



## The Influence Of Work Culture And Human Resource Development On Employee Performance In The Health Department Of Lampung Province

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**Abstract.** The fact that occurs is that the work culture within the Dinas Kesehatan Provinsi Lampung is not working well, as can be seen from the attitude of employees who are less aggressive in achieving organizational goals, reluctant to show their best performance in contributing to the agency. Other problems related to human resource development are still not optimal. This indicates that training activities are still minimal both in terms of the number of technical training and employee participation. Looking at and observing the problems of work culture and human resource development as described above, it is reasonable to suspect that the accumulation of these problems has contributed to weak employee performance. The aim of this research is to determine the influence of work culture and human resource development on employee performance. The hypothesis in this research is that there is an influence of work culture and human resource development, either partially or simultaneously, on employee performance. The sample in this study consisted of 54 employees. Data collection techniques include observation, documentation and questionnaires. The data analysis method uses a quantitative approach with the help of SPSS version 21.0 statistical tools including calculation of validity tests, reliability tests, simple and multiple linear regression tests, t tests, F tests and coefficient of determination tests. The results of hypothesis testing show that work culture partially has a positive influence on employee performance with a contribution of 56.2%. Human resource development has a positive influence on performance with a contribution of 50.4%. Simultaneous hypothesis testing shows that work culture and human resource development together have a positive influence on performance with a contribution of 62.3%, while the remaining 37.7% is a variation of other variables outside this research.

**Keywords:** *Work Culture, Human Resource Development, Employee Performance.*

### INTRODUCTION

Officials and implementing employees and honorary workers are essentially an important part, making a major contribution to achieving organizational goals, because workers are the ones who are in direct contact with the community. Even though the technology implemented by an organization is advanced but is not supported by well-organized and well-trained human resources, the organization may still encounter obstacles. With the heavy workload that workers must undergo, workers must have knowledge, skills and attitudes or high work ethics so that workers are more professional in their work. Employees as part of the human resources department play a central role in all organizational activities, because they are the ones who plan, implement and decide how to achieve the goals of the organizational system, because humans are the ones who contribute their energy, talents, creativity and efforts to the organization. Realizing how important human resources are in an organization, it can be said that humans are the most valuable assets and have a direct impact on the organization compared to other resources. Description of the extent to which the human resources

department or employees are able to carry out their duties and functions in accordance with their role in the organization which is reflected in their performance measures. Mangkunegara (2014:61) stated that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Effective and efficient use of resources is one factor that can improve organizational performance. However, human resources can be a cause of waste and inefficiency in all areas. This negative impact can occur if the organization's management is unable to formulate appropriate and effective human resource management policies.

High performance of each employee cannot be expected as a result that just happens, but this happens with good intentions and sincerity. This is expressed by the employees themselves through work behavior such as high work discipline and the implementation of a work culture that prioritizes professionalism. On the other hand, to achieve these results, it is necessary to rely on goal identification that begins with organizing reasonable work planning. Work culture according to Tika (2015:4) is a set of assumptions or belief systems, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome problems of external adaptation and internal integration. The individual and group work patterns carried out by employees cannot be separated from the culture that applies in an organization. Employees have different backgrounds and heterogeneous characteristics, so that in general they will be influenced by the amount of resources available, which causes someone in an organization to behave differently compared to other organizations. The fact is that the work culture in the Lampung Provincial Health Office environment is not running well, as seen from the attitude of employees who are less aggressive in achieving organizational goals, reluctant to show their best performance in contributing to the agency.

This condition is exacerbated by the attitude of the leadership who pays less attention to employees whose performance is below standard, so that employee performance tends to decline. This phenomenon indicates that employees in the Lampung Provincial Health Office environment are less aggressive in showing their best performance in order to realize organizational goals optimally. Improving employee knowledge, skills, and attitudes requires effective Human Resources (HR) development. Hasibuan (2015: 56) said that HR development is an effort to improve the implementation of current and future work by providing information, influencing nature or adding skills. The purpose of this HR development is to improve employee performance. The existence of HR development is expected to improve knowledge and skills, as well as improve the attitude of employees themselves towards their duties. Likewise, with the Lampung Provincial Health Office, in order to improve employee knowledge, skills, and attitudes in working and in order to improve performance, it can be done by improving HR development, so that it is expected that employees are able to work professionally, responsibly, can work effectively and efficiently, and can improve work performance which ultimately achieves the vision and mission of the organization. However, in practice, the implementation of HR development is still not in accordance with expectations. There are still many obstacles both in terms of technical and managerial that occur, so that the targets to be achieved are not optimal.

