

THE EFFECT OF HUMAN RESOURCE COMPETENCY, INFORMATION TECHNOLOGY UTILIZATION, WORK DISCIPLINE, AND EMPLOYEE WELFARE ON EMPLOYEE PERFORMANCE**Hermawan Pradian Mukharom¹⁾, Ninik Srijani²⁾**¹ Faculty of Economics and Business, Universitas PGRI Madiun
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email: niniksrijani@unipma.ac.id***Abstrak***

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi sumber daya manusia, pemanfaatan teknologi informasi, disiplin kerja, dan kesejahteraan pegawai terhadap kinerja pegawai di Terminal Tipe A Purboyo Kota Madiun. Teknik pengumpulan data dalam penelitian ini menggunakan kuesioner. Teknik pengampilan sampel dalam penelitian ini menggunakan total sampling (*full sampling*). Jumlah sampel yang digunakan dalam penelitian ini yaitu sebanyak 54 responden. Teknik analisis menggunakan analisis deskriptif dan uji regresi linear berganda. Hasil penelitian ini menunjukkan bahwa nilai t_{hitung} positif sebesar $2,138 > t_{tabel}$ sebesar 2,00958 dengan tingkat signifikan sebesar $0,019 < 0,05$ menunjukkan bahwa variabel kompetensi sumber daya manusia (X_1) berpengaruh terhadap kinerja pegawai; nilai t_{hitung} positif sebesar $1,282 < t_{tabel}$ sebesar 2,00958 dengan tingkat signifikan sebesar $0,103 > 0,05$ menunjukkan bahwa variabel pemanfaatan teknologi informasi (X_2) tidak berpengaruh terhadap kinerja pegawai; nilai t_{hitung} positif sebesar $1,048 < t_{tabel}$ sebesar 2,00958 dengan tingkat signifikan sebesar $0,151 > 0,05$ menunjukkan bahwa variabel disiplin kerja (X_3) tidak berpengaruh terhadap kinerja pegawai; nilai t_{hitung} positif sebesar $4,407 > t_{tabel}$ sebesar 2,00958 dengan tingkat signifikan sebesar $0,000 < 0,05$ menunjukkan bahwa variabel kesejahteraan pegawai (X_4) berpengaruh terhadap kinerja pegawai; nilai positif F_{hitung} 51,468 $> F_{tabel}$ 2,56 dengan tingkat signifikan $0,000 < 0,05$ hal ini menunjukkan bahwa variabel kompetensi sumber daya manusia, pemanfaatan teknologi informasi, disiplin kerja, dan kesejahteraan pegawai secara simultan berpengaruh terhadap kinerja pegawai. Dalam penelitian ini didapatkan variabel paling dominan yaitu variabel kesejahteraan pegawai.

Kata Kunci: kompetensi sumber daya manusia, pemanfaatan teknologi informasi, disiplin kerja, kesejahteraan pegawai, kinerja pegawai

Abstract

This study aims to analyze the influence of human resource competencies, information technology utilization, work discipline, and employee welfare on employee performance at Terminal Tipe A Purboyo in Madiun City. The data collection technique used in this study was a questionnaire. The sampling technique used in this study was total sampling (full sampling). The number of samples used in this study was 54 respondents. The analysis technique used descriptive analysis and multiple linear regression testing. The results of this study indicate that the positive t_{count} of 2.138 $> t_{\text{table}}$ of 2.00958 with a significance level of $0.019 < 0.05$ shows that the human resource competency variable (X_1) influences employee performance; the positive t_{count} of 1.282 $< t_{\text{table}}$ value of 2.00958 with a significance level of $0.103 > 0.05$ indicates that the information technology utilization variable (X_2) does not affect employee performance; The positive t_{count} value of 1.048 $< t_{\text{table}}$ value of 2.00958 with a significance level of $0.151 > 0.05$ indicates that the work discipline variable (X_3) does not affect employee performance; The positive t_{count} value of 4.407 $> t_{\text{table}}$ value of 2.00958 with a significance level of $0.000 < 0.05$ indicates that the employee welfare variable (X_4) affects employee performance; The positive F_{count} value of 51.468 $> F_{\text{table}}$ 2.56 with a significance level of $0.000 < 0.05$ indicates that the variables of human resource competence, information technology utilization, work discipline, and employee welfare simultaneously affect employee performance. In this study, the most dominant variable was found to be the employee welfare variable

Keywords: human resource competence, information technology utilization, work discipline, employee welfare, employee performance.

