

CHAPTER II

LITERATURE REVIEW

2.1 Therotical Basis

2.1.1 Organizational Behavior

Organizational behavior theory is the study of human behavior in an organizational environment. This means that organizational behavior discusses and explores why humans behave the way they do in the work environment. This theory was initially developed from classical management, which emphasizes the core principles of reducing conflict, simplifying tasks, promoting cooperation, increasing results, and developing workers to their best (Hartini et al, 2021: 23).

Once formed, organizations facilitate the division of labor, manage large-scale technology, manage the external environment, minimize transaction costs, and exert power and control. Organizational behavior is very useful in ensuring organizational effectiveness. Organizational behavior also offers challenges and opportunities for managers. In this case, it helps managers see the value of workforce diversity, indeed, this can improve the quality of employees by showing how to manage and empower employees in the organization (Hartini et al, 2021: 31).

Organizational behavior deals with how people behave and react in all types of organizations. In organizational life, people are hired, educated and trained, informed, and developed. In other words, organizational behavior is

how people behave in an organization. Organizational behavior is a scientific discipline that studies individual and group-level behavior in an organization and its impact on performance, both individual and organizational performance. Another discipline related to this study is the study of human resources. The formulation regarding the organization is very dependent on the context and certain perspectives from the views of the individuals who formulate (Wijaya, 2017: 1).

2.1.2 Organizational Behavior Approach to HRM

Organizational behavior has an important role, the increasing attention to the interests of human resources as workers in organizations is a result of the role of organizational behavior. If human resources are properly cared for, they will make a higher contribution to the organization (Wijaya, 2017: 6). Three main topics regarding the importance of Organizational Behavior, namely:

A. Practical Application

In the actuality of organizations, there are benefits, including choosing strategies to overcome problems, choosing the right job, and increasing the performance produced by employees.

B. Personal Growth

With organizational behavior, we can better understand other individuals and groups. Understanding other people will provide greater self-knowledge and self-insight. By understanding other people, superiors

can assess what subordinates need to develop themselves so that it has an impact on increasing contributions to the organization.

C. Increased Knowledge

Organizational behavior can combine human knowledge into work. Organizational behavior can help people think about issues related to work experiences. Critical thinking skills can be useful in analyzing both work and personal problems.

2.2 Employee Performance Theory

2.2.1 Definition of Employee Performance

The results of work provided by an employee are usually called performance, and an employee who performs tasks in accordance with the responsibilities given and succeeds qualitatively and quantitatively is also called performance. In essence, employee performance based on mutually agreed quantity and quality is a general understanding of performance (Novia et al., 2017: 2). Basically performance is something that is more towards the individual because the level of ability possessed by employees varies in carrying out their work, the performance also depends on a combination of abilities, opportunities obtained, and employee efforts (Huseno, 2016: 85).

Successful employee performance management makes the business run by the organization achieve success and targets. Through the results of the performance of its employees, the organization can allocate its human resources optimally. Employee performance is essentially a record of the

outcomes obtained from the function of a particular activity or job in a certain period (Ratnasari et al., 2020: 19).

Employee Performance is the achievement of the results obtained by employees in carrying out their job descriptions according to certain criteria that apply to a particular job. The success of employee performance achieved by the organization is influenced by the level of performance of employees as a group or individually. Performance can also be used as a benchmark to assess whether an activity has gone according to expectations and plans or not (Budiyanto and Mochklas, 2020:9). Employee performance is the ability of employees to do their job in the organization. Employee performance has input in the form of knowledge, abilities, skills, and attitudes that are applied through work behavior, and the ability to produce several quantities of products or services based on certain qualities within a certain period (Shields et al., 2016: 4).

