



Human Resource Management In Improving Employee Performance Through Work Motivation, Quality Of Work Life, And Work Discipline

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Abstract— Human resources are the main subject in managing company operations. Accuracy in managing employees, greatly affects the level of productivity of employee performance. Companies need to think about strategies to support employee performance such as fostering high work motivation, implementing fair work discipline and providing workloads that are by employee abilities so that employees feel comfortable and can improve their performance. The purpose of this study was to determine and examine the role of work motivation, quality of work life (QWL) and work discipline on the performance of civil servants of Puskesmas Jambesari Bondowoso. This type of research is quantitative research with a population of 39 respondents. The sampling technique used was saturated sample so that 39 respondents became the research sample. Data was obtained by distributing questionnaires which were analysed using multiple linear analysis techniques which had previously been tested for validity test, reliability, normality test, heteroscedasticity, multicollinearity tests. Based on the results of the study, it was found that motivation, QWL, and work discipline partially had a positive and significant effect on the performance of civil servants at the Jambesari Health Centre.

Keywords— *Work discipline, Employee performance, Work motivation, Quality of work life (QWL)*

I. INTRODUCTION

The rapid development of technology today affects the development of traditional industries towards digital industry or what can be called Industry 4.0. Industry 4.0 is the complete transformation of every aspect of industrial production through the integration of digital technology and the internet into conventional industries [1]. this will certainly make business competition between companies even tighter, so that it can cause many problems that must be faced by each company. one of the problem factors that will often occur as a result of the evolution of the industrial world is the problem of human resource management (hr) in the company. the importance of hr in the company is as an executor of company management which includes planning, organizing, implementing, as well as supervising all company activities to achieve its goals [2]. Human resource management is a way of managing the relationship and role of labor in the company efficiently and effectively and can be maximally useful to achieve company goals [3]. because basically, the achievement of company goals will depend on the performance of its employees.

Employee performance itself is the result of employee work both in quantity and quality in carrying out tasks by their responsibilities [4]. So it can be said that the better the performance of employees in a company, it will have a good effect on the company's performance. Especially in the digital industry era as it is today, companies are required to continue to develop their human resources to improve the performance of companies or organizations to be faster, precise, practical, and organized, especially in government organizations that are directly related to community services. It is known that community services must be carried out quickly, precisely and organized so that the community feels satisfied and all their needs can be served properly, especially regarding public health.

One of the state agencies serving the community in the health sector is the community health center. The Community Health Center, hereinafter referred to as *asoPuskesmas*, is a health service facility that organizes the highest level of public health and individual health efforts, prioritizing promotion and prevention efforts to achieve the highest levels of public health. [5]. Puskesmas can be said to be the first institution that people will go to if they experience health problems. Puskesmas employees must always be ready to serve every community that needs health assistance whenever necessary. Not only serving in community treatment but also terms of administration concerning the historical medical records of each *puskesmas* patient. This is done to improve employee performance in providing patient services.

Puskesmas Jambesari Darussholah is one of the health centers in the Bondowoso Regency area, precisely in Jambesari village, Jambesari sub-district. Puskesmas Jambesari seeks to improve health which aims to create a quality health centre that meets national standards (puskesmas-jambesari.com). Puskesmas Jambesari itself has tried to improve its performance by using digitalisation in managing its patient data. This is evidenced by the use of the SIKDA (Regional Health Information System) application designed by the Bondowoso District Health Office which aims to facilitate the process of monitoring patient data digitally. Puskesmas Jambesari itself has won the SIKDA discipline award in 2022 for its performance in monitoring patient data and has received the prize on 22 October 2022.

In addition, based on the annual survey conducted by the Jambesari community health centre, the achievement of the National Mandatory SPM in the health centre's working area was recorded at 80%. This means that the Jambesari health centre can carry out the function of providing public health services well. In addition, the annual survey results related to the Community Satisfaction Index (IKM) were able to reach

85%, so it can be said that the services provided by Jambesari Health Centre employees are of good quality and standardized so that they can be responded to well by users of Jambesari health center services in the form of IKM. This achievement cannot be separated from the performance of health center employees in carrying out their duties, especially civil servants (PNS) at the Jambesari Health Centre who have more responsibilities than contract employees or interns. This, of course, can also be influenced by the encouragement in the form of strong motivation from each employee to realize the goals of the Jambesari health center.

