



The Effect of Motivation and Performance Evaluation on Employee Job Satisfaction of PT Asuransi Central Asia Cikini Jakarta Branch

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Abstract

PT Asuransi Central Asia (ACA) is a company engaged in general insurance, which was established on August 29, 1956. PT Asuransi Central Asia (ACA) is one of the national insurance companies with the largest number of assets, which currently reaches IDR 8.73 trillion. PT Asuransi Central Asia's (ACA) flagship insurance products are OTOMATE (motor vehicle insurance), ASRI (Ideal Home Insurance), and microinsurance products such as Dengue Fever Insurance. PT Asuransi Central Asia (ACA) also has other products that suit the needs of the community, namely property insurance, construction, transportation, ship frame, New Travel Safe (travel insurance), Medi+ (health insurance), Wellwoman (female cancer insurance), financial insurance, personal accident insurance, plant insurance and other insurance products. This research is a quantitative research, with the data collection technique used is a questionnaire. The sample in this study is 30 respondents. The data in this study was processed using SPSS software version 24. The results of this study show that motivation (X1) has a positive and significant influence on employee job satisfaction with a significance level of 0.000, performance evaluation (X2) has a positive and significant effect on employee performance with a significant level of 0.006, motivation and performance evaluation together have a positive and significant influence on employee job satisfaction with a significance level of 0.000 or 0%.

Keywords: Performance Evaluation, Job Satisfaction, Motivation

Introduction

In the era of globalization, the increasingly tight competitors between companies, companies must be able to have quality human resources who are able to be highly committed and understand technological advances to compete with other companies. Therefore, human resources are an important factor in production. Humans play an active role in all corporate sustainability activities in achieving goals. With good resources, the success of a company will also be achieved and employee job satisfaction will be higher. To be able to compete, it is necessary to have a special strategy in terms of human resources by retaining employees so that employee job satisfaction can increase so that employee performance will also increase. The success of a company will be determined by the level of job satisfaction, where the company

certainly wants an increase in job satisfaction in order to achieve the goals that have been planned by the company. In this employee job satisfaction orientation, there are several factors that play a role, including the influence of motivation and performance evaluation based on employee job satisfaction.

Job satisfaction is another instrument in the company's progress, because the company's progress or retreat is influenced by one of the employee job satisfaction factors, if employee satisfaction is well maintained, it is almost certain that no employee will want to move to another place, so that the company can focus more on advancing its business without any disturbing things such as the exit and entry of employees from one company to another. It can also be influenced by employee motivation, evaluation, and job satisfaction.

Employee work motivation must always be maintained and improved, one way is by applying rewards and punishments. To improve effective performance, the management can pay attention to the most important thing, namely meeting the needs of its employees. To meet their needs, it is necessary to have an award / reward as a form of motivation given to employees. The management plays an important role in increasing employee motivation to achieve the best achievements. High achievements must be given appropriate rewards and if they violate the rules in the organization, they must be given appropriate and fair sanctions.

In addition to work motivation, performance evaluation is also no less important in increasing employee job satisfaction. Performance appraisal, also called performance review, performance evaluation, or employee appraisal, is an effort to assess achievements with the aim of increasing employee and company productivity. However, these goals are often not achieved because many companies conduct poor performance assessments. The impact is demotivation at work and a decrease in the achievement of company goals from year to year. A good employee performance assessment is not only seen from the results he or she does, but also from the employee's process in completing his work. Performance is the result of work, the result of the entire process of a person in doing his or her task. Employee performance assessments are conducted once a year to see the quality of employees in order to build the company.

Performance appraisal is the process of evaluating how well employees are doing their jobs when compared to a set of standards and then communicating that information to employees. In order to encourage good behavior or improve and erode substandard work performance, it is necessary to have an objective performance assessment with a planned behavior assessment method, namely the attitude of employees who are burdened with responsibility for tasks in the office as a consideration for the formation of their behavior by taking into account previous experiences and predicting future events will be able to identify the implementation of tasks work, whether it can be carried out easily or difficult to complete (Evita et al., 2019).

Method

This study uses a quantitative research approach with a survey method. The research approach is used to determine the position of the variables based on the data obtained during the research and the influence between the variables studied. What is meant by research

methods is a scientific way to obtain data with certain purposes and uses (Sugiyono, 2019). Descriptive research is research that is carried out to determine the value of independent variables, either one or more variables (independent) without making comparisons or connecting with other variables.