2.2.2 Factors Affecting Performance

Factors that affect employee performance according to Enny (2019: 123), include:

a. **Capability and Expertise**

This relates to the ability and expertise of employees in carrying out a job. Employees who have the ability and expertise will find it easier to carry out their work appropriately.

b. Work Plan

The job design is intended to facilitate the work performed by employees. The better the work plan that is made, the better the performance produced by the employees.

c. Personality

Personality can be in the form of behavior and mindset shown by employees, a person's personality or character has different characteristics from one another.

d. Work motivation

Employees that have strong encouragement from the company and from within themselves will be more motivated to do their job well.

e. Knowledge

This knowledge is within the scope of work, in-depth knowledge of the work to be carried out by an employee will have an impact on more optimal performance.

f. Commitment

Carrying out and complying with company policies at work is a form of commitment. Commitment can affect how the performance will be produced by employees in the company.

In addition, other factors that are able to influence employee performance are **career development**. According to Rahardjo (2022: 294) states that career development is able to identify and develop potential in staff, build on existing skill levels, and prepare teams to take on greater responsibilities during their careers. Tsauri (2014: 310) states that career development can have an effect on improving employee abilities and knowledge, which is the competency character of information ownership that someone in relation to a particular field of work masters.

2.2.3 Employee Performance Indicators

Indicators for measuring employee performance according to Robbins (2016:260), namely:

a. **Quality of Work**

The measure of work quality is in the form of task perfection on skills and abilities and employee perceptions of the quality of work that has been produced by employees.

b. **Work Quantity**

The amount represented in units and activity cycles that have been completed is a combination defined in quantity.

c. **Punctuality**

Able to maximize the time they have with other activities and be able to complete activities on time.

Employee performance indicators according to Afandi (2018:89), are as follows:

1. Initiative

It is the ability to do all the work right without having to be directed and knowing what is the obligation in the work that must be done.

2. Efficiency

Completing tasks in a more efficient manner or maximization aims to achieve the highest yield and reduction of losses from each unit of resource use.

2.3 Motivation Theory

2.3.1 Definition of Motivation

Essentially motivation is something that can increase alertness to work and produce high team performance, if all associates of the organization have good performance, then this will increase overall organizational performance (Ramon et al., 2021: 50). According to Novia et al. (2021: 94) states that motivation is an encouragement to move individuals towards specific goals so that they can work optimally and all desires can be achieved correctly. Motivation can create the energy to generate encouragement in employees and can be an influential condition in directing goals and maintaining consistency.

Motivation discusses how to direct the power and potential of employees, so they want to work seriously and be able to achieve the goals that have been previously set (Farida and Hartono 2016: 24). Motivation is important for employees and companies. Motivation is considered capable of encouraging employees to work actively and enthusiastically in achieving more optimal results. For companies, motivation plays a role in maintaining the stability of business processes and results, the higher the motivation each individual has in the organization, the more stable and successful the company will be in achieving its targets.

2.3.2 Factors Influencing Motivation

Within the employee, there is a motivational process that will be influenced by several factors. According to Novia et al. (2016:99), these factors can be distinguished by:

- a. External factors consisting of:
 1. Pleasant work environment. This is the overall working facilities and infrastructure around employees that are doing work that can affect the implementation of the work itself.
 2. Adequate compensation. Compensation is the primary source of income for employees to support themselves and their families. Adequate compensation is the most powerful motivation for companies to encourage employees to work well.

3. Good supervision. The supervisory function in a job is to provide direction, and work guidance to employees, so that they can carry out their work appropriately without making mistakes.
4. Giving an achievement award. Everyone will want to work hard, sacrificing himself for the company, just to be rewarded for achievement and a clear career guarantee within the company.
5. Status and responsibility. Status and position in a certain position are the goals of every employee at the company.
6. Applicable regulations. For large companies, work systems and procedures are usually established that must be obeyed by all employees.

b.) Internal factors that affect motivation in an employee include:

- 1) The desire to be able to live.
- 2) The desire to be able to have.
- 3) The desire to get awards.
- 4) The desire for power.

2.3.3 Indicators of Motivation

Afandi, (2018:18) notes several indicators of motivation as follows:

- a. Remuneration. Everything in the form of goods, services, and money received by employees for their services involved in the organization.
- b. Working conditions. Circumstances of the work environment of a company where employees are working. Good working conditions are

comfortable and support workers to be able to carry out their activities properly.

