



THE MEDIATING ROLE OF WORK MOTIVATION ON THE INFLUENCE OF CAREER DEVELOPMENT ON STARTUP EMPLOYEE PERFORMANCE IN INDONESIA IN THE ERA OF INDUSTRIAL REVOLUTION 4.0

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Abstract

The study's outcomes aim to provide solutions by emphasizing work motivation as a mediating factor in the correlation between career development and employee performance. The data used in this study are primary data obtained from the completion of questionnaires by 50 respondents in employee start up. Data analysis tool used is SmartPLS Windows 3 software. Based on the study results, it can be concluded that 1) the first hypothesis (H1) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.331. It may be inferred from this research that career development positive and influences employee performance 2) the second hypothesis (H2) was accepted if the P-Value was less than $0.000 < 0.05$ and original sample 0.675. It may be inferred from this research that work motivation positive and influence employee performance 3) Based on the study results, it can be concluded that the third hypothesis (H3) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.440. It may be inferred from this research that work motivation mediating influence career development on employee performance.

Keywords: Work Motivation, Career Development, Employee Performance

JEL Classification: M21, M31

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1. INTRODUCTION

Human resources management possesses essential qualities in every activity inside an organization; an organization that is considered successful is one that can create a stable work environment and strengthen the bond between employees and personnel. Human resources management enables businesses to meet employee needs and desires in accordance with employees capabilities, which are expected to have good work performance and work ethics when carrying out employees duties as part of raising business objectives.

Several issues frequently arise in businesses, chief among them being employee performance. According to Pratama and Pasaribu (2020), employee performance is

defined as the results that an employee produces, both in terms of quality and quantity, and can be seen in the employees willingness to work hard and meet company standards outlined in the responsibilities that is provided.

Confronting the challenges posed by the industrial revolution is essential for attaining success. Competence stands as a crucial focus within the realm of human resource management, serving as a foundation for equipping personnel to meet the demands of their roles. The industrial revolution, marked by technological and innovative shifts, significantly impacts aspects of human resource management. Future generations, particularly Generation Z, will inevitably experience the



consequences of this industrial evolution. Consequently, Generation Z must adeptly align their competencies with the skills required in the workforce during the era of the fourth industrial revolution (Lubis et al., 2019).

The presence of human resources within a company holds a pivotal significance, constituting a crucial driving force for company activities. Each member of the workforce harbors immense potential to contribute to the company's endeavors. It is imperative to harness the potential of every individual within the company effectively to yield optimal output.

While modern equipment, comprehensive facilities, and infrastructure are essential, the ultimate determinant of a company's success lies in the people executing the work. The success of an organization is intricately tied to the individual performance of its employees (Marni et al., 2022).

Every organization, be it a company or an agency, endeavors to enhance employee performance with the overarching goal of achieving organizational objectives. In the pursuit of these goals, human resources play a fundamental role. Regardless of the sophistication of a company's non-human resources, success is not guaranteed. Therefore, the motivation of employees emerges as a critical factor influencing the accomplishment of company goals, prompting dedicated attention from management.

The performance of start-up companies is usually measured through short work periods considering that there are several reasons. This illustrates that the performance of start-up employees must be re-examined. Drawn from the Carta that examined each start up employee individually during the first five years of their work, starting on the date of hire, for this analysis. Carta gathers data on voluntary and involuntary terminations, which we utilize to monitor employee departures from startups. Trends are mapped throughout the sample's there at personnel using aggregate results. Based on figure 1 that already said, the voluntary termination curve is larger than the involuntary one curve.

After four years or so, voluntary termination finally crosses the continuous

employment curve. This aligns with the typical four-year vesting timelines of private enterprises and startups. There is a 25% probability that an employee has left the organization, either freely or involuntarily, after 15 months. There is a 50% likelihood that the individual will not be working after 37 months.