Motivation is the ability to make employees willing to work well to achieve their desires and the organization's goals at the same time [6]. When in an undesirable situation, the ability to stay focused and push oneself to achieve something will slowly decline. Therefore, work motivation is one of the important factors for employees to carry out work well to produce the best performance. Previous research conducted by Abrori, Rizki, and Muttaqien showed that there is a significant positive influence between work motivation on employee performance. Meanwhile, research from Pragiwani, Lestari, and Alexandri [7] says different things that work motivation does not influence employee performance. The two previous studies show a research gap, and based on this, the researcher intends to choose the motivation variable as an independent variable to then examine its effect on employee performance. In fostering strong motivation in each employee, the company must pay attention to all aspects that can affect the quality of work life of employees to work safely and comfortably to provide peace and smoothness in carrying out daily tasks.

QWL is a company's effort to create a sense of security and job satisfaction for employees to be competitive. It can be said that QWL is a state of comfort and discomfort of an employee in working in a company or agency. QWL is an important factor that must be considered by companies or organizations because it involves employee job satisfaction. As we all know, there are many cases of worker discomfort in companies. This is indicated by the frequent demonstrations related to the problem of worker discomfort in the company both in terms of HR governance, salary and wage discrepancies, and so on. Thus, companies must be alert in paying attention to and maintaining the quality of work life of their employees or employees to create a conducive environment and increase the productivity of company performance.

Previous research conducted by Arif, Firdaus, and Rinda [8] showed the results that there was a significant influence between QWL on the performance of employees of PT Toa Galva Industries. Meanwhile, research by Hermawati, Suhermin, and Suci [2] states that QWL has an insignificant effect on the HR performance of MSME actors. From these previous studies, it was found that there was a research gap, so researchers are interested in making the QWL variable an independent variable in this study, to then examine its effect on employee performance.

In the current era of digitalization, it is very important to pay attention to accuracy and speed at work. Because every job will depend on the existing system, basically if a job is not carried out according to system rules, errors or other system problems will likely occur. Therefore, companies need to pay attention to the discipline of their employees.

Work discipline is one of the important factors affecting employee performance. Work discipline is the willingness and awareness of employees to obey all rules and social norms in force in the organization [10]. Like employees at the Jambesari Puskesmas who have manifested a disciplined attitude in processing Puskesmas patient data using SIKDA. The discipline of employees in using the SIKDA application is proven by obtaining an award from the Bondowoso Health Office in the form of a SIKDA discipline award in 2022 for their performance in monitoring patient data and receiving the prize on 22 October 2022, (Interviewee: Retno Ayu Wulandari, S.ST, Medical Records Officer. Puskesmas Jambesari, Bondowoso district).

Based on the background explanation, the research intends to conduct this study with the topic "The Role of Motivation, Quality of Work Life (QWL), and Work Discipline on the Performance of Employees of Puskesmas Jambesari Bondowoso".

II. LITERATURE REVIEW

A. Motivation

Motivation is a process that creates intensity, and persistence in an individual's effort to achieve a goal. Intensity shows how hard a person is trying .

B. Quality of work life (QWL)

Quality of Work Life is related to comfortable working conditions, pleasant work experiences and sufficient work involvement so that employees feel part of an organization [11].

C. Work Discipline

Discipline represents a state or attitude of respect that exists among employees towards the rules and regulations of the company [12].

D. Employee Performance

Performance is the professional achievement an employee achieves in performing his or her duties. Employee performance is not just information for promotion or salary decisions for the company. [13]. However, it is possible to avoid how companies can motivate their employees and develop plans to mitigate economic downturns..

