

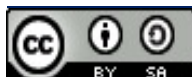
## DETERMINANTS OF EMPLOYEE WORK DISCIPLINE IN THE RECTORATE ENVIRONMENT OF UDAYANA UNIVERSITY

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### ABSTRACT

*Employee performance and discipline in public universities are critical for institutional success, yet determinants like remuneration, job rotation, and work environment remain underexplored in academic settings. This study analyzes how these factors influence work discipline and performance among civil servants at Udayana University's Rectorate, including their mediating relationships. A quantitative approach using PLS-SEM (SmartPLS 4.1.0) was applied to data from 170 staff across four bureaus, collected via questionnaires and interviews. Remuneration ( $\beta=0.988$ ,  $p<0.05$ ), job rotation ( $\beta=0.990$ ,  $p<0.05$ ), and work environment ( $\beta=0.990$ ,  $p<0.05$ ) significantly enhance both discipline and performance. Work discipline partially mediates these relationships, explaining 97.6–98.1% of performance variance. The study offers policymakers evidence-based strategies to optimize HR practices in public universities, emphasizing equitable remuneration, structured rotation, and conducive workplaces. It advances theoretical frameworks by validating mediation dynamics in a novel context.*

**KEYWORDS** work discipline, remuneration, employee performance



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## INTRODUCTION

Udayana University, established on September 29, 1962, is the first and oldest public university in Bali. It has two campuses: one in Denpasar and another in Bukit Jimbaran, a key tourism district. The university's Rectorate oversees 13 faculties, including Economics and Business, Law, Medicine, and Tourism, along with two institutes and four technical units. Its mission includes providing high-quality education, conducting research, and fostering cultural and technological

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development. The university aims to produce competent graduates, expand educational access, and improve governance through collaboration and high-quality research (Udayana University, 2023; Ministry of Education and Culture Regulation No. 77 of 2014).

Udayana University employs 1,578 academic and 1,744 administrative staff, including civil servants (PNS) and contract workers. This study focuses on PNS administrative staff in the Rectorate, which comprises four bureaus: Academic, General Affairs, Student Affairs, and Planning and Finance. Administrative roles range from bureau heads to technicians and librarians (Udayana University Rector's Regulation No. 2 of 2023). The university's Public Service Agency (PK-BLU) status, granted under Minister of Finance Decree No. 441/KMK.05/2011, emphasizes financial autonomy and employee welfare as key to achieving institutional goals.

Remuneration at Udayana University is a critical incentive for civil servants, defined as compensation based on responsibilities and professionalism (Ministry of Education and Culture Regulation No. 77 of 2014). Studies show it influences performance and discipline (Nurhayati & Supardi, 2020), though some argue its impact is negligible (Sitompul & Muslih, 2020). Remuneration is tied to Employee Performance Targets (SKP), assessed via the SIANITA platform, and attendance tracked through SIPENA. Performance evaluations determine remuneration, with unmet targets indicating areas for improvement (Sudarsono et al., 2021).

Job rotation at Udayana University is implemented to optimize workforce performance. It involves transferring employees to new roles or locations to enhance productivity (Finthariasari & Saputri, 2020). While some studies suggest it improves performance (Gunawan et al., 2023), others find no significant impact (Aini & Tulus, 2020; Dua Mea & Maria, 2022). Rotation aims to provide career development opportunities and address performance gaps identified in evaluations.

A conducive work environment is vital for employee performance (Sinambela & Lestari, 2021). Studies indicate it significantly affects discipline and productivity (Maswar & Mahyani, 2020; Ningsih et al., 2021), though others disagree (Saputra & al., 2023). Udayana University's 2022 customer satisfaction survey scored 85.12 ("Good"), with high marks for facilities but lower scores for service speed (3.25) and procedural clarity (3.35). Bureaucratic delays and lack of staff training were noted as key issues.

Service delivery at Udayana University faces inefficiencies, including slow administrative processes and delayed correspondence approvals. The absence of reward systems and specialized training further hampers service excellence. Survey respondents highlighted the need for clearer procedures and faster processing to reduce repeated visits and improve satisfaction (Udayana University Public Satisfaction Survey, 2022).

