are quite influential in improving employee performance at the Banjarbaru District Head Office are 1) being able to communicate well with the community; and 2) willing and able to coordinate and cooperate with other employees.

In addition, factors that have no effect on improving employee performance are 1) being able to communicate well with fellow employees and 2) getting rewards/rewards for every work they have completed.

Efforts Made by the Head of Banjarbaru Subdistrict in Improving Employee Performance

In an effort to improve the performance of employees at the Banjarbaru District Head Office, several things have been done by the Banjarbaru District Head so that all employees can carry out their work well. The following are the efforts that have been made by the Banjarbaru District Head:

a. Improving the Human Resources of Employees

As explained in the previous chapter, employee performance is a very influential factor in the smooth running of all administrative activities in an organization. To be able to carry out the entire series of tasks assigned to all employees, the resources owned by each individual employee are something that needs attention from the leadership. To be able to overcome this, the Banjarbaru District Head always tries to motivate employees to improve their knowledge so that their human resources can be taken into account by providing opportunities for them to continue their studies to the S1 level for those who only graduated from high school. Not only that, but there are also several employees who are continuing their studies at the master's level. This proves that the District Head of Banjarbaru always strives to provide opportunities for his employees to get a proper education in order to improve their human resources so that good performance is achieved for employees.

b. Improving Office Facilities and Infrastructure

Another effort made by the Banjarbaru District Head to improve the performance of his employees is by trying to improve the completeness of the existing facilities and



infrastructure at the Banjarbaru District Head Office, especially now that they have just occupied their new office which stands next to the old office with a building consisting of two floors. For this reason, it can be assumed that they still need a lot of infrastructures that need to be equipped. The main facility that is the focus of his attention is having wifi, according to him, this facility is very important because most of the systems and information needed are in the online form. And of course, another very important facility is the procurement of computers/laptops for the smooth work of employees as well as other needed and mutually supportive infrastructure facilities.

c. Addition of Reference Books

The next effort made by the Banjarbaru District Head in improving the performance of his employees is by providing references or books related to each scope of work which is the responsibility of each employee. From the reference books, it is hoped that employees can develop their knowledge related to their main duties and functions. All of these references are placed in a special room which is better known as the library.

CONCLUSION

Referring to the topic of this research, namely the factors that affect the performance of employees at the Banjarbaru District Head Office, after describing all the data obtained in the field, several conclusions can be drawn through indicators that exist in operational variables, namely: influential in knowing the performance of employees, namely: 1) can provide good service to every community; 2) be responsible for all tasks assigned to them and 3) can provide satisfaction to every community dealing with the Camat Office. Meanwhile, the influencing factors in improving employee performance consist of 1) responsiveness to all assigned work; 2) ability to use the technical facilities provided at the sub-district office and 3) able to complete tasks on time. Factors that are quite influential in improving employee performance at the Banjarbaru District Head Office are 1) being able to communicate well with the community, and 2) being willing and able to coordinate and cooperate with other employees. And the factors that have no effect in improving employee performance are 1) being able to communicate well with fellow employees and 2) getting awards/rewards for every work they have completed.

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