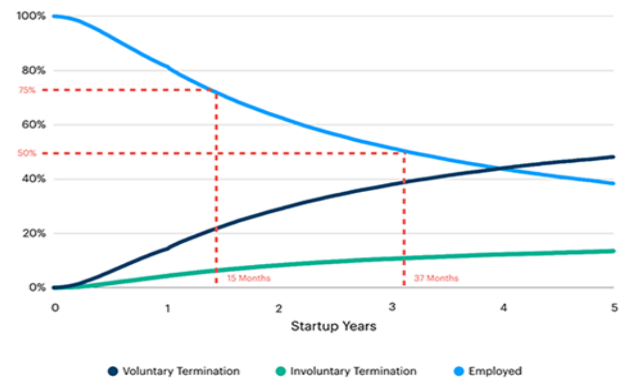


Figure 1. Voluntary and Involuntary Terminations

A start-up company must be clever in managing its business. Start-ups company have a higher failure rate compared to medium or large-scale enterprises. This is because, during the start-up phase, a business must optimize the management of internal elements. Even when facing market competition, start-ups must be able to sustain the products or services they produce to gain acceptance in the market.

Internal variables may refer to human relation external factors such as work motivation both combines with internal start-up company which is career development of employees, which are believed to influence employee performance in a start-up organization. In reality, employee performance is a key aspect of the company's sustainability (Prayogi & Dirbawanto, 2023).

The pursuit of greater performance is to influenced by career growth (Alfa, 2018). Therefore, career development is more than just being promoted to a higher position; it also refers to being encouraged or motivated to progress in one's career within a company. If a person's career goes well, this will have an impact on employee performance.

As stated by Katharina and Kartika (2020) by providing Appropriate development and training initiatives can motivate staff members

to advance their abilities, which will influence the output of their job. The performance of employees may be enhanced with the correct career development program.

To do jobs and work, a person has to be capable and possess a particular amount of willpower. One can accomplish goals with just their desire and skill if they don't know exactly what has to be done or how to do it. Employee motivation or willingness to work, which boosts their efforts and capacity to complete tasks, and performance are two connected characteristics that affect both performance and performance (Fahriana & Sopiah, 2022).

The research centers on enhancing employee performance by examining influential factors, particularly focusing on career development and work motivation. To address issues effectively, the study asserts that work motivation must act as a mediator in resolving problems stemming from the impact of career development on employee performance.

The study's outcomes aim to provide solutions by emphasizing work motivation as a mediating factor in the correlation between career development and employee performance. The significance of these findings extends to their potential impact on organizational performance.

Based on the background above, researchers will conduct research with the title "The Mediating Role of Work Motivation On The Influence Of Career Development On Startup Employee Performance In Indonesia In The Era Of Industrial Revolution 4.0".

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Employee Performance

Performance was often measured or used as an indication to analyze and evaluate people, groups, businesses, and organizations. It highlights the advantages and disadvantages of the target measure (Matriadi et al., 2019). Prayogi & Dirbawanto (2023) also defined employee performance is the presentation of work as well as the outcomes achieved by an individual, whether in the form of goods

products or services. It is typically used as the basis for assessing an employee or the working organization, reflecting the employee's understanding of their job.

Employee performance as a competent and quantifiable performance of an employee carrying out his duties in accordance with his employment responsibilities. Quantity is the result that indicates how well a person may accomplish his aim, but quality is the measure of how well-behaved, disciplined, and on time a person is. Working time includes a person's duration of service, attendance history, and tardiness for the preceding year (Nami Nasution et al., 2018).

The indicators for employee performance can be expressed as follows adopted from Ketut Devina Sari et al., (2023):

- 1) Quality
- 2) Quantity
- 3) Cost-effectiveness
- 4) Interpersonal impact.

2.2. Career Development

Within the company, career growth promotes candid communication. This supports free communication between managers and employees at all organizational levels as well as between top managers and managers. Understanding that honest communication is the foundation of every business is crucial. Improved utilization of staff abilities is another benefit of career development.

It benefits the company by making managers aware of their abilities and competences so they may use them in a job or role where they can produce better outcomes. Managers and staff can benefit from career development by receiving helpful guidance while making career decisions. They also get the chance to assess their abilities and competences as well as learn about their goals and future plans (Shaito, 2019).

Pramudita et al., (2023) said through education and training, career development aims to enhance employees' technical, theoretical, and moral abilities in line with the demands of the job or position. Education aims to boost employees' theoretical and moral skills,

while training focuses on improving the technical skills of the employee's work.

