

## THE EFFECT OF THE MERIT SYSTEM AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE PADANG CLASS II A CORRECTIONAL FACILITY AND THE PADANG CLASS I CORRECTIONAL FACILITY



**<sup>1</sup>Faris Adhelflo, <sup>2</sup>Naniek Pangestuti**

<sup>1,2</sup> Program Studi Manajemen Pemasarakatan, Politeknik Pengayoman – Indonesia

### **e-mail:**

<sup>1</sup>farisadhelflo@gmail.com (*corresponding author*)

<sup>2</sup>naniekedi14@gmail.com

### **ABSTRACT**

*This study aims to examine the influence of the merit system and work motivation on employee performance at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center. The background of this research is based on the importance of implementing competency-based and objective human resource management, as well as the increasing demands for improving the quality of public services. The study uses a quantitative approach with a survey method, where data were collected through questionnaires distributed to employees from both institutions. The collected data were analyzed using validity and reliability tests and multiple linear regression. The results of the study indicate that both the merit system and work motivation positively influence employee performance. Among the two variables, work motivation appears to be the more dominant factor in improving employee performance. These findings suggest that the implementation of a fair and transparent merit system, combined with efforts to strengthen employee motivation, can serve as an important foundation for enhancing performance within the correctional work environment.*

**Keywords:** Merit System; Work Motivation; Employee Performance; Socialization

## INTRODUCTION

Human resources are the most important aspect of an organization because they are the main factor in utilizing other resources. Human resources require attention from various parties in order to reach their full potential and ultimately achieve the organization's goals. Meanwhile, an organization is essentially a container for various human resource potentials, which work together, integrate, and strive to achieve common goals. Human resources are the main factor in determining the progress or decline of an organization (Parela, 2022). Based on Indonesia's Human Development Index (HDI) in the last five years, there has been a significant increase. Although there is a tendency for continued growth, in 2024, Indonesia's HDI will still be ranked 112th out of 189 countries in the world. This indicates that the level of development in Indonesia is still relatively low. The HDI itself is a crucial indicator as a measure of success in efforts to improve the quality of life of the community, and serves as strategic data that describes the government's performance in advancing development.

Performance is a fundamental aspect of an organization, given that high performance levels will have a positive impact on the organization's development. Employee performance refers to the results that can be achieved by individuals or groups within an organization, both qualitatively and quantitatively, as a means of achieving the organization's vision, mission, and goals (Fadel, 2009). Therefore, the achievement of an organization's goals or success depends on the performance of its employees. Human Resource Management (HRM) is a process that involves the utilization, evaluation, compensation, management, and development of individuals within an organization or group of workers, with the aim of improving the effectiveness and performance of the organization (Simamora, 2010). Human Resource Management has the main objective of optimizing employee contributions to the organization in order to support the achievement of the level of productivity expected by the organization.

Human resource management covers all aspects related to the optimization of the workforce in carrying out their duties effectively to achieve organizational goals. Human resource management is needed to organize capabilities and placement needs based on expertise so that the resulting performance can improve organizational performance. Therefore, to achieve these organizational goals, it is necessary that each position and job responsibility be filled by competent individuals, making the implementation of a merit system very necessary. According to Dwiyanto (2006) in his book on bureaucratic reform, the merit system is one of the main keys to creating a professional and high-performing bureaucracy.

The merit system is a system that emphasizes the principles of selection and promotion based on competence, performance, and objective qualifications. This system is designed to reduce nepotism and favoritism in the bureaucracy (Llorens et al., 2017). Several previous studies have revealed the significant influence of the merit system on employee performance. For example, research by Tondowana (2018) in the local government sector of Manado found that consistent implementation of the merit system was able to increase employee morale by 60.3%. A study by Brewer et al., (2022) showed that adherence to merit principles was positively related to employees' overall satisfaction with the agency where they worked, satisfaction with agency leadership, and the recognition they received. This shows that the higher the perception of merit principles, the greater the job satisfaction felt.

One way to assess employee performance is through the Employee Performance Appraisal (PPK). The elements assessed are the Employee Performance Targets (SKP)

plus Work Behavior (Service Orientation, Integrity, Commitment, Discipline, and Cooperation). Based on data from the Correctional Institution, it is clear that the average score for the Padang Class IIA Correctional Institution has tended to decline over the last 3 years, with an average score of 81.27 in 2022, 81.13 in 2023, and 80.45 in 2024. The Class I Padang Correctional Center has tended to decline over the last three years, with an average score of 88.35 in 2022, 86.24 in 2023, and 85.19 in 2024. Based on these conditions, the author assumes that the performance of employees at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center has not reached an optimal level, which is due to the lack of maximum implementation of the merit system in these institutions. In fact, referring to various research results, the implementation of the merit system is one of the crucial factors in public organizations, which contributes significantly to performance improvement.