## **LITERATURE REVIEW**

### **Work Culture**

Work culture according to Tika (2015:4) is a set of assumptions or belief systems, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems. Ruky (2016:315) states that work culture reflects the way they do things (make decisions, and serve people), which can be seen and felt especially by people outside the organization. According to Mangkunegara (2014:317) work culture is generally a philosophical statement, can function as a binding

demand on employees because it can be formulated formally, in various organizational regulations and provisions. Work culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of all members of the organization. In addition, organizational culture refers to a system of shared meanings adopted by members that distinguish the organization from other organizations. Individually or in groups, a person will not be separated from the culture that exists in the organization. In general, they will be influenced by the diversity of existing resources as a stimulus so that a person in an organization has specific behavior when compared to the organizational group or organization.

### **Human Resource Development**

According to Mathis and Jackson (2014: 334) human resource development is an activity related to improving employee skills for sustainable growth in the organization. Hasibuan (2015: 56) said that human resource development is an effort to improve the implementation of current and future work by providing information, influencing nature or adding skills. The importance of human resource development according to Ranupandojo and Husnan (2014: 100) states that after employees are obtained, it is appropriate that they are developed.

This development is carried out to improve skills through training, which is needed to be able to carry out tasks well. This activity is increasingly important due to the development of technology and the increasing complexity of leadership tasks. This stage of human resource development has two important aspects of activities that cannot be separated from each other, namely training activities and human resource development activities themselves which are intended so that the potential of employees can be used effectively.

### **Employee Performance**

Mathis and Jackson (2014:117) define that performance is basically what employees do or do not do. General employee performance for most jobs includes the following elements: quantity of results, quality of results, timeliness of results, attendance, ability to work together. Hasibuan (2015:47), states that work achievement or performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time.

Work achievement or performance is a combination of three important factors, namely, the ability and interest of a worker, the ability and acceptance of the explanation of the delegation of tasks, and the role and level of motivation of a worker. Performance is the result of work related to organizational goals, such as quality, efficiency, and other effectiveness criteria. It is also said that employee performance is a function of the individual and the organization. In other words, it is also mentioned as a combination of psychological perspectives that contain individual and sociological contributions that contain the organizational framework. The measure of success cannot be equated with one individual with another.

## **METHODS**

### **Validity Test**

Validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the statements (indicators) in the questionnaire are able to reveal something that will be measured by the questionnaire, namely measuring the construct or variable studied by the researcher. Validity test is done by comparing the calculated *r value* (for each statement item can be seen in the *corrected item-total correlations column*), with *the r table* by finding *the degree of freedom (df) = n - k*, in this case *n* is the number of samples, and *k* is the number of independent research variables. If the calculated  $r > r \text{ table}$ , and has a positive value, then the statement (indicator) is said to be valid.

The Validity Test uses the *Product Moment correlation formula* as follows.

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

Where:

$r_{xy}$  = correlation coefficient of an item

n = number of subjects

X = score of an item

Y = total score (Arikunto, 2014: 72)

$r$  value is then consulted with *the  $r$  table (critical  $r$ )*. If *the calculated  $r$*  from the formula above is greater than *the  $r$  table*, then the item is valid, and vice versa. In the questionnaire are consistent or stable over time. In addition, to produce the reliability of an instrument or questionnaire, researchers must submit relevant statements to respondents. Researchers conducted reliability measurements using *the one-shot method*, which is measuring only once and then comparing the results with other questions, or measuring the correlation between answers to questions in the questionnaire.

For this reason, researchers used the SPSS *for Windows program*. SPSS provides facilities for measuring reliability with the *Cronbach Alpha ( $\alpha$ )* statistical test. Testing the reliability of variable items uses an internal consistency test using the following *Cronbach Alpha formula*.

$$r_{11} = \left[ \frac{k}{k-1} \right] \left[ 1 - \frac{\sum \sigma_b^2}{V_t^2} \right]$$

Where:

$r_{11}$  = instrument reliability

k = number of questions or number of questions

$\sum \sigma_b^2$  = number of item variants

$\sum \sigma_b^2$

$V_t^2$  = total variance

to be said to be reliable using this technique is if the reliability coefficient ( $r_{11}$ ) > 0.6

## Reliability Test

Reliability test is a tool to measure the reliability, certainty or consistency or consistency of a questionnaire. According to Ghazali (2016:90) a questionnaire is said to be reliable if the respondents' answers to the questions.