A. INTRODUCTION

Passenger terminals are one of the land transportation hubs that play a strategic role in supporting community mobility and regional economic growth. One of the terminals that has a strategic function in the East Java region is the Purboyo Type A Terminal in Madiun City. As a facility that serves various types of service users, the quality of service at this terminal is a crucial factor that affects the level of comfort and satisfaction of transportation service users. Quality public services are one of the main indicators of good governance in various service sectors, including public transportation. Quality public services are highly dependent on the performance of officials or employees as the spearhead of policy implementation. In carrying out its operations

and services, the terminal is faced with public demands for fast, accurate, efficient, and responsive services. Good performance is not only determined by technical capabilities but also by various other supporting factors such as human resource competence, work discipline, the use of information technology, and employee welfare.

In an organization, human resources (HR) are a key element because they contribute to the achievement of the agency's objectives. As the main driver of service activities in an agency, human resources require full attention in order to perform their duties properly. Human resource competence is considered very important because it contributes to the quality of service. Competence reflects an individual's ability to complete tasks in line with job requirements, which serves as a key element of excellence in a particular field. According to Apriyanti et al. (2021), effective human resource management can provide many benefits for companies, such as cost savings, improved performance, accelerated target achievement, and the establishment of harmonious relationships between employees and the company.

In today's rapidly developing and modern era, the use of information technology greatly helps and facilitates human work. Information technology has become a key component in improving the efficiency and effectiveness of public services (Simanjuntak & Mesra, 2025). According to Alam et al. (2024), information systems can provide accurate, fast, and integrated data and information, thereby enabling a more efficient personnel management process. The use of information technology in an organization can bring about significant changes to that organization.

The use of advanced information technology requires support from competent human resources (HR) in using this information technology so that it can run optimally. The ability to utilize information technology will increase competitiveness and have a positive impact on performance (Muhiban & Rosmansyah, 2022). However, if the human resources are not competent, this can backfire because it will hinder performance, both individually and organizationally.

In an effort to provide optimal service quality, one of the factors that supports employee performance is work discipline. Work discipline is a condition of moral behavior that is inherently related to company regulations, which are implemented by companies/organizations in order to improve behavior and attitude (Purindra et al., 2024). According to Hasibuan (2017), discipline is one of the important and key functions of Human Resource Management (HRM) in achieving an organization's goals. Work discipline can be used as an indicator of supervision and inspection. Employee discipline is often directly proportional to an increase in their performance quality, which is an essential component that must be maintained and improved so that employees are accustomed to carrying out their duties with a sense of responsibility.

Organizational goals can be optimally achieved if supported by good employee performance. One aspect that determines workforce performance is welfare. Workplace welfare is an important aspect of human resource management that plays a major role in creating a conducive work environment and supporting employee productivity. According to Purindra et al. (2024), employees who feel well-being tend to have a high level of psychological well-being, which in turn can improve their performance.

The reality on the ground shows that the welfare of employees in the public service sector still faces various challenges, one of which is differences in employment status. This is also felt at the Purboyo Type A Terminal in Madiun City, where there are various types of employment, such as Civil Servants (PNS), Government Employees with Work Agreements (PPPK), Non-Civil Servant Government Employees (PPNPN), and outsourced workers. The diversity of employment status creates inequalities in the compensation and welfare system, where each group of employees receives different allowances, facilities, and job security. This phenomenon has the potential to cause psychological and social gaps between employees, which, if not managed properly, can lead to a decline in work motivation, team spirit, and overall work productivity.

Several previous studies have explained that human resource competence, information technology utilization, work discipline, and welfare have a significant effect on employee

performance. There are also previous studies that show no effect or even a negative effect on employee performance. However, most studies tend to focus on analyzing these variables separately without exploring the interaction or synergy between these factors in a specific context. Based on this background, this study aims to examine the influence of human resource competence, information technology utilization, work discipline, and welfare on employee performance at the Purboyo Type A Terminal in Madiun City.

B. METHOD

This study applies a quantitative approach with a causal approach. In this study, the sample used consisted of 54 respondents, namely all employees at the Purboyo Type A Terminal in Madiun City. The sampling technique in this study used the total sampling method (full sampling), also known as saturated sampling. Total sampling is a technique in which all members of the population are used as samples because the population size is less than 100 people (Sugiyono, 2017). Data collection in this study used questionnaire distribution. The questionnaire method is a data collection technique that involves delivering written questions to respondents and is very suitable for studies with a large population of respondents. The collected data will be analyzed using Statistical Product and Service Solutions (SPSS) version 22 with multiple linear regression.