The indicators for career development can be expressed as follows adopted from Ketut Devina Sari et al., (2023):

- 1) Selection of job tasks
 - 2) Self-development preferences
 - 3) Performance assessment and evaluation
- Training and development

2.3. Work Motivation

One of the factors that leads to an organization's success is motivated staff. Motivated workers will focus their attention and efforts on achieving the organization's objective. Motivation was crucial since it may inspire someone to put in a lot of effort or do well at job. person motivation toward work, according to, relates to how a person does their work and shows it via their contributions to the company. Highly motivated staff members will always act in the organization's best interests and be more devoted to their work (Matriadi et al., 2019).

Stated in Fahriana & Sopiah, (2022) motivation, sometimes known as stimulation or encouragement, is a tactic for raising worker performance. There are several methods to motivate people, including using force and punishment, giving out prizes or praise, and fostering competitiveness. According to (Hidayat & Tedi, 2023) motivation is one of the elements that might contribute to an improvement in daily productivity, such as strong external motivation (primary, food, clothes, and lodging) as well as internal requirements (workers' attempts to secure the ideal job position).

Motivation can also come from having a defined goal and reasonable, manageable expectations. If subordinates believe that standards are unachievable, they won't be driven to reach high production levels. Workplace motivation has a significant role in influencing worker performance.

Motivation in the workplace holds significant importance in enhancing employee performance. When confronted with challenges, motivated employees strive to overcome obstacles and complete tasks to the best of their

ability. Work motivation is a key factor in boosting employee performance, underscoring the need for organizations to prioritize employee motivation. in terms of the results achieved by employees (Kurnia et al., 2023).

The indicators for work motivation can be expressed as follows adopted from Jonathan & Dewi, (2022):

- 1) Effort level
 - 2) Persistence level
- Physiological Needs

2.4. Industrial Revolution 4.0

Lubis et al., (2019) said that The internet of things, machine to machine and man to machine communication, smart for factories, smart robots, big data, and digitalization across several industries are the trends of industrial revolution 4.0. Robots can now do some tasks that humans once performed, the internet of things and digitalization have led to a decline in the need for and usage of human labor.

The progress of the industrial revolution will impact the skills required for employment, redefining the nature and location of work and necessitating new managerial knowledge and rules. Both corporate procedures and people's lifestyles will alter as a result of Industry 4.0. Human resources need to be ready for any kind of change.

The aforementioned two instances demonstrate how the 4.0 industrial revolution's digitization started to change the traditional function in the market. In addition to digitization, robots will be used more and more to enable autonomy in the production and service sectors in the future.

The company's goal to reduce expenses related to human resources is what motivates this. One issue that businesses with human resources frequently face is the need for salary increases that are not supported by productivity technological advancements that will eventually have an impact on future labor demand. The need for labor will change in the future. Industries will often select highly skilled and intermediate workers (Harahap & Rafika, 2020).

2.5. Hypotheses

In contrast, a hypothesis is a precise anticipation regarding a novel occurrence that should be evident if a specific theory holds true. It constitutes an interpretation grounded in a limited set of fundamental concepts. The formulated hypothesis is stated as follows:

- H1: Career development positive and influence employee performance
- H2: Work motivation positive and influence employee performance
- H3: Work motivation mediating influence career development on employee performance.

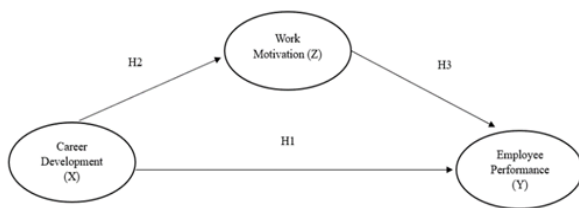


Figure 2. Research Model

3. RESEARCH METHODS

This quantitative study looks at how the independent and dependent variables, as well as the dependent variable, are related (Rizani et al., 2022). The data used in this study are primary data obtained from the completion of questionnaires by 50 respondents in employee start up. Srutiningsih et al., (2023) states that the minimum sample size used in SEM-PLS is 30-100 samples. This research employs path analysis to test the predetermined hypotheses, and the data analysis tool used is Smart PLS Windows 3 software.