This study examines how remuneration, job rotation, and work environment impact work discipline and performance among Rectorate staff. The findings aim to enhance HRM strategies in the public sector, offering theoretical insights and practical recommendations for policymakers. By addressing these factors, Udayana University can improve employee productivity and service quality, aligning with its mission and vision (Udayana University, 2023; Ministry of Education and Culture Regulation No. 77 of 2014).

The current study distinguishes itself from prior research by comprehensively examining the triad of remuneration, job rotation, and work environment as determinants of work discipline and performance among civil servants at Udayana University's Rectorate, integrating mediation analysis to demonstrate their mutual reinforcement—a relationship underexplored in public higher education contexts—while previous studies Puri & Wisnu (2020) explored these variables in isolation or in different sectors (e.g., corporate or healthcare). This research uniquely focuses on civil servants in a university setting, addressing gaps in literature that predominantly target private sector or non-academic government employees (Trang & Lumantow, 2023; Sudarsono et al., 2021), employs SmartPLS 4.1.0 for partial least squares structural equation modeling (PLS-SEM) to provide robust statistical validation of direct and indirect effects, unlike earlier studies relying on simpler regression analyses (Rachmawaty & Pandoyo, 2020), and identifies partial mediation effects, revealing that remuneration, job rotation, and work environment directly impact performance independent of discipline, a nuance absent in prior work (e.g., Yuliani & Adnan, 2020).

## RESEARCH METHOD

### Research Location



Workspace of the Academic Bureau    Workspace of the General Affairs Bureau



Rectorate of Udayana University



Workspace of the Planning and Finance Bureau Workspace of the Student Affairs Bureau

### Figure 1 Research Location

Source: [www.UNUD Youtube.com](http://www.UNUD Youtube.com)

According to Surahman et al. (2020), a research location is the place where the social situation under study will be observed, such as schools, companies, government institutions, streets, houses, markets, and others. Selecting the right location is crucial in research as it serves as the primary source of information. The research location chosen for this study is the Rectorate of Udayana University, which consists of several bureaus, namely: the Academic, Cooperation, and Public Relations Bureau; the Student Affairs Bureau; the General Affairs Bureau; and the Planning and Finance Bureau, with a total of 170 staff members. This location was selected because the administrative staff at the Rectorate of Udayana University serve as supporting elements for university leadership, working directly under and reporting to the Rector and Vice Rectors, who hold the highest authority within the institution.

### Data Types

The types of data used in this research include both quantitative and qualitative data.

#### 1. Quantitative Data

Quantitative data refers to numerical data that is measured in units or numerical representations of qualitative data (Balaka, 2022). In this study,

quantitative data includes the sample size and responses collected through questionnaires, measured using a Semantic Differential Scale. The data consists of variables such as remuneration, job rotation, work environment, employee performance, and work discipline as a mediating variable.



**Figure 2. Employees Filling Out Questionnaires**

Source: Personal Documentation

**Table 1. of Quantitative Research Implementation Data**

No	Activity	Time
1	Filling in personal data and answering the questionnaire	At the Bureau of Academics, Cooperation and Public Relations, Student Affairs Bureau, General Affairs Bureau, and Planning and Finance Bureau
2	Collection of questionnaire responses, scoring, and data tabulation	3 days after the researcher distributes the questionnaire
3	Data analysis to test data validity and reliability	Conducted by the researcher with assistance from staff, after all questionnaires have been collected

Source: Udayana University Rectorate, 2024

## 2. Qualitative Data

Qualitative data consists of non-numerical information, including explanations and descriptions that are not measured in numerical units but instead involve textual, schematic, or visual representations (Balaka, 2022). In this study, qualitative data consists of respondent answers from the distributed questionnaires, covering aspects such as remuneration, job rotation, work environment, and work discipline as a mediating factor.