C. RESULTS AND DISCUSSIONS

Respondent Characteristics

The respondents in this study were all employees working at the Purboyo Type A Terminal in Madiun City, totaling 54 respondents. The general description of the respondents in this study includes their gender, age, education, and length of service, as described below:

Table 1. Respondent Characteristics Based on Gender

Gender	Number of Respondents	Persentase
Male	41	75,9%
Female	13	24,1%
Amount	54	100%

Source: Data processed (2025)

Table 2. Respondent Characteristics Based on Age

Age	Numbers of Respondent	Persentase
20 – 29 year	16	29,6%
30 – 39 year	17	31,5%
40 – 49 year	16	29,6%
50 – 55 year	4	7,4%
>55 year	1	1,9%
Amount	54	100%

Source: Data processed (2025)

Table 3. Respondent Characteristics Based on Education

Education	Numbers of Respondent	Persentase
SMA	29	53,7%
DI	1	1,9%
DII	1	1,9%
DIII	6	11,1%
DIV/S1	14	25,9%
S2	3	5,6%
Amount	54	100%

Source: Data processed (2025)

Table 4. Respondent Characteristics Based on Length of Employment

Length of Service	Numbers of Respondent	Persentase
1 – 3 year	8	14,8%
4 – 6 year	9	16,7%
7– 10 year	22	40,7%
>10 year	15	27,8%
Amount	54	100%

Source: Data processed (2025)

Validity Test Results

According to Ghozali (2018), validity testing is a procedure used to assess whether a questionnaire is valid. A questionnaire is considered valid if its statements are able to represent what the instrument is intended to measure. Validity testing is calculated by comparing the

calculated r value. The testing criteria are that if the calculated r value is $> r$ table, then the statement item is considered valid, whereas if the calculated r value is $< r$ table, then the question item is considered invalid. Based on the r table obtained from $(df) = n-2$ is $54-2 = 52$, the r table value obtained is 0.2681. Given that the calculated r value for each item of the variables of human resource competence, information technology utilization, work discipline, employee welfare, and employee performance has a value greater than the table r (0.2681), it can be concluded that each question item used in this study is valid.

Reliability Test Results

The reliability test in this study used Cronbach's Alpha > 0.70 . The results of the reliability test data processing are described as follows:

Table 5. Reliability Test

Variabel	Nilai Cronbach's Alpha Hitung	Nilai Cronbach	Description
HR Competency (X_1)	0,922	$>0,70$	Reliabel
IT Utilization (X_2)	0,966	$>0,70$	Reliabel
Work Discipline (X_3)	0,974	$>0,70$	Reliabel
Employee Welfare (X_4)	0,955	$>0,70$	Reliabel
Employee Performance (Y)	0,966	$>0,70$	Reliabel

Source: Data processed (2025)

Based on Table 5, the reliability test results for the variables of human resource competence, information technology utilization, work discipline, employee welfare, and employee performance have a Cronbach's Alpha value of > 0.70 . Therefore, it can be concluded that the items in each variable used in this study are reliable and suitable for use in research.

Normality Test

The normality test in this study used the Kolmogorov-Smirnov (K-S) statistical test with the following decision rule: if the significance is > 0.05 , then the data is normally distributed, and if

the significance is < 0.05 , then the data is not normally distributed. The results of the normality test can be seen in the following table:

Table 6. Normality Test

Asymp. Sig. (2-tailed)	Unstandardized Residual
	0,196

Source: Data processed (2025)

Based on Table 6, it can be seen that the significant value of the unstandardized residual is $0.196 > 0.05$, which means that the regression model in the study is normally distributed.

Multicollinearity Test

In this study, multicollinearity can be seen from a tolerance value > 0.10 and a variance inflation factor (VIF) value < 10 . The results of the multicollinearity test can be seen in the following table:

Table 7. Multicollinearity Test

Variabel Independen	Tolrenace	VIF	Keterangan
HR Competency (X_1)	0,246	4,069	There is no multicollinearity
IT Utilization (X_2)	0,328	3,051	There is no multicollinearity
Work Discipline (X_4)	0,417	2,399	There is no multicollinearity
Employee Welfare (X_4)	0,339	2,953	There is no multicollinearity

Source: Data processed (2025)

Based on Table 7, it can be seen that the tolerance value of each independent variable used in this study is >0.10 and the VIF value is < 10 . Therefore, it can be concluded that the regression model used in this study does not exhibit multicollinearity.