Employee motivation is a fundamental aspect that influences performance at the Padang Class IIA Correctional Institution and the Padang Class I Correctional Institution, where employee morale and productivity are affected by various factors, such as financial incentives, working conditions, leadership style, and career development opportunities. Employees who receive recognition for their performance and are given opportunities for growth tend to show a higher level of dedication in carrying out their duties, especially in a work environment that demands discipline and professionalism, such as a correctional institution. Correctional institutions and centers, as public organizations, are expected to improve the performance of their officers so that they can provide the best service to prisoners and the community. In efforts to improve performance, one of the influencing factors is the merit system within the organization.

## **LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES**

### **Merit System**

The merit system is a principle in human resource management that emphasizes decision-making based on individual abilities, knowledge, and skills, rather than political affiliations, personal connections, or other discriminatory factors, in order to create an efficient and effective workforce capable of meeting public needs in a transparent and fair manner (United States Merit System Protection Board, 2017).

An approach to human resource management that rewards and promotes employees based on their work performance, rather than on other factors such as seniority or personal relationships (Fadila et al., 2022). In this system, the main focus is on the abilities, skills, and professionalism of employees in performing their duties. The merit system seeks to create a fair and non-discriminatory work environment and equal opportunities for all employees to receive rewards, as well as to encourage better work motivation.

According to Grundmann and Tsui (2016), the merit system can be understood through three main dimensions, namely fairness, protection, and stewardship. The dimension of fairness emphasizes the importance of transparent recruitment and promotion processes, the dimension of protection serves to protect employees from discriminatory practices and undue pressure, while the dimension of stewardship focuses on the professional utilization and development of employees.

### **Motivation**

Motivation is an employee's willingness to work based on internal drives rather than personal needs, the influence of the physical environment, or the influence of the social environment, the strength of which is determined by the integration process, known as

work motivation. As a result, work motivation is a dynamic, individual, and multifaceted psychological phenomenon (Tsauri, 2014). Motivation is a drive or justification for someone to do something. People often say that they lack motivation when they do not want to do something. Reasons or support can come from outside or from within the individual.

Meanwhile, Gagné et al. (2015) divide motivation into six dimensions, namely amotivation, extrinsic regulation (social and material), introjected regulation, identified regulation, and intrinsic motivation. Previous studies have shown that motivation plays a major role in increasing employee productivity and effectiveness, because motivated employees are more focused, dedicated, and achieve their work targets well (Djendoko, 2003). In a correctional environment, work motivation is crucial because employees are required to work in high-pressure situations while maintaining a high level of professionalism.

### **Employee Performance**

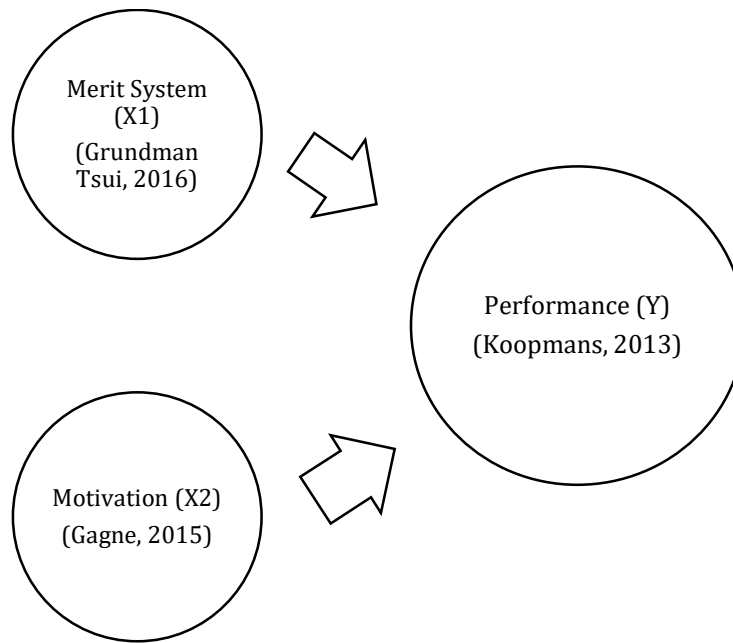
Employee performance is characterized as a behavioral reaction that is the result of their mental and psychological skills and reflects what has been taught or instructed. This is a consequence of employees' efforts in performing any task for the company, and represents the ability of employees to achieve their professional goals. (Kianto et al., 2016).

According to Robbins (2014), performance is the level of efficiency, effectiveness, and creativity achieved by management in its efforts to realize organizational goals. If the targeted goals are adequately achieved, performance is considered successful and excellent. This shows that performance is related to the actions or behavior of group members (organization). According to Robbins (2003) performance is the optimal achievement of an employee in accordance with their potential, which is always the focus of organizational leaders. This performance shows the level of effort a person puts into completing tasks and striving to achieve the desired results.