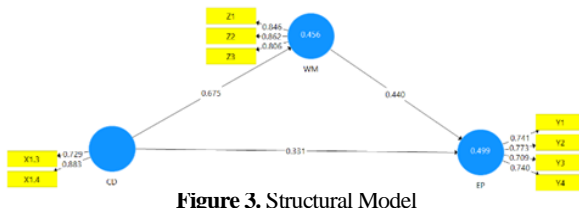


Figure 3. Structural Model

The study's design makes use of hypothesis testing, and the research employs a quantitative research methodology. The whole workforce of Startup Employee Performance In

Indonesia In The Era Of Industrial Revolution 4.0 makes up the study's population, and samples are drawn using the non-probability sampling. Methods for gathering data include:

- 1) Distributing the questionnaire to Indonesian SMEs' employees directly
- 2) Doing a literature review. A questionnaire designed to elicit responses from respondents serves as one of the research instruments.

There are two methods for performing technical analysis on the data: descriptive and analytical statistics analysis. Testing the validity and reliability is one of the steps in the statistical analysis of the data.

4. RESULTS AND DISCUSSION

This section involves analyzing data derived from the previously described information, which serves as a data description. The data is analyzed based on assumptions used for a specific statistic, conducting hypothesis testing for drawing conclusions.

Partial Least Squares is an alternative approach that shifts from the Covariance-based SEM (Structural Equation Modeling) to a variance-based approach. Covariance-based SEM typically tests quality or theory, while PLS is more predictive in nature.

The testing of the structural model in PLS is carried out using SmartPLS version 3 for Windows software. The following is the structural model formulated based on the research problem:

4.1. Validity

After performing bootstrapping, the output outer loading displays the value below 0.7 for items X1.1 and X1.2. For this reason, it is necessary to complete the invalid item's revocation in order to continue the pengujian process later on.

Table 1. Outer Loading

Construct	CD	EP	WM
X1.3	0,729		
X1.4	0,883		

Y1		0,741	
Y2		0,773	
Y3		0,709	
Y4		0,740	
Z1			0,846
Z2			0,862
Z3			0,806

Based on the above table, it can be seen that the data processing results using the smartPLS 3.3 method indicate that all loading factor values of the indicators used in this study are valid or have met convergent validity. Each of these indicators has a value greater than 0.7.

4.2. Reliability Test

Reliability test is conducted by evaluating the Average Variance Extracted (AVE) values. An AVE value is considered good if it exceeds 0.50. The table below shows the relevant AVE values.

Table 2. Reliability Test

Variabel	Average Variance Extracted (AVE)
CD	0,656
EP	0,549
WM	0,703

Based on the data processing in the above dataset, the calculated average variance extracted values from the research model indicate that each variable has a value greater than 0.5. From these results, it is evident that this research model meets the criteria for average variance extracted, indicating that the model satisfies reliability standards and serves as a trustworthy and reliable measurement tool.

4.3. Inner Model

Hypothesis testing among constructs is conducted using the resampling bootstrap method for path coefficients. A rule of thumb for supporting a research hypothesis is if the coefficient or direction of the relationship between variables as indicated by the original sample values aligns with what is hypothesized, and if the probability value (p-value) is less than 0.05 or 5%. On

the table above, the results conclusion are as follows:

1. Based on the study results, it can be concluded that the first hypothesis (H1) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.331. It may be inferred from this research that career development positive and to influence employee performance.
2. Based on the study results, it can be concluded that the second hypothesis (H2) was accepted if the P-Value was less than $0.000 < 0.05$ and original sample 0.675. It may be inferred from this research that work motivation positive and influence employee performance.

Based on the study results, it can be concluded that the third hypothesis (H3) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.440. It may be inferred from this research that work motivation mediating influence career development on employee performance.

4.4. R-Square

This analysis is to determine the percentage of variability in endogenous constructs that can be explained by the variability of exogenous constructs. This analysis also aims to assess the goodness of fit of the structural equation model.

A higher R-square value indicates a greater ability of the exogenous variables to explain the endogenous variables, thus indicating a better fit for the structural equation. The attached output values for R Square are as follows:

Table 5. R-Square

Variabel	R Square	R Square Adjusted
EP	0,499	0,477
WM	0,456	0,445

Based on the table above, the results are as follows:

1. The R-square value for the work motivation variable is 0.477, meaning that 47.7% of the variability in the work

motivation construct can be explained by the variability in the constructs of career development. The remaining percentage is explained by other variables not included in the study.