## RESULTS

### Validity Test

Based on the results of data processing using mathematical tools through the SPSS 21.0 program, the correlation coefficient value ( $r_{count}$ ) for each variable was obtained, that the correlation value between item scores and total item scores for 10 statement items, had a correlation value that was greater than the correlation value of  $r$  table at a significance level of 0.05 with a degree of freedom df of 10, which was 0.707.

**Validity of Work Culture (X<sub>1</sub>)****Table 1 Validity of Work Culture (X<sub>1</sub>)**

No Item test	r hit value	Table r value	Information
1.	0.885	0.707	Valid
2.	0.871	0.707	Valid
3.	0.870	0.707	Valid
4.	0.882	0.707	Valid
5.	0.879	0.707	Valid
6.	0.872	0.707	Valid
7.	0.878	0.707	Valid
8.	0.880	0.707	Valid
9.	0.884	0.707	Valid
10.	0.873	0.707	Valid
11.	0.885	0.707	Valid
12.	0.871	0.707	Valid
13.	0.870	0.707	Valid
14.	0.882	0.707	Valid
15.	0.882	0.707	Valid
16.	0.872	0.707	Valid
17.	0.878	0.707	Valid
18.	0.880	0.707	Valid
19.	0.884	0.707	Valid
20.	0.873	0.707	Valid

Source : Processed Data , 2024

Interpreting the results of the validity test of the criteria used is if the calculated r value > r table then the questionnaire item is declared valid. Based on the results of the work environment validity test, the Work Culture questionnaire items as a whole are declared valid.

**Validity of Human Resources Development****Table 2 Validity Human Resources Development (X<sub>2</sub>)**

No Item test	r hit value	Table r value	Information
1	0.888	0.707	Valid
2	0.872	0.707	Valid
3	0.871	0.707	Valid
4	0.887	0.707	Valid
5	0.881	0.707	Valid
6	0.888	0.707	Valid
7	0.872	0.707	Valid
8	0.871	0.707	Valid
9	0.887	0.707	Valid
10	0.881	0.707	Valid
11	0.888	0.707	Valid
12	0.872	0.707	Valid
13	0.871	0.707	Valid
14	0.887	0.707	Valid

No Item test	r hit value	Table r value	Information
15	0.881	0.707	Valid
16	0.883	0.707	Valid
17	0.885	0.707	Valid
18	0.881	0.707	Valid
19	0.892	0.707	Valid
20	0.887	0.707	Valid

Source : Processed Data , 2024

Based on the results of the validity test of Human Resource Development, the Human Resource Development questionnaire items as a whole were declared valid.

### Employee Performance Validity

**Table 3 Employee Performance Validity (Y)**

No Item test	r hit value	Table r value	Information
1	0.875	0.707	Valid
2	0.863	0.707	Valid
3	0.862	0.707	Valid
4	0.871	0.707	Valid
5	0.862	0.707	Valid
6	0.875	0.707	Valid
7	0.863	0.707	Valid
8	0.862	0.707	Valid
9	0.871	0.707	Valid
10	0.862	0.707	Valid
11	0.863	0.707	Valid
12	0.862	0.707	Valid
13	0.871	0.707	Valid
14	0.862	0.707	Valid
15	0.875	0.707	Valid
16	0.869	0.707	Valid
17	0.879	0.707	Valid
18	0.875	0.707	Valid
19	0.881	0.707	Valid
20	0.870	0.707	Valid

Source : Processed Data , 2024

Based on the results of the validity test of the performance variables, the Performance questionnaire items as a whole were declared valid.

### Reliability Test

#### Work Culture Variable (X<sub>1</sub>)

From the results of the reliability test calculation on the research instrument of the Work Culture variable, it shows that there is reliability (conformity) both between the statement items and the totality. The details are shown in the following table:

**Table 4 Work Culture Reliability (X<sub>1</sub>)**

Cronbach's Alpha	N of Items
0.738	20

Table in on shows that the total *Cronbach's alpha* is 0.738 above the value of 0.6 . Likewise, it can be seen from each statement item that the total *Cronbach's alpha value* is above the Cronbach's alpha value of each statement item.

**Human Resource Development Variable (x<sub>2</sub>)**

The Human Resource Development variable instrument also turned out to be reliable in all (20 items), because the total *Cronbach's alpha* was 0.675, above the standard value of 0.6 and above *the Cronbach's alpha value* per item, as seen in the following table:

**Table 5 Reliability Human Resources Development (X<sub>2</sub>)**

Cronbach's Alpha	N of Items
0.675	20

Source : Processed Data , 2024

**Employee Performance Variable (Y)**

As with the Work Culture and HR Development variables, the Employee Performance variable also shows that all 20 statement items are reliable (appropriate), because the total *Cronbach's alpha value* is 0.665, above the value of 0.6 and above *the Cronbach's alpha value per item* , as seen in the following table.