III. METHODS

This research uses quantitative research. The research method uses standardized measurements or uses a data measurement scale [14]. This research includes multiple linear regression analysis.

The variables used in this study are independent and dependent. The independent variables (X) in this study are motivation, Quality of work life (QWL), and work discipline, while the dependent variable in this study is employee performance. The type of data used in this research is primary data. The population in this study were all civil servants at the Jambesari Health Centre as many as 39 employees. The sampling technique used a saturated sampling technique, so the sample in this study was 39 employees.

The data methods used in this research include instrument tests, classical assumption tests, multiple regression analysis, partial tests, and determination tests.

IV. RESULT AND DISCUSSION

Based on the results of research testing, it was found that all variables passed instrumental testing including validity and reliability testing, and met the tests of normality and multicollinearity. linearity and heteroskedasticity. Then, several linear regression analysis tests were performed. The result of multiple linear regression analysis can be seen in the following:

TABLE I. MULTIPLE LINEAR REGRESSION ANALYSIS AND PARTIAL TEST

Model	B	Std.	Coefficients			
			Beta	t	Sig.	
1	α	1.039	3.892		.267	.791
	X1	.585	.163	.504	3.580	.001
	X2	-.019	.125	-.016	-.151	.881
	X3	.363	.147	.359	2.479	.018

Source: Processed data 2023

Based on the results of the multiple linear regression equations in Table 1, it can be explained as follows:

- 1) Constant (a) = constant value of 1.039. This means that the value of performance is 1.039 assuming there is no effect of work motivation, QWL, and work discipline or all three are equal to 0.
- 2) The coefficient b1 (X1) = 0.585 is positive or shows a unidirectional relationship, meaning that every 1% increase in work motivation will increase performance by 0.585 and vice versa.
- 3) The coefficient b2 (X2) = - 0.019 is negative or shows a unidirectional relationship, meaning that every 1% increase in QWL will reduce performance by - 0.019 and vice versa.
- 4) The coefficient b3 (X3) = 0.363 is positive or shows a unidirectional relationship, meaning that every 1% increase in work discipline will increase performance by 0.363 and vice versa.

TABLE II. DETERMINANT TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.799 ^a	.639	.608	1.443

Source: Processed data 2023

The results of the coefficient of determination test on the R Square (R2) value obtained are 0.639. This means that work motivation (X1) and work environment (X2) can affect work discipline by 63.9% simultaneously. The rest is indicated by the estimated error value, namely 36.1%, which is influenced by other variables not considered in this study, for example, an organizational culture that is closely related to employee work life. In addition, leadership factors can also have a direct or indirect effect on employee work discipline.

Based on the results of hypothesis testing, the first hypothesis that there is an influence between work motivation and employee performance can be accepted. In addition, the second hypothesis that there is an influence between QWL on employee performance was rejected, and the third hypothesis that there is an influence between work

discipline and employee performance is possible. acceptable. The following is an explanation of each variable:

A. Effect of Work Motivation on Performance

The results showed that the increasing value of work motivation carried out by the management of the Jambesari Health Center will improve the performance of civil servants at the Jambesari Health Center. Based on this, it can be said that work motivation variables measured through indicators of physical needs, security, social, appreciation, and self-actualization are factors that determine employee performance at the Jambesari Darussolah Bondowoso Health Centre.

Based on the data from the respondents' answers in Table 4.5, it can be explained that the work motivation variable gets a total average answer on each indicator as follows, namely the first indicator with the statement "Puskesmas provides work rewards such as salaries, bonuses, and allowances by positions and duties." reached an average value of 4.28, meaning that the majority of respondents agreed that salaries, bonuses, and allowances were appropriate to each employee's position. Salaries, bonuses, and allowances for civil servants themselves have been regulated by the government in Government Regulation No. 15 of 2019 concerning the Eighteenth Amendment to Government Regulation Number 7 of 1977 concerning Servant Salary Regulations. Thus, the the provision of salaries, bonuses, and allowances received by employees at the Jambesari Community Health Centre is by the position they are currently holding. However, sometimes bonuses from services (Jaspel) are sometimes given for more than 1 month. This is due to the slow reporting or SPJ. However, if the SPJ has been completed, the award is usually recouped within the following month.