Heteroscedasticity Test

In this study, researchers used the chart or scatterplot method. The following image shows the results of the study using the scatterplot method.

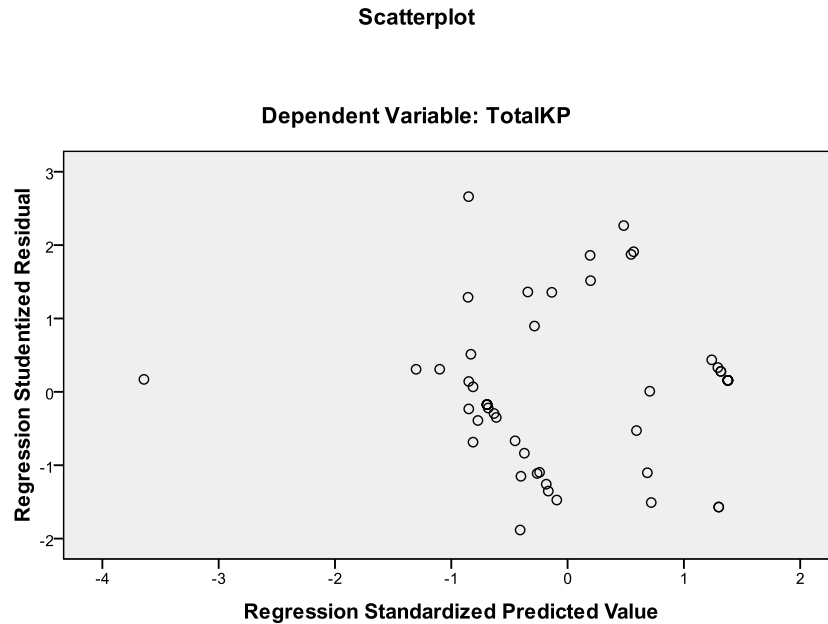


Figure 1. Scatterplot – Heteroscedasticity Test
Sumber: Data processed (2025)

Based on Figure 1, it can be seen that there is no clear pattern. The points in the diagram are scattered randomly below and above the number 0 on the Y axis. Therefore, it can be concluded that in this study, there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

In this study, the regression test results are described in the following table:

Table 8. Regression Test Results

Model	Unstandardized Coefficients	t_{hitung}	Sig.	Sig. two-tailed test ($\alpha/2$)	Ket	F_{hitung}	R^2
Constant	3,108	1,112	0,000			51,468	0,808
HR Competency	0,323	2,138	0,038	0,019	Significant		
IT Utilization	0,139	1,282	0,206	0,103	Not significant		
Work Discipline	0,116	1,042	0,303	0,151	Not significant		
Employee Welfare	0,422	4,407	0,000	0,000	Significant		

Source: Data processed (2025)

D. CONCLUSIONS

The Influence of Human Resource Competence on Employee Performance

Based on the results of the t-test, it can be seen that the human resource competency variable has a significant positive effect on the employee performance variable at the Purboyo Type A Terminal in Madiun City. This can be proven from $t_{\text{count}} > t_{\text{table}}$, which is $(2.138 > 2.00958)$ with a significance level of $0.019 < 0.05$, so it can be explained that human resource competence has a significant effect on employee performance. This shows that the better and higher quality the human resources are, the higher the employee performance at Terminal Type A Puboyo in Madiun City. The results of this study are in line with previous studies conducted by Busman & Pahmi (2022) and Triasih (2022), which showed that the human resource competency variable has a significant effect on employee performance.

The Effect of Information Technology Utilization on Employee Performance

Based on the results of the t-test, it can be seen that the variable of information technology utilization has no effect and is not significant on the variable of employee performance at Terminal Type A Purboyo in Madiun City. This can be proven from $t_{\text{count}} < t_{\text{table}}$, which is $(1.282 < 2.00958)$ with a significance level of $0.103 > 0.05$, so it can be explained that the use of information technology does not significantly affect employee performance. This shows that the application of information technology does not necessarily support employee performance at Terminal Tipe A Puboyo Kota Madiun. This can be explained through an analysis of the organizational structure and the characteristics of each section's tasks. Functionally, many work units at the terminal do not directly depend on the use of information technology in carrying out their tasks. Some sections, such as cleaning staff, technicians, traffic controllers, vehicle inspectors, health services, and the record-keeping and administrative sections, carry out more field-based work that is technical, operational, and manual in nature. The activities carried out by these departments tend not to require intensive data processing, storage, or presentation through digital devices. The results of

this study are in line with previous research conducted by Emerto, et al. (2024), which found that information technology had a negative and insignificant effect on employee performance at the Padang City Trade Office.

