Analysis of Employee Creativity, Competency, Work Motivation and Work Quality on Employee Achievement in the Medan City Transportation Department

Zulhamsyah Batubara *, **Ikhah Malikhah**

Faculty of Social Sciences, Universitas Pembangunan Panca Budi
Jl. Gatot Subroto No.km, Simpang Tj., Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122, Indonesia

Article Info	ABSTRACT
Article history: Received May 13, 2025 Revised May 28, 2025 Accepted June 1, 2025 *Keywords:* Competence Work Creativity Work Quality Work Motivation and Employee Work Performance	Using work quality as an intervening variable, the study aims to ascertain and examine the degree to which the work creativity, competence, and motivation variables impact the job performance of employees at the Medan City Transportation Agency. Eighty employees of the Medan City Transportation Agency served as the study's subjects. The study's independent variables included work creativity, competence, and motivation; its dependent variables included work performance; and its intervening variables included work quality. the outcomes of data analysis using SPSS 22's multiple linear regression analysis. Observation, surveying respondents, and documenting studies are the methods used to gather data. Data collection methods include questionnaire distribution and observation, and the study methodology is a quantitative descriptive approach of data analysis utilizing the multiple linear regression method. The study's findings indicate that the variables of work originality, competence, and motivation have a partial and simultaneous impact on the job performance of Medan City Transportation Agency personnel. *This is an open access article under the CC BY-SA license.*

Corresponding Author:

Zulhamsyah Batubara
Universitas Pembangunan Panca Budi
Email: zulhamsyahbatubara1@gmail.com

INTRODUCTION

The competency of an employee in relation to the tasks assigned can be used to assess their work performance; this competency is closely linked to their ability to perform tasks from the moment they are assigned until they are finished in accordance with their field (Ameswari, Arini Wibisono, Chablullah and Widia, 2021).

According to Aprileani, Ayu Putri, and Abadi (2022), a competent employee is one who possesses a variety of skills that allow them to fulfill their duties and responsibilities effectively. An employee with strong work abilities will typically be able to execute work methods effectively, in accordance with established protocols, and even complete challenging tasks due to their greater level of experience.

According to Sitepu, Budiman, and Indrawan (2023), a competent worker typically possesses unique skills that are pertinent to the job, such as mastery of a particular operating system or software or a thorough understanding of a particular subject. These individuals are typically able to produce the necessary creativity in accordance with specific techniques, which will ultimately improve the quality of their work and create accomplishments for themselves to increase productivity and performance for the company.

When a worker possesses the unique skills required for the job, such as in-depth knowledge of a particular subject or specific competencies with the improvement and development of technical knowledge intended to improve work performance and achievement, he can undoubtedly turn his work into an effective and meaningful work solution (Setyadi, Djoko, 2024).

Naturally, a worker with high levels of creativity and work competence will be able to analyze the work methods that will be used and successfully finished; these methods will enable a worker to evaluate the situation, offer unique solutions, and make decisions based on knowledge or prior experiences (Purwaningsih, Endang & and Suhaeri, 2022).

Creative professionals are more likely to want to learn new things, develop their current skills, and come up with innovative work-related ideas or approaches (Malikhah, Ikhah, Nst, Anggi Pratama, and Kaban, 2023). In addition to helping the company become more productive and improve its work results, this will allow employees to perform their jobs correctly in accordance with instructions and procedures, which will encourage them to improve their performance and raise the caliber of their current work (Putra, Gilang Pratama, Yulihasri, and Rivai, 2023).

When a worker achieves a high level of performance, he will demonstrate his ability to produce high-quality work, which will motivate him to constantly improve his skills, particularly in technical areas, in order to produce quality work that complies with procedures and steers clear of potential hazards or mistakes (Khair, Hazmanan, 2022).

A worker can maximize his technical competence with few mistakes, which will motivate him to work hard and fix his mistakes so he does not make them again. This will help workers finish the work they are given flawlessly and minimize fatal errors that hurt the performance of the company (Putra Pratama, I Kadek Surya, Amerta & and Putra, 2023).

According to Ariani, I Putu Desi, Sugianingrat, Ida Ayu Putu Widani, and Astrama (2022), it will undoubtedly be able to improve the timely completion of work in addition to boosting employee motivation and bringing out greater abilities so that the current work does not violate rules and procedures or create incorrect work creativity that will lower the quality of existing work. The amount of work errors can be measured and analyzed, so that the current work is adjusted to the competence and inventiveness of workers through a sequence of tasks and responsibilities assigned. However, excessive employee work motivation can also backfire on workers (Wahyuni Nasution et al 2022).