**Figure 3. Researcher Conducting an Interview**

Source: Personal Documentation

**Table 2. Qualitative Research Implementation Data**

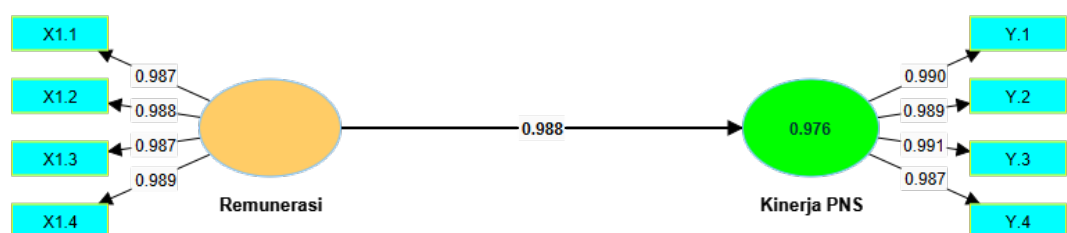
NO	Activity	Time
1	Interviews with respondents about their identity	At the Bureau of Academics, Cooperation and Public Relations, Student Affairs Bureau, General Affairs Bureau, and Planning and Finance Bureau
2	Documentation of questionnaire distribution to all respondents	At the Bureau of Academics, Cooperation and Public Relations, Student Affairs Bureau, General Affairs Bureau, and Planning and Finance Bureau
3	Observation of the research site at the Rectorate of Udayana University, Bukit Jimbaran Campus	At the Bureau of Academics, Cooperation and Public Relations, Student Affairs Bureau, General Affairs Bureau, and Planning and Finance Bureau

Source: Udayana University Rectorate, 2024.

## RESULT AND DISCUSSION

### Direct Effect of Remuneration on Civil Servant Performance

The third phase of inner model testing was conducted to examine the direct effect of remuneration on civil servant performance. The structural model or inner model analysis was performed using SmartPLS 4.1.0. The output results of SmartPLS 4.1.0 for the structural model relationship are shown in Figure 4.



**Figure 4. SmartPLS 4.1.0 Output for Structural Model Testing Phase III**



The structural model analysis follows the approach of Latan & Ghozali (2017) to determine the direct effect of remuneration on civil servant performance. The analysis begins by examining the R-Square value, which represents the percentage of variance explained by the latent variable, serving as a measure of the predictive strength of the structural model. The R-Square value indicates the proportion of the variance in the endogenous variable that can be explained by the exogenous variable in the hypothesis. The R-Square values are presented in Table 3.

**Table 3 R-Squared Values**

Variable	R <sup>2</sup> Value
Civil Servant Performance	0,976

Source: Data processing 2024

Table 3 shows that the R-Squared ( $R^2$ ) value for civil servant performance is 0.976 (97.6%). This means that remuneration accounts for 97.6% of the variation in civil servant performance.

The final step in structural model testing involves examining the significance of the “p-value” to determine the influence between variables based on the developed hypothesis. The significance level used is two-tailed, with a p-value threshold of 0.05 (5% significance level). The path coefficient for the direct effect of remuneration on civil servant performance is presented in Table 4.

**Table 4 Coefficient, T-Statistics, and P-Value**

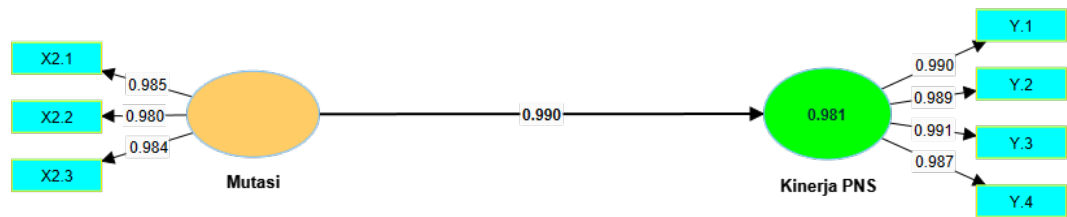
Pathway	Coefficient Value	T-Statistics	P-Value
Remuneration → Civil Servant Performance	0.988	380.144	0.000

Source: Data processing 2024

Table 4 indicates that the path coefficient for the effect of remuneration on civil servant performance is 0.988, with a p-value of 0.000, which is statistically significant at the 5% level.