- c. Work facilities. Everything in the organization that is occupied and enjoyed by employees for the smooth running of work.
- d. Acknowledgment from superiors. Statements given from superiors whether the employee has implemented the motivation that has been given or not.

There are several indicators of work motivation according to Agustini (2019: 46), namely the following:

1. Energetic to work.
2. Feeling valuable.

2.4 Career Development Theories

2.4.1 Definition of Career Development

Basically, career development has a background in the development of an organization in facing business and market challenges. Elbadiansyah (2019: 129) reveals that career development is a human resource management activity that must be carried out in an integrated manner with business processes and strategies, thus career development can include human resource planning activities, recruitment, and selection in terms of staffing. From a series of these activities, potential workers with the best performance will be obtained, later it is these workers who deserve to be given

opportunities for career development, so that their abilities and skills will increase which will benefit the company and the employees themselves.

Development is defined as an action in preparing employees to take on different and more complex responsibilities within the organization. Career development is usually related to increasing the mindset, emotions, and intellectual abilities needed to do work with a higher level position (Nurdin, 2017: 92). Thus, career development is very important for employees for the continuation of their career path, because through this employees can directly improve their self-skills.

According to Noe (2017: 8) Development refers to formal training with a focus on work experience, courses, relationships, assessment of personality, abilities, and skills that will assist employees to prepare for future jobs and positions. Generally, structured career development within the company will help develop the potential possessed by employees. Career development is future-oriented so that the output that will be obtained by the company and employees will not be obtained directly. Nonetheless, structured and well-executed career development will benefit the company in minimizing expenses in procuring and recruiting employees.

2.4.2 Factors Influencing Career Development

Career development in Kawiana's statement (2020: 209) is influenced by two important factors, namely:

1. The influence of the external environment, which includes laws and regulations, labor unions, economic conditions, level of competition, composition of the workforce, and location of the organization.
2. The influence of the internal environment, which includes corporate strategy, corporate goals, corporate culture, corporate nature, leadership style, and experience.

There are several factors that influence career development according to Rivai (2013: 278), as follows:

1. Exposure
2. Exposure/Networking
3. Loyalty to the organization
4. Advisors and sponsors
5. Opportunity to grow

2.4.3 Career Development Benefits

This program has a positive impact not only on the employees who take part but also has a positive impact on the organization as the organizer of the program. According to Sabrina (2021: 148) states that career development can provide benefits to employees and organizations:

- a. Benefits for Employees

The benefits of career development obtained by employees include:

1. Increasing sense of responsibility.

2. Maximum utilization of employee potential.

3. Motivating job challenges will increase.

b. Benefits for The Organization

The benefits of career development obtained by the organization include:

1. Increasing the ability of the organization to retain and get quality employees.

2. Increase employee motivation within the company.

3. There is the availability of experts for the company as the organizer.

2.4.4 Career Development Indicators

Career development can be measured according to Siagian (2015: 207), through:

1. Concerns of Direct Superiors

In this case, the supervisor's concern for employees can be in the form of providing feedback. The existence of evaluation and assessment by superiors of employees recreates a very important role, then the results of these measurements can be used as information related to the company's needs in planning and controlling.

2. Interest In Promoted

Employees must have the desire to get a higher level of career path so that the career development process can be carried out. Individual factors of employees can have an impact on their interest in developing their careers.

3. Satisfaction Level

Employees can feel satisfied if they are able to achieve high career levels. Thus, planned career development is able to build higher job satisfaction.

There are several indicators of career development according to Rivai (2015:97), namely:

a. Fair treatment in career

Providing equal opportunities in careers to employees to develop themselves.

b. Workforce Development

Providing education and training programs for employees so as to increase their potential.

2.5 Organizational Commitment Theories

2.5.1 Definition of Organizational Commitment

Organizational Commitment is an important part of the organization because employees who have a good commitment to their organization will take sides, intend, and maintain their membership in the organization. Organizational commitment is an attitude of employee loyalty to the organization, by continuing to help the organization achieve its goals, selecting to remain in the organization, and having no reason to leave the organization (Yusuf and Syarif, 2017: 27).