The second indicator with the statement "Puskesmas provides security and safety guarantees such as workforce social security (BPJS Health or Employment), and provides work tools that support and are adequate" getting an average value of 4.38, which means that the majority of respondents agree and get health insurance and the tools used for health services at the puskesmas are adequate and support the performance of employees. This is because all civil servants have been registered as members of BPJS Health or Employment since they first passed the selection as Candidates for Civil Servants (CPNS) at the Jambesari Puskesmas. In addition, Jambesari Health Centre also pays attention by providing the tools needed to work for all employees according to their respective positions in full, so that employees can work comfortably and safely.

The third indicator with the statement "I can establish good working relationships with fellow employees and superiors so that there can be harmonization at work" is an average value of 4.03, Which means the majority of respondents with the statement. This is indicated by the almost absence of disputes or differences of opinion in the workspace at the Jambesari Health Centre so that good relations are always created because each other already considers a second family almost every day do tasks together.

The fourth indicator the statement "The health center gives awards or praise for the work achievements of employees to provide more motivation to work well" gets an average value of 3.67, which means that there are still some

respondents who answered doubtfully on this statement. This is because awards in the form of praise or so, are not well considered and structured so the provision of these awards is not optimal in increasing employee motivation. The many tasks of health services to the community, both those who come to the health center and in the villages, make the implementation of rewarding employees less attention, especially when the covid 19 pandemic broke out which made health workers have to work extra to treat and care for patients infected with the coronavirus.

The last indicator with the statement "Puskesmas provides opportunities for self-development such as participating in trainings and providing opportunities to continue their studies" received an average score of 4.15, which means that the majority of respondents agreed that the puskesmas provides opportunities for its employees to continue their studies and attend training to improve their knowledge and skills. This can be shown by the existence of several employees who are currently pursuing a Bachelor of Midwifery education, both from scholarships and independently. In addition, the health center also sends its employees when there is training that is considered important to improve their skills of its employees. Such as midwifery training on classes for pregnant women and toddlers, and SDIDTK training on reviewing the development of toddlers.

Providing employees with proper work motivation done properly can have a positive impact on employee work discipline. The importance of providing motivation is because motivation is one of the factors that can determine the rise and fall of the performance of health center employees. Especially for employees who are workers in public health services (puskesmas), who are required to provide health services and focus so that the people who seek treatment can be served optimally and make the service area a healthy and safe area. Employees with high motivation will be able to encourage themselves to develop better. So that they can carry out work more effectively and efficiently.

The results of this study are in line with research conducted by Abrori, Rizki, and Muttaqien [2], Rizki, Sholihin, and Abrori [15], and Supriyadi [16] that work motivation affects employee performance. However, it is not in line with research conducted by Hasmalawati and Hasanati [17] which states that work motivation does not affect performance.

B. Effect of QWL on Performance

The results show that QVT does not affect performance, which means that increasing the QVT value applied by Jambesari health center management will also not improve the performance of health center officials because of Jambesari Darussholah Bondowoso. On that basis, it can be said that the QVT variable is measured through indicators of reasonable and fair remuneration, a safe and healthy working environment, and opportunities to use and develop people's abilities. labor, social interactions at work, and workers' rights in the office are not factors that determine the work performance of Jambesari Darussholah Bondowoso Medical Center employees.

Based on the results of respondents' responses in Table 4.6, it can be explained that the QWL variable gets a total average answer on each indicator as follows, namely the first indicator with the statement "I receive patient service compensation in the form of money every month." with an

average value of 4.28, it means that the majority of respondents agreed with this statement. This is because compensation in the form of service allowances is given evenly and fairly to all health workers according to their positions every month. However, the provision of Jaspel (Service Services) tends to be inconsistently given every month, sometimes Jaspel is given within 3 months by reconciling the amount of payment each month.