Comparative research is a comparative research. Here the variables are still the same as independent variable research but for more than one sample. While associative research is research that aims to determine the influence or relationship between two or more variables. So in this study, the method used is a quantitative method that is descriptive because it is expressed with numbers that show the value of the magnitude of the variable it represents. The population in this study is all employees of PT Asuransi Central Asia (ACA) Cikini Branch as many as 40 employees. The sampling technique used in the study is nonprobability sampling with the technique taken, namely saturated sampling (census). The saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chose a sample using a saturated sampling technique because the population is relatively small. So that the sample used in this study is all employees of PT Asuransi Central Asia (ACA) Cikini Branch as many as 40 employees.

In this study, the researcher used a research instrument, namely a questionnaire. In this study, a closed questionnaire was used. Closed questionnaires are questionnaires that have been provided with answers so that respondents only have to choose. A questionnaire is a list of questions that must be answered or filled in by respondents based on the circumstances that occur. The questionnaire used in this study was given to employees of PT Asuransi Central Asia (ACA) Cikini Branch as respondents to obtain data on motivation, performance evaluation, and job satisfaction. (Sugiyono, 2019).

The author in carrying out the measurement scale is measured using the Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With the Likert scale, the variables to be measured are described as variable indicators. Then the indicator is used as a starting point to compile instrument items that can be in the form of statements or questions. The answer for each instrument item that uses the Likert scale has a gradation from very positive to very negative. The research instrument in the form of a questionnaire is prepared by referring to the theories that have been described previously. For each research variable, a grid and items are made in the form of questions and statements, compiling research constructs in the form of conceptual definitions and operational definitions. The research instrument was proposed to collect data on research variables in the form of motivation, performance evaluation, and employee job satisfaction.

Results and Discussion

Research Results

By describing the identity of the respondents who are the sample in this study, it will be possible to know the extent of the identity of the respondents in this study. Therefore, the description of the identity of the respondents in this study can be grouped into several groups, namely: gender, age, last education, and length of work.

Respondent Characteristics by Gender

Table 1. Respondent Characteristics by Gender

It	Gender	Respondent's Response	
		Person	Percentage
1	Woman	26	65%
2	Man	14	35%
	Sum	40	100%

Source : Primary data processed in 2024

Based on the table above, namely the respondents' responses based on gender, the 40 respondents who were sampled in this study were dominated by women, namely 65%, so it can be concluded that the majority of employees of PT Asuransi Central Asia (ACA) Cikini Branch are women.

Respondent Characteristics by Age

Table 2. Respondent Characteristics by Age

It	Age	Respondent's Response	
		Person	Percentage
1	<20 Years	6	15%
2	20-30 Years	28	70%
3	30-40 Years	4	10%
4	>40 Years	2	5%
	Sum	40	100%

Source : Primary data processed in 2024

Based on the table above, namely the respondents' responses based on age, the 40 respondents who were sampled in this study were dominated by 20-30 years old, which was 70%, so it can be concluded that the majority of employees of PT Asuransi Central Asia (ACA) Cikini Branch are between 20-30 years old.

Respondent Characteristics Based on Last Education

Table 3. Respondent Characteristics Based on Last Education

It	Last Education	Respondent's Response	
		Person	Percentage
1	SMA	18	45%

2	DIII	2	5%
3	S1	16	40%
4	S2	4	10%
Sum		40	100%

Source : Primary data processed in 2024

Based on the table above, namely the respondents' responses based on the last education, the 40 respondents who were sampled in this study were dominated by high school students, which was 45%, so it can be concluded that the majority of employees of PT Asuransi Central Asia (ACA) Cikini Branch are educated in high school.

Characteristics of Respondents Based on Length of Work

Table 4. Characteristics of Respondents Based on Length of Work

It	Length of Work	Respondent's Response	
		Person	Percentage
1	<1 Year	9	22,5%
2	1-2 Years	3	7,5%
3	2-3 Years	9	22,5%
4	3-4 Years	5	12,5%
5	>4 Years	14	35
Sum		40	100%

Source : Primary data processed in 2024

Based on the table above, namely the respondents' responses based on the length of work, the 40 respondents who were sampled in this study were dominated by those who had worked for > 4 years, which was 35%, so it can be concluded that the majority of employees of PT Asuransi Central Asia (ACA) Cikini Branch are dominated by employees who have worked for > 4 years.