The scope of work at the Medan City Transportation Agency is different, and the current scope of work still does not align with the conditions and competencies of the workers. Out of the agency's 80 employees, some lack the skills necessary to complete their work effectively and are unable to generate creative work, which lowers motivation, which in turn affects performance, and will cause the quality of work produced by a number of employees to slightly disrupt the performance and productivity of the business.

REVIEW LITERATURE
Workplace Originality

Creativity is one of the most crucial qualities in the workplace, particularly in this age of rapid change and growing need for innovation. Employees with high levels of creativity can benefit the company by coming up with creative answers to problems, spotting untapped opportunities, or creating more efficient work processes (Purba, Kuras, and Sudibjo, 2020).

Competence

The capacity to perform activities or jobs effectively by integrating one's knowledge, skills, and attitudes is known as competence. Competence is a measure of an individual's ability to fulfill the demands of a job or vocation (Malikhah, Ikhah, 2024).

Motivation at Work

Work motivation is the internal or external drive that propels an individual to work with zeal, consistency, and focus in order to accomplish organizational and personal goals. Motivation has a major impact on an individual's performance, outcomes, and degree of job satisfaction (Malikhah, Ikhah, Yulis Wulandari, Dian, and Nst, 2023).

Quality of Work

Work quality is the degree of excellence or perfection displayed by an employee in the performance of their tasks. The degree to which their job satisfies or surpasses organizational norms is indicated by this attribute (Kartini, Tini, Jailani & Gemina, 2023).

Performance at Work

Work performance is the term used to describe the exceptional outcomes or accomplishments that a team or individual employees achieve while doing their job. This accomplishment typically goes above and beyond expectations and has a direct or indirect positive impact on the organization (Zaato, Solomon Gbene, 2023).

METHOD

This study use multiple linear regression analysis as a quantitative descriptive method, where numerous linear regression analysis is a data analysis technique that explains the presence of factors that impact one another, specifically independent variables with numerous dependent variables (Gimeno-Arias, Fernando, 2021). In this study, 80 employees of the Medan City Transportation Agency made up the population. The sampling strategy used was the saturated sampling method, which, according to Gimeno-Arias and Fernando (2021), is a sampling technique in which the samples are representative of the population as a whole. Eighty workers from the Medan City Transportation Agency served as the study's samples. Observation, surveying respondents, and documenting studies are the methods used to gather data.

RESULTS

Work Creativity Variables Validity Test

Table 1: Work Creativity Variables Validity Test

Question	Corrected Total Item Correlations	R table	Information
X1Q1	0,440	0,224	Valid
X1Q2	0,650	0,224	Valid
X1Q3	0,399	0,224	Valid
X1Q4	0,672	0,224	Valid

Source: Data Processed Through SPSS 22, 2024

All of the work creativity variable's values (question items) are generally greater than the R table value (0.224), according to the data processing results. This suggests that the work creativity variable's data distribution is legitimate and practical for use in multiple linear regression analysis.

Test of Competency Variable Validity

Table 2: Validity Test for Competency Variables

Question	Corrected Total Item Correlations	R table	Information
X2Q1	0,528	0,224	Valid
X2Q2	0,524	0,224	Valid
X2Q3	0,433	0,224	Valid
X2Q4	0,610	0,224	Valid

Source: SPSS 22, 2024 Can Be Used to Process Data

The data processing results indicate that the corrected item correlations (values of the four question items) exceed the R table value of 0.224. Because of this circumstance, every data distribution derived from the competency variables is legitimate and suitable for use in subsequent data analysis.

Work Motivation Variables Validity Test.

Table 3 Validity Test of Competency Variables

Question	Corrected Total Item Correlations	R table	Information
X3Q1	0,646	0,224	Valid
X3Q2	0,498	0,224	Valid
X3Q3	0,665	0,224	Valid
X3Q4	0,694	0,224	Valid

Source: SPSS 22, 2024 Can Be Used to Process Data

The data processing findings demonstrate that the existing statement items' value exceeds the R table value of 0.224, indicating that the value of the existing question items from the work motivation variable has a valid data turnover.

Validity Test of Work Quality Variables

Table 4 Validity Test of Work Quality Variables

Question	Corrected Total Item Correlations	R table	Information
X4Q1	0,445	0,224	Valid
X4Q2	0,405	0,224	Valid
X4Q3	0,514	0,224	Valid

Source: SPSS 22, 2024 Can Be Used to Process Data

It is evident from the available data that the work quality variable's data distribution is reliable and suitable for use in future studies. The adjusted total item correlation value, which is higher than the R table of 0.224, shows this as a result of data processing.