**Table 6 Performance Reliability (Y)**

Cronbach's Alpha	N of Items
0.665	20

Source : Processed Data , 2024

**Simple Linear Regression of the Influence of Work Culture on Employee Performance**

Based on the calculation of the linear regression model using SPSS statistics, the following results were obtained.

**Table 7 Simple Linear Regression of the Influence of Work Culture t on Employee Performance**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,236	3,841		5.009	.000
	X1	.561	.088	.645	6,368	.000

a. Dependent Variable : .Y

Source : Processed Data , 2024

The table above shows the results of the regression direction coefficient between Work Culture and employee performance of 0.561 with a constant of 19.236. Thus, the regression equation is  $Y = 19.236 + 0.561X_1$ . This means that if there is an increase in the Work Culture variable by 1 point, it is estimated that the Performance variable will increase by 0.561 points. The constant value of 19.923 explains that if there is no Work Culture variable ( $X_1 = 0$ ), the Performance variable will remain at 19.239

### Simple Linear Regression of the Influence of Human Resource Development to Employee Performance

**Table 8 Simple Linear Regression of Human Resource Development on Employee Performance**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,529	4.618		4.878	.000
	X2	.486	.106	.518	4,578	.000

a. Dependent Variable: ( Y )

The regression coefficient of the HR Development variable is 0.486 on employee performance with a constant of 22.529. Thus, the regression equation is  $Y = 22.529 + 0.486X_2$ . This means that if there is an increase in the HR Development variable by 1 point , it is estimated that the Performance variable will increase by 0.486 points. The constant value of 22.529 explains that if there is no HR Development variable ( $X_2 = 0$ ) then the Performance variable will remain at 22.529.

### Multiple Linear Regression of the Influence of Work Culture and Human resource development towards Employee Performance

**Table 9 Multiple Linear Regression Influence Variables Work Culture and Human Resources Development on Employee Performance**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,752	4.436		3.100	.003
	X1	.447	.099	.514	4,521	.000
	X2	.240	.107	.256	2.256	.028

a. Dependent Variable : .Y

Source : Processed Data , 2024

The result of the regression direction coefficient of the Work Culture variable (X1) on employee performance (Y) is 0.447 and the Human Resource Development variable (X2 ) on (Y) is 0.240 with a constant of 13.752. Thus, the regression equation formed is  $Y = 13.752 + 0.447X_1 + 0.240X_2 + e$ . This means that if there is an increase in the Work Culture variable by 1 point, it is estimated that the Performance variable will increase by 0.447 points. The constant

value of 13.752 explains that if there is no Work Culture variable ( $X_1 = 0$ ) then the Performance variable will remain at 13.752. If there is an increase in the Human Resource Development variable by 1 point, it is estimated that the Performance variable will increase by 0.240 points. The constant value of 13.752 explains that if there is no Human Resource Development variable ( $X_2 = 0$ ) then the Performance variable will remain at 13.752.

## **DISCUSSION**

### **The Influence of Work Culture on Employee Performance at the Lampung Provincial Health Office**

The regression coefficient of the Work Culture variable is 0.561 on employee performance with a constant of 19.236. Thus, the regression equation is  $Y = 19.236 + 0.561X_1$ . This means that if there is an increase in the Work Culture variable by 1 point, it is estimated that the Performance variable will increase by 0.561 points. The constant value of 19.239 explains that if there is no Work Culture variable ( $X_1 = 0$ ) then the Performance variable will remain at 19.239. The linear regression equation formed as explained above shows that the better the Work Culture is implemented, the higher the performance displayed by employees. Conceptually, this is in line with Tika's thinking (2015:4) is a set of assumptions or belief systems, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems. The t - value for employee performance is 6.368 with a constant of 5.009, in the t table with db 54 and a significance level of 0.05, 1.675 is obtained because  $t_{count} > t_{table}$ , then  $H_a$  is accepted.