Organizational commitment has an emphasis on the process of individual employees identifying themselves with the values, rules, and goals of the organization. Besides that, organizational commitment has meaning as something more than passive loyalty to the organization, in other words, organizational commitment implies an active employee relationship with the company or organization (Agustini, 2019: 152).

Organizational commitment is an important behavioral dimension that can be used to assess trends in Human Resource Management. Organizational Commitment is an attitude shown by the company's human resources or employees to maintain their membership in the organization because of the attachment between the employee and his organization (Hartini et al., 2021: 260).

2.5.2 Factors Influencing Organizational Commitment

Several factors influence organizational commitment according to Agustini (2019: 153), namely:

1. Satisfaction with company policies

In this case, it relates to the career development that has been provided by the company, it is also related to the reward and compensation policy.

2. Satisfaction with work

Relating to the scope of the position, challenges at work, role conflicts at work, and difficulties at work.

3. Satisfaction with the relationship between colleagues

The creation of a good communication relationship between co-workers will create a comfortable and conducive working atmosphere.

4. Satisfaction with superiors

Employees are satisfied with the leadership style possessed by their leader and have similar values and goals to the leader.

2.5.3 Characteristics of Organizational Commitment

The behavior of employees who have a high level of organizational commitment shows attitudes (Agustini, 2019: 160), such as:

1. Make adjustments, respect organizational norms and comply with applicable rules and regulations.
2. Exemplifying loyalty, by helping others, respecting details that are considered important by superiors, caring, and being proud of the organization.
3. Support actively, by acting to support the mission and vision of the organization, as well as prioritizing the goals of the organization.
4. Making personal sacrifices, by placing organizational interests above personal interests.

2.5.4 Organizational Commitment Indicators

There are several indicators of commitment according to Steers et al. (2013: 27), including the following:

1. Strong belief and acceptance of the organization's goals and values.
2. Strong desire as a member.
3. Facing Difficulties in life when leaving the organization.

The indicators of organizational commitment put forward by Shaleh (2018:51) generally state that organizational commitment has indicators:

- a. The willingness of employees to create organizational goals.
- b. There is employee loyalty.

2.6 Influence Between Variables

2.6.1 The Effect of Work Motivation on Employee Performance

Work motivation is an encouragement that arises from the individual and from outside the individual that causes employees to be willing to mobilize all of their abilities in completing their responsibilities so that the goals of employees and companies can be achieved (Agustini, 2019: 30). According to Kawiana (2020: 255) Performance is the work that achieved by someone in carrying out their duties or a total collection of work for the tasks given. Performance is a function of motivation and the ability to complete tasks or jobs.

In achieving optimal employee performance, companies can take way by providing motivation. Through this, employees are expected to be more responsible for their work and support the contributions made by other employees to achieve previously planned and set goals (Novia et al., 2021: 92). Hence, high work motivation will lead to high employee performance. With motivation, employees can fulfill their duties properly and the resulting performance results will be more optimal. Vice versa, low motivation possessed by employees has an impact on performance results that are not adequate because work motivation is an important requirement to achieve and obtain company goals. In conclusion, motivation has a role in the performance produced by employees.

2.6.2 The Effect of Organizational Commitment on Performance

According to Griffin et al. (2020: 149) state that Organizational Commitment is the level that identifies employees with their organization along with the similarity of goals and the desire to survive and stay in the organization. Employees with high organizational commitment will identify themselves as part of the organization where they work, therefore employees will work hard considering they have the same view of the organization and a strong feeling to continue being together. The Work is carried out with maximum effort and full of responsibility has an impact on good work results, and will give advantages to the employees and the organization.

Organizational goals can be achieved due to the performance carried out by employees. Advanced companies have a quality of human resources, quality employees can be seen through their ability to meet the targets set by the company. According to Novia et al. (2021:176) High organizational commitment from employees indicates their willingness to work hard for the company, their strong belief in and acceptance of the goals and values of the company, and their desire for employees to maintain membership in the company. In conclusion, the more employees are committed to the company, the better performance they will produce.