2. The R-square value for the employee performance variable is 0.456. This R-square value signifies that 45.6% of the variability in the employee performance construct can be explained by the variability in the constructs of career development and work motivation.

4.5. Discussion

The results of the research conducted for this research are as follows the study findings lead to the conclusion that the initial hypothesis (H1) is affirmed when the P-Value is 0.010, which is less than the conventional threshold of 0.05, and the original sample stands at 0.331. Also suggests a connection between career development and positive impact on employee performance. In other words, with a really good program for karir development, start-up company can increasing employes performance in the era of industrial revolution 4.0.

This research explains that there is an influence of Career Development on Employee Performance at the start up employee in the era of industrial revolution 4.0, where career development is a formal approach undertaken by the organization to ensure that individuals in the organization have qualifications, capabilities, and experiences that are suitable when needed.

Therefore, the organization needs to manage and develop careers effectively to maintain employee productivity and encourage them to consistently perform well, avoiding work-related frustrations associated with organizational performance decline.

The study's results are consistent with the earlier research conducted by Agustina & Syamsyir (2022) conclude that career development has a positive and significant effect on employee performance.

The study findings lead to the conclusion that the second hypothesis (H2) is affirmed when the P-Value is below 0.000, which is less

than the conventional threshold of 0.05, and the original sample stands at 0.675. This research suggests a connection between positive work motivation and its impact on employee performance.

Motivation is formed by the attitude or demeanor of employees in facing work situations within the company. Motivation itself becomes a force that propels employees in a more directed manner to achieve the goals of the organization or company. A positive attitude of employees towards a work situation can strengthen work motivation to achieve optimal performance. Guidance, achievement encouragement, and the presence of support can influence employee performance, making this a factor that will be highly considered in the future.

In this case, employee work motivation is a willingness to exert effort in achieving goals by considering efforts to satisfy various needs, as well as striving to enhance and shape the knowledge, attitudes, and behaviors of employees. This results in employees voluntarily working cooperatively with others to improve their performance. Leaders play a crucial role in realizing the company's objectives as outlined in its vision and mission (Suyanto, 2018).

Supervisors have a significant responsibility in motivating their employees to enhance their performance by offering encouragement, both in terms of moral support and material incentives, such as allowances. The study's results are consistent with the earlier research conducted by Agustina & Syamsyir (2022) conclude that work motivation has a positive and significant effect on employee performance.

The study findings lead to the conclusion that the third hypothesis (H3) is affirmed when the P-Value is below 0.010, which is less than the conventional threshold of 0.05, and the original sample stands at 0.440. This research suggests that work motivation plays a mediating role in influencing employee performance through career development.

Increased career development undertaken by employees correlates with heightened performance, and work motivation serves as a

mediator that encourages individuals to fortify their pursuit of optimal performance. Career development positively influences employee performance, indicating that increased motivation in the workplace corresponds to higher performance levels.

Conversely, diminished motivation in work is associated with lower performance levels. The connection between work motivation and performance lies in the fact that work motivation reflects the employee's dedication to achieving optimal results, ultimately showcasing their effectiveness in the workplace.

The study's results are consistent with the earlier research conducted by Fauziyana et al., (2022) conclude that work motivation mediating influence career development on employee performance.

5. CONCLUSION

The conclusion of the research conducted for this research are as follows based on the study results, it can be concluded that the first hypothesis (H1) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.331. It may be inferred from this research that career development positive and influence employee performance.

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Based on the study results, it can be concluded that the third hypothesis (H3) was accepted if the P-Value was less than $0.010 < 0.05$ and original sample 0.440. It may be inferred from this research that work motivation mediating influence career development on employee performance.

Regarding the practical implementation that was obtained, the Indonesian start-up industry should make better and optimal use of the career development programs already provided, and enhance their initiative to achieve personal career goals. Also considering that the variable of work motivation influences employee performance, it is recommended for the company to consistently provide motivations to employees.

Further research is needed about the impact of work-related variables, career development and employee motivation. The further researchers may learn from this study's development using a different model by including a variable that may affect employees' work performance. Researchers must do research on a few specific sector types and increase the number of samples in order to fully understand the population.

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