### **The Influence of Human Resource Development on Employee Performance at the Lampung Provincial Health Office**

The regression coefficient of the HR Development variable is 0.486 on employee performance with a constant of 22.529. Thus, the regression equation is  $Y = 22.529 + 0.486X_2$ . This means that if there is an increase in the HR Development variable by 1 point, it is estimated that the Performance variable will increase by 0.486 points. The constant value of 22.529 explains that if there is no HR Development variable ( $X_2 = 0$ ) then the Performance variable will remain at 22.529. The linear regression equation formed as explained above shows that the better the Human Resource Development is carried out, the higher the performance displayed by employees. Conceptually, this is in line with Martoyo's thinking (2014: 23) stating that the efficiency and effectiveness of an organization is very dependent on the good and bad development of human resources/members of the organization itself, meaning that human resources in the organization must be proportionally given the best education and training, even as perfect as possible. The calculated t value for Human Resource Development is 4.578 with a constant of 4.878, in the t table with db 54 and a significance level of 0.05, 1.675 is obtained because the calculated  $t > t_{table}$ , so  $H_a$  is accepted. The significance of the Human Resource Development variable in the Sig. table is 0.00 which means a probability of 0.000, because the probability is less than 0.05,  $H_a$  is accepted. This means that Human Resource Development has a positive effect on employee performance at the Lampung Provincial Health Office. The influence of the HR Development variable on employee performance can be seen from the coefficient of determination (R Square) value of 0.504 meaning that 50.4% of the variation in changes in the dependent variable (employee performance) can be explained by the independent variable (HR Development), while the remaining 49.6% is explained by other factors that were not examined in this study. The results of this study are in line with what was concluded by Zain et al. (2021) that there is a positive and significant influence between HR Development and performance.

### **The Influence of Work Culture and Human Resource Development on Employee Performance at the Lampung Provincial Health Office**

The result of the regression direction coefficient of the Work Culture variable ( $X_1$ ) on employee performance ( $Y$ ) is 0.447 and the Human Resource Development variable ( $X_2$ ) on ( $Y$ ) is 0.240 with a constant of 13.752. Thus, the regression equation formed is  $Y = 13.752 + 0.447X_1 + 0.240X_2 + e$ . This means that if there is an increase in the Work Culture variable by 1 point, it is estimated that the Performance variable will increase by 0.447 points. The constant value of 13.752 explains that if there is no Work Culture variable ( $X_1 = 0$ ) then the Performance variable will remain at 13.752. If there is an increase in the Human Resource Development variable by 1 point, it is estimated that the Performance variable will increase by 0.240 points. The constant value of 13.752 explains that if there is no Human Resource Development variable ( $X_2 = 0$ ) then the Performance variable will remain at 13.752. The calculated F value is 24.272 which is greater than the F table of 3.172. The significance value of 0.000 which is less than 0.05 shows that together Work Culture and HR Development have a positive and significant effect on the performance of employees of the Lampung Provincial Health Service. The influence of the variables of Work Culture and Human Resource Development on employee performance can be seen from the coefficient of determination (R Square) value of 0.623, meaning that 62.3% of the variation in changes in the dependent variable (employee performance) can be explained by the independent variables (Work Culture and Human Resource Development), while the remaining 37.7% is explained by other factors not examined in this study.

### **CONCLUSION**

1. Work culture has a positive influence on the performance of employees of the Lampung Provincial Health Service, with a contribution of 56.2%.
2. Human resource development has a positive effect on the performance of employees of the Lampung Provincial Health Service, with a contribution of 50.4%.
3. Work Culture and Human Resource Development together have a positive influence on the performance of employees of the Lampung Provincial Health Service, with a contribution of 62.3%, and another 37.7% is a variation of other variables that were not studied.

### **LIMITATION**

1. The results of the Work Culture variable questionnaire, for the statement with the lowest response was item number 18, namely that employees always act aggressively in achieving performance targets and organizational goals set by the agency. The realization of the effectiveness and efficiency of the work of the Lampung Provincial Health Service can be achieved through the implementation of a maximum work culture, therefore It is necessary for the leadership elements to be able to provide encouragement and direction or further provide exemplary examples to subordinates to be more aggressive in displaying the best work abilities and high dedication in order to achieve organizational goals and performance targets as have been determined and agreed upon at the planning stage.
2. The results of the questionnaire for the Human Resource Development variable, for the statement with the lowest response was item number 3, namely training provided according to the work needs of each employee. Therefore, the direction of HR development in the Lampung Provincial Health Office can be focused on training activities that support the implementation of each employee's duties according to their daily roles and duties. This needs to be considered by management considering that employee work skills must continue to be developed in line with the rapid advancement of technology that should be utilized as much as possible to facilitate the implementation of technical work and in order to prepare

reliable and competitive Human Resources for the interests of developing the agency now and in the future.

3. The results of the employee performance variable questionnaire, for the statement with the lowest response was item number 4, namely employees are always able to achieve the targets that have been set. In response to such conditions, the leadership elements in the Lampung Provincial Health Office should take a firm stance towards the attitudes of subordinates who are less aggressive in efforts to achieve the agency's target goals as agreed and mutually agreed upon.

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