Validity Test

In conducting the validity test of the instrument, the researcher used the help of the SPSS statistical data processing application. The validity of a question item can be seen in the SPSS output results in the table with the title *Item-Total Statistic*. Assessing the validity of each question item can be seen from the *Corrected item-Total Correlation* value of each question item. A question item is said to be valid if the value of the r-count which is the value of the *Corrected item-Total Correlation* > r-table. The results of the validity test of work discipline instruments can be seen in the following table:

Table 5. Validity Test Results

Variable	r-count	r-table	Information
Motivation (x1)	,902	0,2638	Valid
	,477		
	,516		
	,491		
	,693		
	,846		
	,692		
	,582		
	,530		
	,704		
Evaluation/Performance Assessment (X2)	,738	0,2638	Valid
	,407		
	,592		
	,818		
	,438		
	,737		
	,439		
	,361		
	,661		
	,755		
Variable	r-count	r-table	Information
Job Satisfaction	,716	0,2638	Valid
	,817		
	,391		
	,653		

,540

,605

,598

,270

,712

,812

Source : Primary data processed in 2024

From table IV.5 mentioned above, it can be concluded that each questionnaire item given to the respondents is valid. This proves that the r-count value of the three variables is greater than the r-table (0.2638).

Reliability Test

In conducting the reliability test of the instrument, the researcher used the help of *the SPSS statistical* data processing application. The reliability of the instrument is determined by comparing the alpha coefficient value. The number of instrument respondents was 40 people. Reliability testing with *Alpha Cronbach* can be seen from the *Alpha* value, if the *Alpha value* > from the table value of 0.70, then it can be said to be reliable. The results of the instrument reliability test can be seen in the following table:

Table 6. Reliability Test Results

Variable	rAlpha	rtable	Information
Motivation (x1)	0,896	0,700	Reliable
Performance Evaluation (x2)	0,870	0,700	Reliable
Job Satisfaction (Y)	0,882	0,700	Reliable

Source : Primary data processed in 2024

Based on Table 4.6, reliability tests are carried out on question items that are declared valid. A variable is said to be reliable or reliable if the answer to the question is always consistent. So the result of the reliability coefficient of the motivation instrument is $r_{ll} = 0.896$, the performance evaluation instrument is $r_{ll} = 0.870$, and the employee job satisfaction is $r_{ll} = 0.882$, it turns out that it has an "Alpha Cronbach" value greater than 0.700, which means that all three instruments are declared reliable or meet the requirements.

Multiple Linear Regression Analysis Test

Table 7. Multiple Linear Regression Test Results

		Coefficients ^a			t	Sig
Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2,185	6,340		,345	,732
	Motivation	,561	,119	,555	4,729	,000
	Evaluation/Performance Assessment	,403	,138	,342	2,913	,006

From the table above, it is found that the regression equation of the influence of motivation and performance evaluation on employee job satisfaction is as follows:

$$\begin{aligned} \text{Formula} &= Y = a + b_1x_1 + b_2x_2 \\ &= 2,185 + 0,561 X_1 + 0,403 X_2 \end{aligned}$$

Through the regression model, the regression results can be interpreted as follows:

- The value of the constant is 2.185 which means it has a positive effect. The positive constant means that there is an increase in employee job satisfaction by 2,185.
- The value of the work motivation regression coefficient of 0.561 states that if work motivation increases by one unit, then the job satisfaction value will increase by 0.561 units. The regression coefficient has a positive value so that it can be said that the direction of the influence of the work motivation variable (X₁) on the job satisfaction variable (Y) is positive.
- The value of the regression coefficient of performance evaluation of 0.403 states that if the performance evaluation increases by one unit, then the job satisfaction value will increase by 0.403 units. The regression coefficient has a positive value so that it can be said that the direction of the influence of the performance evaluation variable (X₂) on the job satisfaction variable (Y) is positive.