### **Direct Effect of Job Rotation on Civil Servant Performance**

The third phase of inner model testing was conducted to examine the direct effect of job rotation on civil servant performance. The structural model analysis was performed using SmartPLS 4.1.0. The output results of SmartPLS 4.1.0 for the structural model relationship are shown in Figure 5.



**Figure 5. SmartPLS 4.1.0 Output for Structural Model Testing Phase III**

Source: Data processing 2024

The structural model analysis follows Latan & Ghazali (2017) to determine the direct effect of job rotation on civil servant performance. The analysis begins by examining the R-Square value, which represents the percentage of variance explained by the latent variable. The R-Square values are presented in Table 5.

**Table 5 R-Squared Values**

Variable	R <sup>2</sup> Value
Civil Servant Performance	0,981

Source: Data processing 2024

Table 5 shows that the R-Squared (R<sup>2</sup>) value for civil servant performance is 0.981 (98.1%). This means that job rotation accounts for 98.1% of the variation in civil servant performance.

The final step in structural model testing involves examining the significance of the “p-value.” The significance level used is two-tailed, with a p-value threshold of 0.05 (5% significance level). The path coefficient for the direct effect of job rotation on civil servant performance is presented in Table 6.

**Table 6 Coefficient, T-Statistics, and P-Value**

Pathway	Coefficient Value	T-Statistics	P-Value
Mutation → Civil Servant Performance	0.990	488.480	0.000

Source: Data processing 2024

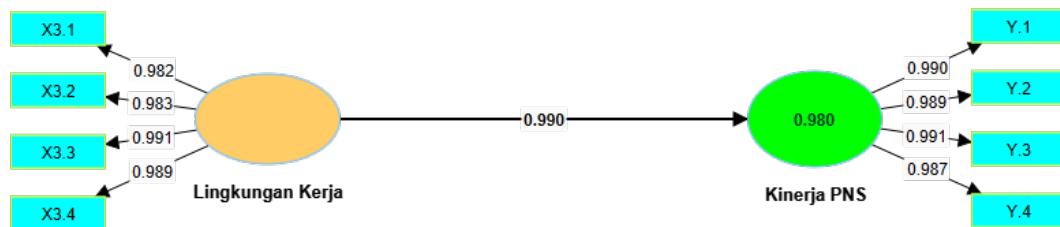
Table 6 indicates that the path coefficient for the effect of job rotation on civil servant performance is 0.990, with a p-value of 0.000, which is statistically significant at the 5% level.

### Direct Effect of Work Environment on Civil Servant Performance

The third phase of inner model testing was conducted to examine the direct effect of the work environment on civil servant performance. The structural model



analysis was performed using SmartPLS 4.1.0. The output results of SmartPLS 4.1.0 for the structural model relationship are shown in Figure 6.



**Figure 6. SmartPLS 4.1.0 Output for Structural Model Testing Phase III**

Source: Data processing 2024

The structural model analysis follows Latan & Ghozali (2017) to determine the direct effect of the work environment on civil servant performance. The analysis begins by examining the R-Square value, which represents the percentage of variance explained by the latent variable. The R-Square values are presented in Table 7.

**Table 7 R-Squared Values**

Variable	R <sup>2</sup> Value
Civil Servant Performance	0,980

Source: Data processing 2024

Table 7 shows that the R-Squared (R<sup>2</sup>) value for civil servant performance is 0.980 (98%). This means that the work environment accounts for 98% of the variation in civil servant performance.

The final step in structural model testing involves examining the significance of the “p-value.” The significance level used is two-tailed, with a p-value threshold of 0.05 (5% significance level). The path coefficient for the direct effect of the work environment on civil servant performance is presented in Table 8.