2.6.3 The Effect of Career Development on Employee Performance

Career Development is a process of increasing skills that will help individuals progress in their careers. Career Development has a perspective

and includes activities that will help employees to explore personal interests, career paths, and further identify appropriate career goals for individual employees (Decenzo, et al. 2016: 196). Career development efforts are an important part of strategic employment planning because providing and helping employees to explore appropriate career goals within the organization will create the right people or key employees to deal with increasingly complex organizational business needs.

Employees who have been given the career development process will have the experience, skills, and competencies needed to complete their job descriptions. Certainly, the performance results carried out by employees will have a good impact on organizational success. The benefits of career development in general that can be achieved by employees are the development of increased employee performance (Sabrina, 2021: 149). Thus, career development carried out by the company for employees greatly influences the performance produced by employees. In conclusion, better career development carried out will have an impact on the good resulting employee performance.

2.6.4 The Effect of Organizational Commitment on Work Motivation

Organizational Commitment is an important aspect for members of the organization in carrying out their duties. Organizational commitment can be seen to what extent the employee alignment with the organization, and the extent to which the employee intends to maintain his membership in the

organization (Yusuf and Syarif, 2017:21). Meanwhile, Tsauri (2014: 164) argues that work motivation is the willingness to work of an employee that arises because of encouragement from within the employee's personality as a result of the overall integration of personal needs and the influence of the surrounding environment where the strength depends on the integration process. Thus, motivation is dynamic and specific for each employee.

If an employee has a high commitment to carrying out his work, the employee will always be motivated and work to the fullest potential he has. Organizational commitment is an employee's thoughts about his relationship with the organization and determines his attitude toward the organization. Committed employees will develop a positive mindset toward the organization. Someone with a high commitment will identify with the organization, be seriously involved in the work, and have loyalty and positive affection for the organization. In addition, there is behavior toward organizational goals and the desire to remain with the organization long-term. Thus, organizational commitment will create encouragement in employees to always be serious at work (Agustini, 2019:149). In conclusion, organizational commitment plays a role in increasing work motivation possessed by employees. The higher the organizational commitment, will increase the employee motivation.

2.6.5 The Effect of Career Development on Work Motivation

Career development is a series of activities throughout life (such as workshops) that contribute to the exploration, consolidation, success, and fulfillment of individual careers (Kawiana, 2020:203). Career development is not an instant training program, so it can be used as a means for employees and the organization to achieve the interests of both. Through career development, the company can obtain a competent workforce in line with business developments, while employees can achieve the career goals they expect.

When employees see the career goals they want cannot be achieved in the company, their work motivation would decreased or they even decide to leave the organization (Sabrina, 2021: 143). Career development carried out by the company can also impact increasing motivation among employees. Individuals who believe that their company provides career planning will prefer to stay in the organization (Maryatmi, 2021: 36). Therefore, career development influences the work motivation possessed by employees. In conclusion, The higher the career development obtained by employees, the more work motivation possessed by employees will increase.

2.7 Past Research

Research conducted by Carvalho, et al. (2020) discusses the effect of Motivation on Job Satisfaction and Employee Performance. This research has a population of 505 Cooperativa Café Timor coffee factory employees in Timor-Leste

using a saturated sample at six company locations (i.e. Comoro, NT Factory, Railaco, Head Office, Tibar, and Manleuana). A quantitative approach was chosen as the data collection method in this study, with data collection methods in the form of interviews and questionnaires. Data analysis in this study used the Partial Least Square (PLS) analysis tool with descriptive analysis techniques using a variance-based approach. The results of this study indicate that motivation has a significant effect on employee performance. Highly motivated employees can contribute more to the company and improve their performance both in quality and quantity. The implication emphasized in this study is the need for adaptive performance improvement for the company's development in competing in the business world.