Validity Test of Work Performance Variables

Table 5 Validity Test of Work Performance Variables

Question	Corrected Total Item Correlations	R table	Information
YQ1	0,797	0,224	Valid
YQ2	0,557	0,224	Valid
YQ3	0,526	0,224	Valid
YQ4	0,812	0,224	Valid

Source: SPSS 22, 2024 Can Be Used to Process Data

The aforementioned table indicates that the overall value of the data distribution for a number of statement items from the work performance variable is higher than the R table of 0.224, indicating that the current data distribution is valid and appropriate for use under the circumstances.

Test of Data Reliability

Tabel 6 Uji Reliabilitas Variabel

Variables	Cronbach Alpha	Question Items	Information
Work Creativity (X1)	0,796	4	Reliable
Competence (X2)	0,752	4	Reliable
Work Motivation (X3)	0,807	4	Reliable
Work Quality (X4)	0,789	3	Reliable
Work Performance (Y)	0,832	4	Reliable

Source: SPSS 22, 2024 Can Be Used to Process Data

The results of the data processing above explain that from each variable the distribution of existing data is appropriate or reliable, which can be seen from the cronbach alpha value of each variable which is greater than the significance level of 0.6.

Classical Assumption Test
Multicollinearity Test

Table 6 Multicollinearity Test

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.908	2.579		3.454	.001		
	Work Creativity (X1)	.057	.117	.059	9.486	.008	.855	1.170
	Competence (X2)	.140	.105	.159	5.337	.002	.889	1.125
	Work Motivation (X3)	.103	.142	.115	7.726	.001	.498	2.008
	Work Quality (X4)	-.103	.171	-.097	-.603	.548	.483	2.070

a. Dependent Variable: Y

Source: 2024 Can Be Used to Process Data

It is evident from the outcomes of the current data processing that the tolerance value is less than 10 and greater than 0.1. This demonstrates that the independent variables do not exhibit multicollinearity or mutual influence.

Table 7 Autocorrelation Test

Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.649ᵃ	.662	.612	1.74103	.662	6.241	4	75	.001	1.748

a. Predictors: (Constant), X4, X2, X1, X3

b. Dependent Variable: Y

Source: SPSS 22, 2024 Can Be Used to Process Data

As can be seen from the above table, the regression model may be utilized correctly because there is no autocorrelation or residual error because the DW value is 1.738, the DU value is 1.739, and 4-DU = 4-1.739 equals 2.261, where DU <DW <4-DU.

Test of Multiple Linear Regression

Table 8 Multiple Linear Regression Test

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.908	2.579		3.454	.001		
	Work Creativity (X1)	.057	.117	.059	9.486	.008	.855	1.170
	Competence (X2)	.140	.105	.159	5.337	.002	.889	1.125
	Work Motivation (X3)	.103	.142	.115	7.726	.001	.498	2.008
	Work Quality (X4)	-.143	.171	-.097	-.603	.548	.483	2.070

a. Dependent Variable: Y

Source: SPSS 22, 2024 Can Be Used to Process Data

The following equation illustrates the multiple linear regression test from the previous table:

$$Y = 0.057X_1 + 0.140X_2 + 0.103X_3 - 0.143X_4 + 8.908$$

The following are the outcomes of the preceding equation's explanation:

1. The constant value of 8.908 indicates that job originality, competence, motivation, and quality will boost work performance by 8.908 or 8.91% if the independent variable is 0.
2. The work creativity variable has a coefficient value of 0.057, meaning that every unit increase in the work creativity of Medan Transportation Agency personnel will result in a 0.057 or 0.06% increase in job performance.
3. Since the competency variable has a coefficient value of 0.140, an increase of one unit in the competency of Medan Transportation Agency personnel is likely to result in a 0.140, or 0.14%, increase in their work performance.
4. The work motivation variable has a coefficient value of 0.103, meaning that if Transportation Service personnel are more motivated at work, their performance will improve by 0.103, or 0.10%.
5. The work quality variable's coefficient value is -0.143, meaning that a one-unit rise in work quality will result in a 0.143, or 1.43%, drop in job performance.