The second indicator the statement "My workplace environment is comfortable and away from noise" got an average value of 4.36, which means that the majority of respondents agree that the Jambesari Health Centre environment feels comfortable and away from noise. This is because the location of the Jambesari Health Centre is near rice fields and far from residential areas, so the noise level is low and cool because the wind blows directly from the rice fields. However, because it is near rice fields, there are no large trees that can create shade, so, during the long dry season, the heat will be felt, moreover, there are still some rooms whose air conditioners are not well maintained making the room temperature a little hot.

The third indicator with the statement "Every employee is allowed to develop by attending training and continuing education" received an average score of 4.10, which means that the majority of respondents agreed with this statement. This can be proven by the delegation of each employee to take part in training that is by their respective fields, for example, mandatory training on Midwifery Update which is routinely held every 5 years or every time they renew their Midwife Registration Certificate, as well as Normal Birth Care Training, and so on. In addition, currently, there are still many employees, especially midwives who still have a Diploma 3 education, which must continue their education to the Strata 1 level to meet the requirements for opening an independent midwife practice by the enactment of regulations regarding the opening of Independent Practice in Law Number 4 of 2019 which reads, to be able to practice independently, a midwife is required to take professional education. Professional education can be pursued after graduating from Midwifery Strata 1.

The fourth indicator the statement "Relationships between employees are harmonious and compact" got an average value of 3.87, which means that there are several respondents who answered doubtfully on this statement. This is due to the lack of communication and intimacy activities between fellow employees. The lack of communication is due to the busyness in serving patients quickly and precisely every day, the communication that exists is only communication about work so there is a lack of intimacy or harmony due to the busyness of each employee.

The fifth indicator with the statement "Every employee gets their freedom, rights and obligations at work" with a value of 3.64, which means that there are several respondents who answered doubtfully to this statement. This is because, under certain conditions, employees cannot freely serve patients who are their responsibility. This is related to new rules for serving patients during the pandemic and after the pandemic, thus affecting the freedom and comfort of employees in serving patients.

Quality work of life (QWL) that is well maintained and fulfilled can certainly affect workers in increasing effectiveness, efficiency, and productivity in carrying out

their work. Conversely, if QWL is not maintained and fulfilled properly, it will cause negative effects on workers. In this study, QWL does not affect the performance of staff at Jambesari Medical Center. This is because there are still some important points supporting QWL that are not fulfilled properly. Such as the lack of harmony between employees caused by the lack of communication between fellow employees. This can sometimes trigger misunderstandings, resulting in disharmony between employees at work. The busyness of each employee in caring for and serving patients, both inpatients and outpatients, is a contributing factor to the lack of communication that can trigger disharmony between fellow employees. In addition to caring for and serving patients, employees are also busy with patient administration which must be updated every time after serving patients, so this sometimes becomes a problem when there is an inequality of data between one employee and another related to patient data.

Therefore, it is very important to maintain communication between fellow employees to establish harmony at work to increase comfort and safety at work and have a positive impact on the performance of Puskesmas Jambesari employees. This is to the theory of communication functions in the organization, namely the informative function which explains that all members in the organization hope to obtain accurate, fast, and precise information. The information obtained allows each member of the organization to carry out their work more surely.

The results of this study are consistent with the study conducted by Hermawati, Suhermin, and Suci [2], according to which did not affect employees or their performance. However, this contradicts the research conducted by Badaruddin [18] and Pujianto, Solikha, and Supriyadi [16] which state that QWL affects employee performance.

C. *Effect of Work Discipline on Performance*

The results show that work discipline has a significant influence on employee performance, which means that the increasing value of work discipline adopted by Jambesari Medical Center employees will also improve the performance of health center officials of Jambesari. On that basis, it can be said that the labor discipline variable is measured through indicators of punctuality when arriving at work, returning home on time, compliance with current regulations, and the use of copper. Predetermined work attire, responsibilities in performing duties, and job performance. The job tasks that must be completed daily are the determining factor in the performance of Jambesari Medical Center employees.