Research conducted by Muthumbi and Kamau (2021) regarding the Effect of Career Development on Employee Performance at Deloitte Limited. The population of this study was 500 employees of Deloitte Limited, Kenya. The sample used with stratified random sampling technique amounted to 116 respondents. Data collection used questionnaires and inferential statistics with SPSS tools. The results of this study show that career development has a positive and significant impact on employee performance. This study implies that increasing career development is significant for improving employee performance.

Research conducted by Al-Aali (2021) examined the influence of Human Resource Practices and Organizational Commitment on Employee Performance. The purpose of this research is to measure the effect of HRM practices and organizational commitment on employee performance in the Bahrain Cement Industry. The sample from this study has 315 respondents through a self-administered questionnaire with a

convenience sampling technique. Data analysis using the PLS-SEM tool. This study's result is Organizational Commitment has a positive and significant influence on Employee Performance. The results of this study help research objects to understand the role of different dimensions of HRM and organizational commitment in improving employee performance.

Research by Van Thang and Nghi (2022) regarding the Effect of Work Motivation on Employee Performance at Otsuka Japan Company. The research data was obtained from a survey conducted on Otsuka Japan employees with 200 respondents. Data analysis in this study used the Structural Equation Modeling (SEM) tool. The findings in this study are there is a positive influence between Career Development and Motivation. Career development is the most influential factor in motivation in this study. This research can be used as a guideline by Otsuka Japan managers to formulate strategies for increasing employee motivation.

Research conducted by Ahmed (2021) regarding The Impact of Knowledge Sharing on the Relationship between Organizational Commitment and Employee Motivation. The sample in this study was 200 employees in Karachi, Pakistan. Data collection by distributing questionnaires with data analysis using the SMART PLS tool for testing the effects of mediating, independent and dependent variables. The results of this study are Organizational Commitment has a direct relationship with Employee Motivation. This research reveals that employees who are strongly committed to their organization are more motivated toward their work.

Research conducted by Sartika and Aqsa (2022) about the Effect of Organizational Commitment, Self Efficacy, and Motivation on Employee Performance at PT. PLN Palopo Branch. The sample used in this study amounted to 77 respondents with data collection methods by distributing questionnaires to employees of PT. PLN Palopo Branch. Data analysis used multiple regression techniques. The results of this study show that career development has a significant positive direct effect on employee performance at PT PLN Palopo Branch.

Research conducted by Alamanda et al. (2022) about the effect of leadership style on employee performance with job satisfaction and organizational commitment as intervening variables. This research uses a quantitative approach with explanatory research. This study has a population of all permanent employees of PT. PLN NSA totaled 171, while the total sample used was 120 respondents. Data analysis using the Partial Least Square (PLS) tool. The results of this study are Organizational Commitment can influence employee performance improvement. Suggestions for further research are research conducted in other companies with the addition of the variable to employee performance.

Research conducted by Gandung and Suwanto (2021) about the Effects of Discipline and Work Motivation on Employee Performance at PT Telkom Indonesia Tbk. Ciputat Store, South Tangerang City. The sample of this research is 65 employees or all employees at PT Telkom Indonesia Tbk. Ciputat Store, South Tangerang City. Data analysis used descriptive analysis and inferential analysis techniques, i.e. Validity and reliability, Classical Assumption, Coefficient of Determination, Analysis of Correlation Coefficients, Simple and Multiple Linear

Regression, and Hypothesis Testing. The findings from this study are work motivation has a positive and significant influence on employee performance.

Research conducted by Jufrizen et al. (2022) regarding Organizational Commitment and Work Engagement on Employee Performance is mediated by Work Motivation. The sample of this research is 43 respondents who are permanent employees at PT. Telekomunikasi Indonesia Tbk Witel Medan. Data collection used a questionnaire and data analysis used path analysis using the Partial Least Square (Smart PLS) tool. The results of this study are Organizational Commitment has a positive and significant influence on work motivation, and Organizational Commitment has a positive and significant influence on Employee Performance through Work Motivation as a mediating variable.