Hypothesis Test

Table 8. Test Result T (partial)

		Coefficients ^a			t	Sig
Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2,185	6,340		,345	,732
	Motivation	,561	,119	,555	4,729	,000
	Evaluation/Performance Assessment	,403	,138	,342	2,913	,006

Judging from the image above, the following results are obtained:

1. The value of the motivation variable is 4.729, with the ttable value for $df = nk = 1.687$ at the sig level. 005. Value sig. What was obtained was 0.000. This means that the tcount value (4.729) > the ttable value (1.687), so H_{a1} is rejected and H_{01} is accepted. In addition, the significance value (0.000) is also < 0.05 so that H_{01} is accepted. Therefore, it can be concluded that there is a positive and significant influence between motivation and employee job satisfaction.
2. The tcount value of the performance evaluation variable was 2.913, with the ttable value for $df = nk = 1.687$ at the sig level. 0.05. Value sig. The amount obtained was 0.006. This means that the tcount value (2.913) > the ttable value (1.687), so H_{a2} is rejected and H_{02} is accepted. In addition, the significance value (0.006) is also < 0.05 so that H_{02} is accepted. Therefore, it can be concluded that there is a positive and significant influence between performance evaluation and employee job satisfaction.

Test F (Simultaneous)

Table 9. Test Result F (Simultaneous)

ANOVAa						
	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	681,495	2	340,747	20,672	,000B
	Residual	609,880	37	16,483		
	Total	1291,375	39			

Based on the table above, the result was obtained that the value of F_{cal} was 20.672. The F_{table} values for $df_1 = 2$ ($k-1$) and $df_2 = 37$ ($n-k$) at the significance level (α) = 0.05 are 3.25. The value of sig. What was obtained was 0.000. This means that the value of F_{cal} (20.672) > the value of F_{table} (3.25), and the significance value of (0.000) < 0.05, then H_{a3} is rejected and H_{03} is accepted. Thus, it can be concluded that there is a positive and significant influence between motivation and performance evaluation on employee job satisfaction.

Coefficient of Determination Test

Table 10. Results of the Determination Coefficient Test of X_1 and Y Variables

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,648a	,419	,404	4,442

From the table above, an R Square value of 0.419 was obtained, which means that the motivation variable had an influence on the employee job satisfaction variable (Y) of 41.9%, while the remaining 58.1% was influenced by other variables that were not studied in this study.

Table 11. Results of the Determination Coefficient Test of X2 and Y Variables

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,492a	,242	,222	5,075

From the table above, an R Square value of 0.242 was obtained, which means that the performance evaluation variable had an influence on the employee job satisfaction variable (Y) of 24.2%, while the remaining 75.8% was influenced by other variables that were not studied in this study.

Table 12. Results of Variable Determination Coefficient Test X1, X2 and Y

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,726a	,528	,502	4,060	1,012

a. Predictors: (Constant), Performance Evaluation/Assessment, Motivation

b. Dependent Variable: Employee Job Satisfaction

From the table above, an R Square value of 0.528 was obtained, which means that the motivation and performance evaluation variables had an influence on the employee job satisfaction variable (Y) of 52.8%, while the remaining 47.2% was influenced by other variables that were not studied in this study.

Discussion of Test Results

The Relationship of Motivation to Employee Job Satisfaction of PT Asuransi Central Asia (ACA) Cikini Jakarta Branch

Based on the results of the analysis of hypothesis test data, namely the t-test, the influence of the variable X1 on Y has a linear value of meaning. This is evident from the t-count value of 4.729 (table IV.10) greater than the t-table (1.687) and the significance value of 0.000 (sig < 0.05), so the above analysis can be concluded that motivation has a positive and significant effect on the job satisfaction of employees of PT Asuransi Central Asia (ACA) Cikini Branch so that it can be concluded that the null hypothesis (H01) is accepted, so that this hypothesis has been empirically tested. Motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals.

Employees' positive mental attitude towards the work situation is what strengthens their work motivation to achieve maximum performance. Giving motivation to a person is a link that starts from needs, gives rise to desires, causes actions, and produces decisions. Of the various stages of motivation, the main factor is the need and direction of behavior. Motivation must be directed to achieve the goals of the organization. Only with clarity of goals can all individuals involved in the organization easily understand and implement it. The results of this study are supported by research conducted by the results of the study, it can be concluded that there is a positive and significant relationship between Work Motivation and the Performance of Class IIB Prison employees in Humbang Hasundutan Prison. (Ompusunggu & Kusmiyanti, 2021) (Ompusunggu & Kusmiyanti, 2021)

The Relationship of Employee Performance Assessment (X2) to Employee Job Satisfaction of PT Asuransi Central Asia (ACA) Cikini Jakarta Branch

Based on the results of the analysis of hypothesis test data, namely the t test, the influence of the X2 variable on Y has a linear value of meaning. This is evident from the t-count value of 2.913 (table IV.10) greater than the t-table (1.687) and the significance value of 0.006 (sig < 0.05), so the above analysis can be concluded that employee performance evaluation/assessment has a positive and significant effect on the job satisfaction of employees of PT Asuransi Central Asia (ACA) Cikini Branch so that it can be concluded that the null hypothesis (H02) is accepted, so that this hypothesis has been empirically tested.