**Table 8 Coefficient, T-Statistics, and P-Value**

Pathway	Coefficient Value	T-Statistics	P-Value
Lingkungan Kerja -> Kinerja PNS	0.990	403.011	0.000

Source: Data processing 2024

Table 8 indicates that the path coefficient for the effect of the work environment on civil servant performance is 0.990, with a p-value of 0.000, which is statistically significant at the 5% level.

#### Mediation Effect Testing

Mediation testing was conducted to determine the influence of remuneration, job rotation, and work environment on civil servant performance through work

discipline. The testing was carried out using SmartPLS 4.1.0, which has the advantage of directly providing indirect effect coefficients and significance levels. The procedure for mediation testing in this study follows the stages outlined by Baron and Kenny (1986), Hair et al. (2017), and Kock (2014) as follows:

First Step: Estimating the direct effects of remuneration, job rotation, and work environment on civil servant performance, as shown in Figures 4.7, 4.8, and 4.9, as well as in Tables 4, 6, and 8. The estimated direct effect of remuneration on civil servant performance is 0.988, which is significant at the 5% level. The estimated direct effect of job rotation on civil servant performance is 0.990, also significant at 5%. Similarly, the estimated direct effect of work environment on civil servant performance is 0.990, with a significance level of 5%.

Second Step: Estimating the indirect effects simultaneously using the triangle PLS-SEM model. This involves assessing the effect of remuneration on civil servant performance through work discipline, the effect of job rotation on civil servant performance through work discipline, and the effect of the work environment on civil servant performance through work discipline. The direct effect of remuneration on civil servant performance decreases to 0.441 after including work discipline as a mediating variable, yet remains significant. The direct effect of job rotation on civil servant performance decreases to 0.513 with work discipline as a mediator but remains significant. The direct effect of the work environment on civil servant performance decreases to 0.498 after incorporating work discipline as a mediator but remains significant.

Based on these results, it can be concluded that the estimated direct effect of remuneration on civil servant performance is 0.988, significant at 5%. When work discipline is included as a mediating variable, the effect decreases to 0.441 but remains significant. This indicates partial mediation, meaning that remuneration can directly influence civil servant performance without necessarily involving work discipline.

Similarly, the direct effect of job rotation on civil servant performance is 0.990, significant at 5%. When work discipline is included as a mediator, the effect decreases to 0.513 but remains significant, indicating partial mediation. This suggests that job rotation can directly affect civil servant performance without necessarily involving work discipline.

The estimated direct effect of the work environment on civil servant performance is 0.990, significant at 5%. After incorporating work discipline as a mediator, the effect drops to 0.498 but remains significant, indicating partial mediation. This shows that the work environment can directly impact civil servant performance without necessarily involving work discipline.

To further verify the mediating role of work discipline in the relationship between remuneration, job rotation, work environment, and civil servant performance, the Variance Accounted For (VAF) method was used.

## **Discussion**

### ***The Influence of Remuneration on Work Discipline of Civil Servants at Udayana University Rectorate***

The analysis results indicate that remuneration has a positive and significant effect on work discipline. This suggests that remuneration significantly influences civil servants' work discipline. Adequate remuneration enhances employees' attitudes and behaviors, motivating them to be punctual, complete tasks effectively, and comply with regulations. The impact of remuneration on work discipline is not minor but rather substantial and clearly observable. Changes in the remuneration system can directly improve work discipline among employees.

Overall, this finding suggests that a well-structured remuneration system can serve as a key factor in encouraging employees to be more disciplined, ultimately enhancing the overall performance of the organization. This study supports previous research by Permatasari, Mus, and Latief (2022), which found that remuneration positively and significantly affects the discipline and performance of employees at the Makassar Main Harbormaster Office.

### ***The Influence of Job Rotation on Work Discipline of Civil Servants at Udayana University Rectorate***

The analysis results indicate that job rotation has a positive and significant effect on work discipline. This implies that job rotation significantly influences civil servants' work discipline. If job rotation policies are designed to develop employees' potential, they can positively impact their performance.