Hypothesis Test t-Test

Table 9 t-Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.908	2.579		3.454	.001		
	Work Creativity (X1)	.057	.117	.059	9.486	.008	.855	1.170
	Competence (X2)	.140	.105	.159	5.337	.002	.889	1.125
	Work Motivation (X3)	.103	.142	.115	7.726	.001	.498	2.008
	Work Quality (X4)	-.143	.171	-.097	-.603	.548	.483	2.070

a. Dependent Variable: Y

Source: SPSS 22, 2024 Can Be Used to Process Data

The results of the t-test from the table above are:

1. For the t-value of the work creativity variable of 9.486, the value is greater than the t-table of 1.665, with a significance value of 0.008 smaller than the significance level of 0.05, which proves that the work creativity variable has an effect on employee work performance at the Medan Transportation Agency
2. For the t-value of the competency variable of 5.337, the value is greater than the t-table of 1.665, with a significance value of 0.002 smaller than the significance level of 0.05, so it can be explained that the competency variable has an effect on employee work performance at the Medan Transportation Agency
3. For the t-value of the work motivation variable of 7.726, the value is greater than the t-table of 1.665, with a significance value of 0.001 smaller than the significance level of 0.05, which means that the work motivation variable has an effect on employee work performance at the Medan Transportation Agency.
4. For the calculated t value of the work quality variable of -0.603, the value is smaller than the t table of 1.665, with a significance value of 0.548 which is greater than the significance level of 0.05, which means that the work quality variable does not affect the work performance of employees at the Medan Transportation Agency.

F test

Table 10 F Test

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.048	4	8.762	6.241	.001ᵇ
	Residual	227.339	75	8.031		
	Total	242.388	79			

a. Dependent Variable: Y
b. Predictors: (Constant), X4, X2, X1, X3
Source: Processed Data Results, 2024

From the results of the data processing above, it can be seen that the calculated F value of 6.241 is greater than the F table of 2.49, the significance value of 0.001 is smaller than the significance level of 0.05, which means that simultaneously the variables of work creativity, competence, work motivation and work quality have an effect on employee work performance at the Medan Transportation Service.

Determination Coefficient Test

Table 11 Test of Determination Coefficient

Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.649ᵃ	.662	.612	1.74103	.662	6.241	4	75	.001	1.748

a. Predictors: (Constant), X4, X2, X1, X3
b. Dependent Variable: Y
Source: SPSS Data Processing Results, 2024

The data processing results in the above table show that the variables of work creativity, competence, motivation, and quality account for 61.2% of the employee performance at the Medan Transportation Service, with other variables not included in the research to be conducted accounting for the remaining 38.8%.

Employee Performance at the Medan City Transportation Agency Is Affected by Work Creativity

According to the study's findings, staff performance at the Medan City Transportation Agency is impacted by job inventiveness. This is in line with study (Fajar, 2022) that shows that when a worker's creativity increases, he will likely be able to enhance his work skills to enhance strong work performance inside the organization.

Employee Work Performance at the Medan City Transportation Agency Is Affected by Competence

According to the study's findings, staff performance at the Medan City Transportation Agency is impacted by competence. According to research (Ricardianto, Prasadja, 2021), a company will believe it can increase performance and achieve good work performance in an agency or company if it has greater work competence in performing tasks.

Employee Work Performance at the Medan City Transportation Agency Is Affected by Work Motivation

The study's findings clarify how employee work performance at the Medan City Transportation Agency is impacted by work motivation. This is consistent with study (Thamrin, Muhammad, and Riyanto, 2020) that shows that a worker will employ all of his skills to finish the task at hand, improving his performance.

Employee Performance at the Medan City Transportation Agency Is Affected by Work Quality

According to the study's findings, employee performance at the Medan City Transportation Agency was unaffected by the job quality variable. This is in line with research (Arifianto, Moch, 2024) that explains that a worker will not readily improve his work performance in an agency or company with qualified work quality alone. Instead, there are other factors that affect work performance, such as increasing workers' ability and skills.

At the Medan City Transportation Agency, employee performance is influenced by work creativity, competence, motivation, and quality.

The study's findings indicate that employee performance at the Medan City Transportation Agency is influenced by the factors of work originality, competence, motivation, and quality, with the work quality variable acting as an intervening variable. According to a study (Aprileani, Ayu Putri, and Abadi, 2022), a worker will be able to perform well at work if he is competent, creative, and able to boost motivation. He will also be able to improve the quality of his work in order to prevent errors that lower performance and lower employee productivity.

CONCLUSION

According to the study's findings, staff performance at the Medan City Transportation Agency is influenced by the variables of work creativity, competence, and motivation in part and simultaneously.