(Kasmir, 2019) Defines performance as the result of a person's work and behavior in a period. Performance as a result needs to be evaluated to find out if the performance is in accordance with the desired standards. This evaluation process is known as performance appraisal. Performance certainly needs to be evaluated or assessed. Performance appraisal is the process of planning, organizing, supervising, controlling and assessing performance.

The results of this study are supported by the research conducted. The results of the study showed that the performance assessment variable had a positive and significant effect on employee job satisfaction as evidenced by the value of the determination coefficient of 74.7%. (Rani, 2020)

Relationship of Motivation (X1) and Employee Performance Assessment (X2) to Employee Job Satisfaction of PT Asuransi Central Asia (ACA) Cikini Jakarta Branch

Based on the results of the analysis of hypothesis test data, namely the f test, the influence of variables X1 and X2 on Y has a linear value of significance. This is evident from the f-count value of 20.672 (table IV.11) greater than the f-table (3.25) and the significance value of 0.006 (sig < 0.05), so the above analysis can be concluded that employee motivation and evaluation/assessment of performance have a positive and significant effect on the job satisfaction of employees of PT Asuransi Central Asia (ACA) Cikini Branch so that it can be concluded that the null hypothesis (H03) is accepted, So that this hypothesis has been empirically tested. Job satisfaction felt by employees in general is reflected in the employee's positive attitude towards work and everything that is faced or assigned to him in the work environment. On the other hand, if job satisfaction is not achieved, it can have a bad effect on

the company. The bad consequences can be in the form of laziness, negligence, strikes, labor turnover and other adverse consequences. The results of this study are supported by research conducted by tests jointly or simultaneously it is known that work motivation (X1), performance assessment (X2) have a significant influence on job satisfaction (Y) of PT Pos Indonesia (Persero) Malang (Sancoko & Thoyib, 2022)

Conclusion

From the data obtained through the distribution of the questionnaire, the author conducted a reliability test to determine the consistency of the answers over time and a validity test to state whether a questionnaire is correct or not. The results of reliability testing and validity testing on data obtained from employees of PT. Asuransi Central Asia (ACA) Cikini Branch shows that all of them are declared valid and reliable. After that, the author analyzes the data. Thus, the conclusion given is in accordance with the formulation of the problem in this study that partially, there is a significant positive influence of the motivation variable (X1) and employee job satisfaction (Y) can be known to be T-count of 4.729 because the T-count > T-table (4.729 > 1.687) and the sig value of 0.000 < 0.05 which means that H01 is accepted, therefore, it can be concluded that motivation has a significant positive effect on the job satisfaction of employees of PT. Asuransi Central Asia (ACA) Cikini Branch. Partially, there is a positive and significant influence of the variables of employee performance evaluation/assessment (X2) and employee job satisfaction (Y) can be known T-count of 2.913 because T-count > T-table (2.913 > 1.687) and sig value 0.006 < 0.05 which means H02 is accepted, therefore, it can be concluded that employee performance evaluation/assessment has a positive and significant effect on employee performance employee job satisfaction PT. Asuransi Central Asia (ACA) Cikini Branch. Simultaneously, there is a significant positive influence of motivation variables (X1) and employee performance evaluation/assessment (X2) on employee job satisfaction (Y) can be known to be F-count of 20.672 because T-count > T-table (20.672 > 3.25) and sig value 0.000 < 0.05 which means H03 is accepted, therefore, it can be concluded that employee motivation and evaluation/performance assessment have a positive and significant effect on employee job satisfaction of PT. Asuransi Central Asia (ACA) Cikini Branch. The R square value is 0.528, which means that the motivation variable and employee performance evaluation/assessment have an influence on the employee performance variable (Y) of 52.8%, while the remaining 47.2% is influenced by other variables that were not studied in this study.

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