Job rotation provides civil servants with opportunities to acquire new skills and gain broader experience. In some cases, employees may feel stuck in unchallenging positions with limited career growth opportunities. Job rotation offers them a chance to avoid stagnation and pursue more fulfilling career paths.

This study supports previous research by Puri & Wisnu (2020), which found that job rotation positively and significantly affects employee performance at PT. Cipta Aneka Selera Indonesia.

### ***The Influence of Work Environment on Work Discipline of Civil Servants at Udayana University Rectorate***

The analysis results indicate that the work environment has a positive and significant effect on work discipline. This means that a good and comfortable work environment directly impacts civil servants' work discipline.

A positive work environment facilitates healthy collaboration and teamwork. Open communication, mutual trust, and support among colleagues create an atmosphere where new ideas can flourish, problems can be solved quickly, and collective achievements can be celebrated.

This study supports previous research by Puri & Wisnu (2020), which found that the work environment positively and significantly influences employee performance at PT. Cipta Aneka Selera Indonesia.

### ***The Influence of Remuneration on Civil Servant Performance at Udayana University Rectorate***

The analysis results indicate that remuneration has a positive and significant effect on employee performance. This suggests that remuneration directly influences employee performance. The remuneration received by employees, including salary, allowances, bonuses, and other incentives, reflects recognition of their contributions.

Adequate remuneration can enhance employee performance and job satisfaction. When employees feel financially valued, they tend to work harder and demonstrate greater commitment to their responsibilities.

This study supports previous research by Utama, Aryati, and Purnomo (2023), which found that remuneration positively and significantly influences employee performance in the Faculty of Mathematics and Natural Sciences at Sebelas Maret University.

### ***The Influence of Job Rotation on Civil Servant Performance at Udayana University Rectorate***

The analysis results indicate that job rotation has a positive and significant effect on employee performance. This suggests that job rotation directly influences employee performance. Properly managed job rotation that aligns with organizational needs can enhance employee performance.

Job rotation often presents new challenges and requires employees to adapt to different work environments. This provides an opportunity for professional staff to develop new skills, expand their business knowledge, and increase their overall professional value.

This study supports previous research by Puri & Wisnu (2020), which found that job rotation positively and significantly affects employee performance at PT. Cipta Aneka Selera Indonesia.

***The Influence of Work Environment on Civil Servant Performance at Udayana University Rectorate***

The analysis results indicate that the work environment has a positive and significant effect on employee performance. This means that the better and more comfortable the work environment, the higher the performance of civil servants. A positive work environment provides opportunities for skill development and career advancement. Employees feel supported in their efforts to enhance competencies and achieve career goals, motivating them to learn and grow.

This study supports previous research by Puri & Wisnu (2020), which found that the work environment directly influences employee performance. It demonstrated that an improved work environment boosts employee motivation at PT. Cipta Aneka Selera Indonesia.

***The Influence of Work Discipline on Civil Servant Performance at Udayana University Rectorate***

The analysis results indicate that work discipline has a positive and significant effect on employee performance. This suggests that the higher the level of work discipline, the better the employee performance. Civil servants with high work discipline contribute significantly to achieving Udayana University's goals.

This study supports previous research by Hastopo & Utami (2023), which found that work discipline positively affects employee performance. The findings suggest that improved work discipline leads to enhanced employee performance.

## **CONCLUSION**

The research concludes that remuneration, job rotation, and work environment positively influence work discipline and performance among civil servants at Udayana University's Rectorate, with proper remuneration enhancing motivation, job rotation developing skills, and a supportive work environment fostering productivity. These factors mutually reinforce each other, as work discipline mediates their impact on performance, while performance similarly mediates their effect on discipline. For future research, longitudinal studies could assess the long-term effects of remuneration policies, while comparative analyses across public institutions could identify best practices. Additional areas for exploration include digital transformation's role in performance tracking, non-monetary incentives' impact, leadership styles' influence, employee well-being and work-life balance considerations, and how organizational culture mediates HR policy outcomes. These research directions would provide deeper insights for optimizing public sector HR strategies and improving institutional performances.

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