REFERENCES

[1]   Ameswari, Arini Wibisono, Chablullah and Widia, E. (2021). The Effect Of Work Environment On Employee Performance Through Motivation And Job Satisfaction As Intervening Variables On Permanent Employees. Journal Research of Social Science, Economics and Management, 1(10), 79–90. https://doi.org/10.59188/eduvest.v2i10.617

[2]   Aprileani, Ayu Putri and Abadi, F. (2022). The Roles of Transformational Leadership on Employee's Job Satisfaction, Readiness for Change, and Organizational Commitment of Islamic Banking in Indonesia. Indonesian Journal of Business Analytics (IJBA), 2(2), 213–230. https://journal.formosapublisher.org/index.php/ijba/index

[3]   Ariani, I Putu Desi, Sugianingrat, Ida Ayu Putu Widani and Astrama, I. M. (2022). The Role of Tri Hita Karana Culture as Moderating the Effect of Competence on Business Performance through Competitive Advantage. Journal of Economics, Finance And Management Studies, 5(4), 886–900. https://doi.org/10.47191/jefms/v5-i4-02

[4]   Arifianto, Moch, et al. (2024). The Influence of Transformational Leadership Behavior , Human Resource Practices , Employee Involvement on Organizational Performance. American Journal of Humanities and Social Sciences Research (AJHSSR), 8(6), 283–291. https://10.0.220.122/pef.v1i2.309

[5]   Fajar, R. K. (2022). Leadership style and personnel performance. International Research Journal of Management, IT and Social Sciences, 9(4), 430–440. https://doi.org/10.21744/irjmis.v9n4.2097

[6]   Gimeno-Arias, Fernando, et al. (2021). Using pls-sem to analyze the effect of csr on corporate performance: the mediating role of human resources management and customer satisfaction. An empirical study in the spanish food and beverage manufacturing sector. Journal Mathematics, 9(2973), 1–21. https://doi.org/10.3390/math9222973

[7]   Hidayat, Taofik, Maarif, S., & and Asmara, A. (2022). Employee Performance Management Scenarios in the Era of Work from Home. International Journal of Research and Review, 9(1), 452–460. https://doi.org/10.52403/ijrr.20220151

[8]   Hidayati, R. and M. (2023). Improve Marketing Performance through Marketing Relationships and Sustainable Competitive Advantage. Journal Research of Business and Management, 1(2), 67–76. https://doi.org/10.58777/rbm.v1i2.52

[9]   Kartini, Tini, Jailani, M. R., & and Gemina, D. (2023). The Influence of Work Motivation, Organizational Climate and Leadership Style on Employee Job Satisfaction at PT. XYZ. Journal West Science Interdisciplinary Studies, 1(11), 1187–1202. https://doi.org/10.58812/wsis.v1i11.400

[10]   Khair, Hazmanan, et al. (2022). The Effect of Training and Organizational Culture on Employee Perfomance mediating by Work Disipline in the Electronic Facility and IT Divisition PT. Angkasa Pura II (Persero) Kantor Cabang Bandara Internasional Kualanamu. Mantik Journal, 6(1), 312–320.

[11]   Laras, Titi, et al. (2021). Testing the Mediating Role of Career Development in Affecting Intellectual Capital and Organizational Culture on Employee Performance: Evidence of Local Banks in Yogyakarta, Indonesia. Journal of Accounting and Investment, 23(1), 1–17. https://doi.org/10.18196/jai.v23i1.12694

[12]   Malikhah, Ikhah, Nst, Anggi Pratama and Kaban, G. P. (2023). Analisis Kompetensi Sdm Dan Pemanfaatan Teknologi Informasi Terhadap Produktivitas Kerja Pelaku Usaha Di Desa Pematang Serai Kabupaten Langkat. Maneggio: Jurnal Ilmiah Magister Manajemen, 6(1), 34–43. https://doi.org/10.30596/maneggio.v6i1.14586

[13]   Malikhah, Ikhah, Yulis Wulandari, Dian dan Nst, J. Y. (2023). Analisis Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai (Studi Pada Pegawai Dinas Tenaga Kerja Kota Binjai). Jurnal Ilmu Pengetahuan Sosial, 10(1), 479–483. http://jurnal.um-tapsel.ac.id/index.php/nusantara/index

[14]   Malikhah, Ikhah, dkk. (2024). Implementasi Kompetensi SDM Terhadap Kinerja UMKM.

[15]   MANEGGGIO: Jurnal Ilmiah M agister Manajemen, 7(2), 225–235.