Based on the results of respondents' responses in Table 4.7, it can be explained that the work discipline variable gets a total average answer on each indicator as follows, namely the first indicator with the statement "I arrive on time by the provisions of employee working hours" with an average value of 4.31, which means that the majority of respondents agree with this statement. This is because the new rules regarding changes in the attendance of civil servants, which were initially recorded manually, have changed to automatic using the SIPP Application (Employee attendance information system) so that they can maintain employee discipline to always be present on time.

The second indicator with the statement "I go home from work on time by the provisions of working hours,

unless I am working overtime" got an average value of 3.87, which means that there are still some respondents who answered doubtfully on this statement. This is because the rules for working hours for civil servants set for Puskesmas employees are at 2 o'clock, but sometimes employees go home late because they have to complete health services to patients who come for treatment and complete the administration of patients who have been treated or served.

Applicable in every task implementation" by getting an average score of 3.95, which means that the majority of respondents agreed with this statement. It is known that every health worker has fulfilled standard procedures in serving patients with each disease, both in terms of treating patients to providing drugs that are appropriate and meet health service standards. It is proven that every health worker at the Jambesari Puskesmas has a practice permit such as SIPB (Midwife Practice Permit), SIPP (Nurse Practice Permit), Doctor SIP, and Pharmacist SIP.

The fourth indicator the statement "I always use complete uniforms and attributes as required" got an average value of 4.00, which means that the majority of respondents agreed with this statement. This is because every employee is required to wear official clothes and attributes on weekdays by the Ministry of Home Affairs regulation Number 11 of 2020.

The fifth indicator the statement "I can complete the tasks that have become my responsibility with satisfactory results" received an average score of 4.13, which means that the majority of respondents agreed with this statement. This can be seen from the results of the annual survey conducted by the Jambesari Health Center, which recorded the achievement of the National Mandatory SPM in the health center work area at 80%. This means that the Jambesari Health Center can carry out the function of providing public health services well. In addition, the results of the annual survey related to the Community Satisfaction Index (IKM) were able to reach 85%, so it can be said that the services provided by Jambesari Health Centre employees are of good quality and standardized so that they can be responded to well by users of Jambesari health center services in the form of IKM.

The sixth indicator with the statement "I can always complete the assigned tasks on time" gets an average value of 3.64, which means that there are still some employees who answer doubtfully on this statement. This is related to health services to patients who sometimes exceed the working time limit so that employees are late in completing their daily work such as daily reports after carrying out health services.

Good work discipline can improve employee performance in a company or agency. Conversely, if work discipline is not maintained and implemented properly, it will have an impact on reducing company performance, this is because undisciplined employees will do whatever they want and are reluctant to be regulated which will make it difficult for the company to achieve its targets and or goals. This is to the theory of discipline according to Sumandhinata (2018) which clearly states that a labor discipline is a tool used to communicate with employees that they are willing to change their behavior and raise awareness as well as to be willing to comply with all rules and social standards in effect in the business. Karma. Therefore, it is hoped that each

employee will be able to improve his or her performance, which will have an impact on the company's productivity.

This study supports the research by Abrori, Rizki, and Muttaqien (2022), Badaruddin (2021), and Lathif and Suwarsih (2018) that there is an effect of work discipline on employee or employee performance. However, it is not in line with research conducted by Irawan, Kusjono, and Suprianto (2021) [19] which states different things. The results showed that work discipline does not affect employee performance.

V. CONCLUSIONS

Based on the results of the analysis performed in this study, it can be concluded that the work motivation variable (X1) somewhat has a positive and significant impact on employee performance. Quantity is positive, so if the motivational variable increases, it will improve the performance of Jambesari Medical Center employees. The variable Quality of Life at Work (QVT) (X2) partially does not affect employee performance. The number is negative, so if the QVT variable increases, it will decrease the productivity of Jambesari Medical Center employees. The work discipline variable (X3) has had a positive and significant impact on employee performance. The quantity is positive, so if the work discipline variable increases, it will improve the performance of employees at Jambesari Medical Center.

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