Research conducted by Sugiarti (2022) entitled "The Influence of Training, Work Environment and Career Development on Work Motivation That Has an Impact on Employee Performance at PT. Suryamas Elsindo Primatama In West Jakarta." This study used a quantitative method with a sample of 127 respondents selected using a saturated sampling technique. Data analysis in this study included validity and reliability, classical assumptions, regression analysis, correlation coefficient and coefficient of determination analysis, and hypothesis testing. The findings of this study are that career development has a significant influence on the work motivation of employees of PT. Suryamas Elsindo Primatama.

2.8 Theoretical Framework and Hypotheses

This research was conducted to analyze the effect of exogenous variables (Career Development (X1) and Organizational Commitment (X2)) on endogenous Variables (Employee Performance (Y)) through intervening variables (Work Motivation (Z)). Hence the research framework used in this research is:

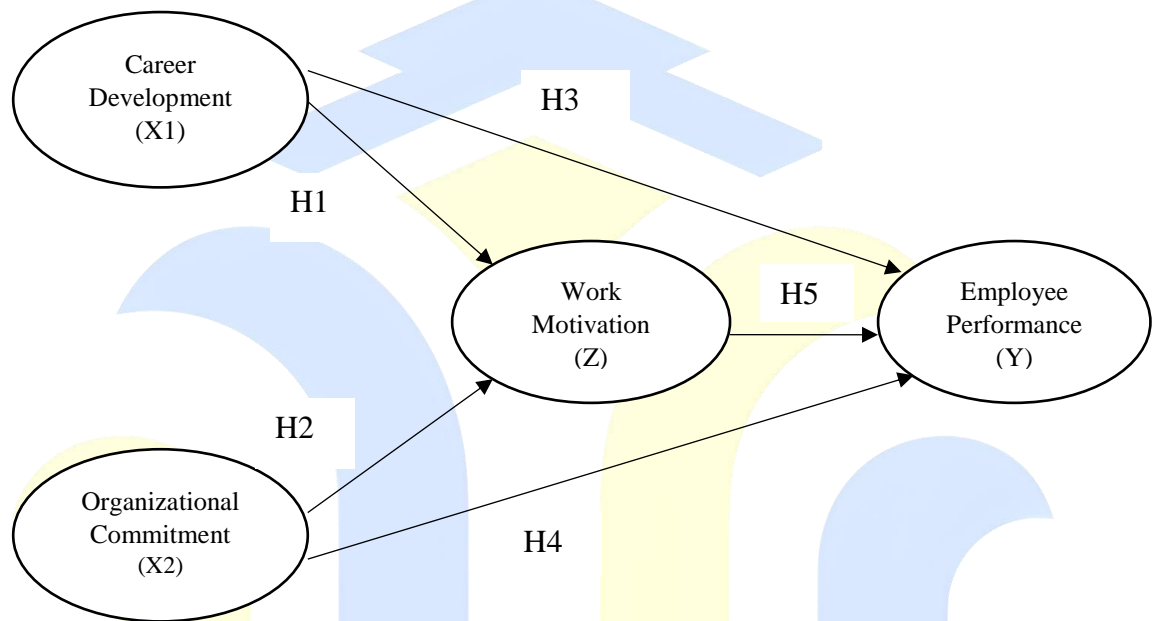


Figure 2.1
Theoretical Framework

Sources: Carvalho, et al. (2020), Muthumbi and Kamau (2021), Al-Aali (2021), Van Thang and Nghi (2022), Ahmed (2021), Sartika and Aqsa (2022), Alamanda et al. (2022), Gandung and Suwanto (2021), Jufrizen et al. (2022), Sugiarti (2022)

Based on the description of the theoretical framework and the results of the empirical studies above, the hypotheses in this study are:

- H1: Career Development Has a Positive Effect on Work Motivation CV.
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- H2: Organizational Commitment Has a Positive Effect on Work Motivation CV.
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- H3: Career Development Has a Positive Effect on Employee Performance CV.
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- H4: Organizational Commitment Has a Positive Effect on Employee Performance
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- H5: Work Motivation Has a Positive Effect on Employee Performance CV.
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