[16]   Marina, Saluy, Ahmad Badawy and Kemalasari, N. (2023). The Effect of Work Placement and Compensation on Employee Performance through Work Motivation. Greenation International Journal of Tourism and Management, 7(1), 63–77. https://doi.org/10.26487/hebr.v7i1.5114

[17]   Marnisah, Luis, Mbuik, Rosina Ravenska and Riwukore, J. R. (2022). Organizational Commitment Based on Contribution from WFH, Organizational Culture, and Work Motivation at the Badan Keuangan and Aset Daerah Kota Kupang. Journal of Education, Humaniora and Social Sciences (JEHSS), 5(1), 771–788. https://doi.org/10.34007/jehss.v5i1.1283

[18]   Mukti, Suhari, Afrianty, T. W., & and Prasetya, A. (2021). Job stress as mediating factor for creating employee performance: A Literature Review. International Journal of Artificial Intelligence Research, 6(1), 1–10. https://doi.org/10.29099/ijair.v6i1.332

[19]   Purba, Kuras and Sudibjo, K. (2020). The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 3(3), 1606–1617. https://doi.org/10.33258/birci.v3i3.1091

[20]   Purwaningsih, Endang, M., & and Suhaeri. (2022). Innovation and supply chain orientation concerns toward job creation law in micro, small, and medium enterprises export-oriented products. Journal Uncertain Supply Chain Management, 10, 69–82. https://doi.org/10.5267/j.uscm.2021.10.009

[21]   Putra, Gilang Pratama, Yulihasri and Rivai, H. A. (2023). Job Satisfaction is Driven by Paternalistic Leadership Style and Work Stress Through Motivation. Enrichment: Journal of Managementurnal of Management, 12(6), 4669–4677.

[22]   Putra Pratama, I Kadek Surya, Amerta, I. M. S., & and Putra, I. B. U. (2023). The Role of The Work Environment as an Intervening Variable on the Relationship of Organizational Culture and Work Discipline on Employee Performance in the Office of the Head of Village Kesiman Kertalangu. International Journal of Social Science and Education Research Studies, 03(03), 362–370. https://doi.org/10.55677/ijssers/v03i3y2023-02

[23]   Rahayu, L. (2021). Mode shifting probability of working people to Angkot: Is there any hope for Angkot to survive in Bandung city? Journal of Regional and City Planning, 32(3), 196–215.

[24]   https://doi.org/10.5614/jpwk.2021.32.3.1

[25]   Ricardianto, Prasadja, et al. (2021). Determinants of airport train operational performance.

[26]   International Journal of Data and Network Science, 6, 91–98. https://doi.org/10.5267/j.ijdns.2021.9.019

[27]   Setyadi, Djoko, et al. (2024). Impact of Service Quality and Level of Confidence on Performance and Community Satisfaction at the Kutai Timur Regional Police in East Kalimantan. Journal WSEAS Transactions on Business and Economics, 21, 427–447. https://doi.org/10.37394/23207.2024.21.37

[28]   Sitepu, Budiman and Indrawan, I. (2023). The Influence of the Availability of Work Facilities on the Work Effectiveness of Employees with Competency as Intervening Variables in the Defense Service Food and Agriculture City of Binjai. International Journal of Economics, Management and Accounting, 2, 47–56. https://ij.lafadzpublishing.com/index.php/IJEMA/index

[29]   Sulistyawati, Upik Sri and Sufriadi, D. (2020). Perceived Organization Support Towards Employee Engagement and The Impact of Employee Job Satisfaction. International Journal of Social Science and Business, 4(4), 513–519. https://doi.org/10.23887/ijssb.v4i4.28587

[30]   Thamrin, Muhammad and Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad Sulaiman Sepinggan Airport-Balikpapan. IOSR Journal of Dental and Medical Sciences (IOSR-JDMS), 19(6), 40–47. https://doi.org/10.9790/0853-1906044047

[31]   Wahyuni Nasution, Intan, Erlina and Erwin, K. (2022). The Influence of Participation in Budgeting, Budget Evaluation and Accountability Accounting on Managerial Performance in Regional Apparatus Organizations (Opd) Deli Serdang Regency. Mantik Journal, 6(2), 1459–1466.

[32]   Zaato, Solomon Gbene, et al. (2023). The Mediating Role of Customer Satisfaction between Antecedent Factors and Brand Loyalty for the Shopee Application. Journal Behavioral Sciences, 13(563), 1–22. https://doi.org/10.3390/bs13070563