The Effect of Work Discipline on Employee Performance

Based on the results of the t-test, it can be seen that the work discipline variable has no effect and is not significant on the performance variable of employees at the Purboyo Type A Terminal in Madiun City. This can be proven from $t_count > t_table$, which is $(1.048 < 1.67469)$ with a significance level of $0.303 > 0.05$, so it can be explained that the use of information technology has no significant effect on the performance of employees at Terminal Type A Puboyo in Madiun City. This occurs because the complexity of the work system implemented at Purboyo Type A Terminal is one of the factors that can explain the insignificant effect of work discipline on employee performance. As a public service unit that operates 24 hours a day, this terminal runs a shift-based work system. This condition causes differences in work patterns, responsibilities, and performance targets in each section. Each work unit, such as traffic officers, vehicle inspectors, technicians, security, cleaning, service, and administration, has different workloads and rhythms. Therefore, the application of discipline indicators such as punctuality or compliance with work schedules cannot be applied uniformly. The results of this study are in line with previous research conducted by Uleng, et al. (2023), which found that work discipline did not have a significant effect on employee performance at the Technical Implementation Unit of the Makassar Goods Quality Testing and Certification Center (BPSMB). Additionally, research conducted by Sabri & Hajar (2024) showed that employee discipline did not significantly affect the performance of Bus Trans Batam employees.

The Effect of Employee Welfare on Employee Performance

Based on the results of the t-test, it can be seen that the employee welfare variable has a significant positive effect on the employee performance variable at Terminal Tipe A Purboyo in Madiun City. This can be proven by $t_{count} > t_{table}$, which is $(4.407 > 2.00958)$ with a significance level of $0.000 < 0.05$, so it can be explained that employee welfare has a significant effect on employee performance. This shows that the higher the level of employee welfare, the higher the employee performance at Terminal Type A Puboyo in Madiun City. This indicates that the welfare of employees at Terminal Type A Purboyo in Madiun City can be considered good. This phenomenon occurs when an agency is able to meet the needs of its employees, both in terms of economic needs, enjoyment, and convenience, so that employee welfare will increase. Employees who feel prosperous and secure will work as hard and as well as possible, which will certainly affect employee performance. The results of this study are in line with previous research conducted by Komala (2020), which found that employee welfare, including economic, service, and facility dimensions, has a significant effect on the performance of employees at the Majenang Road Maintenance Technical Implementation Unit (UPTD). In addition, previous research conducted by Fitriah, et al (2024) found that employee welfare has a positive and significant effect on employee performance at the Takalar Regency Transportation Office.

The Influence of Human Resource Competence, Information Technology Utilization, Work Discipline, and Employee Welfare on Employee Performance

Based on the F test results presented in Table 4.14, it is known that the variables of human resource competence, information technology utilization, work discipline, and employee welfare simultaneously have a significant and positive effect on the performance of employees at the Purboyo Type A Terminal in Madiun City. This can be proven by $F_{count} > F_{table}$, which is $(51.468 > 2.56)$ with a significance level of $0.000 < 0.05$. thus, it can be concluded that human resource competence, information technology utilization, work discipline, and employee welfare

simultaneously have a significant effect on the performance of employees at the Purboyo Type A Terminal in Madiun City. The regression test results show that the variable that has a dominant effect on employee performance is employee welfare, with the highest regression coefficient of 0.422.

E. SUGGESTIONS

Based on the results of data analysis and discussion, it can be concluded that human resource competencies have a significant influence on the performance of employees at the Purboyo Type A Terminal in Madiun City. This shows that the higher the quality of human resources, the higher the performance of employees will be. Conversely, the use of information technology and work discipline do not have a significant effect on employee performance. The lack of influence of technology utilization is due to several work sections that do not depend on technology and the limited digital capabilities of employees, who are predominantly Gen X, Gen Y, and Baby Boomers. Work discipline also has no effect due to the complex shift work system and inconsistent administrative discipline standards between sections. Meanwhile, employee welfare has a significant impact on performance. Employees who feel prosperous will be more motivated to perform their duties optimally. Although there are partial differences in influence, simultaneously, all four variables have been proven to have a significant impact on employee performance.

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