Koopmans (2013) explains that employee performance can be understood as the extent to which an employee is effective and efficient in carrying out and completing assigned tasks. This theory outlines four main dimensions, namely: task performance, which emphasizes technical skills in carrying out work, contextual performance, which includes behaviors that support the social and organizational environment, such as cooperation and a positive attitude, adaptive performance, which assesses the ability to adapt to changes and new situations, and counterproductive work behavior, which refers to negative actions such as absenteeism, laziness, or other behaviors that disrupt organizational productivity.

### **Research Framework**

A conceptual framework is a visual representation or conceptual illustration used to explain a planned study. This diagram serves to illustrate the relationship between the underlying theory and various factors relevant to the study. In this study, researchers will analyze the influence of the merit system and motivation on employee performance at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center.



Source: Processed by the author, 2025

**Figure 1**  
**Research Framework**

### Hypothesis

From this topic, a preliminary assumption known as a hypothesis was found. The researchers formulated the following hypothesis:

- Ho* : There is no positive influence between the merit system and motivation on employee performance at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center.
- Ha* : There is a positive influence between the merit system and motivation on employee performance at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center.

### METHOD

The quantitative research method was used in this study. This approach focuses on the use, exploration, and collection of information regarding the relationship between variables through numerical data, which is then analyzed using statistical techniques. The researcher chose the quantitative method in this study to describe how the merit system and motivation affect employee performance at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center. The population in this study consisted of 125 employees of the Class IIA Padang Correctional Institution and 75 employees of the Class I Padang Correctional Center.

Furthermore, the sample used consisted of 125 employees at the Class IIA Padang Correctional Institution and 75 employees at the Class I Padang Correctional Center. The purpose of this study was to determine the relationship between the Merit System (X1) and Performance (Y), the influence between Motivation (X2) and Performance (Y), and the simultaneous influence between the Merit System (X1) and Motivation (X2) on

Employee Performance (Y) at the Class IIA Padang Correctional Institution and the Class I Padang Correctional Center.

## RESULTS AND DISCUSSION

### Validity and Reliability Tests

The observation results in the R table obtained a value from the sample (N) = 162 of 0.1543. An instrument statement is said to be valid through the calculated R and table R columns. If the calculated R value is > table R, then the results of the statement items tested are valid; conversely, if the calculated R is < table R, then the results are invalid.

**Table 1**  
**Merit System Validity Test Results (X1)**

Item	R Count	R Table	Conclusion
X1	0,354	0,1543	Valid
X2	0,287	0,1543	Valid
X3	0,290	0,1543	Valid
X4	0,284	0,1543	Valid
X5	0,504	0,1543	Valid
X6	0,550	0,1543	Valid
X7	0,595	0,1543	Valid
X8	0,498	0,1543	Valid
X9	0,504	0,1543	Valid
X10	0,521	0,1543	Valid
X11	0,438	0,1543	Valid
X12	0,524	0,1543	Valid
X13	0,366	0,1543	Valid
X14	0,408	0,1543	Valid
X15	0,454	0,1543	Valid
X16	0,338	0,1543	Valid
X17	0,376	0,1543	Valid
X18	0,227	0,1543	Valid

Source : Processed by the author, 2025

The observation results in the R table obtained a value from the sample (N) = 162 of 0.1543. An instrument statement is said to be valid through the calculated R and table R columns. If the calculated R value is greater than the table R value, then the statement item being tested is valid; conversely, if the calculated R value is less than the table R value, then the result is invalid. Therefore, it can be concluded that all 19 items in variable motivation are valid.

**Table 2**  
**Motivation Validity Test Results (X2)**

Item	R Count	R Table	Conclusion
X1	0,434	0,1543	Valid
X2	0,407	0,1543	Valid
X3	0,466	0,1543	Valid
X4	0,356	0,1543	Valid
X5	0,437	0,1543	Valid
X6	0,424	0,1543	Valid
X7	0,366	0,1543	Valid
X8	0,295	0,1543	Valid
X9	0,373	0,1543	Valid
X10	0,435	0,1543	Valid
X11	0,349	0,1543	Valid
X12	0,262	0,1543	Valid
X13	0,342	0,1543	Valid
X14	0,393	0,1543	Valid
X15	0,479	0,1543	Valid
X16	0,529	0,1543	Valid
X17	0,477	0,1543	Valid
X18	0,543	0,1543	Valid
X19	0,390	0,1543	Valid

Source : Processed by the author, 2025

The observation results in the R table obtained a value from the sample (N) = 162 of 0.1543. An instrument statement is said to be valid through the calculated R and table R columns. If the calculated R value is greater than the table R value, then the statement item being tested is valid; conversely, if the calculated R value is less than the table R value, then the result is invalid. Therefore, it can be concluded that all 20 items in variable Y (performance) are valid.

**Table 3**  
**Performance Validity Test Results (Y)**

Item	R Count	R Table	Conclusion
Y1	0,292	0,1543	Valid
Y2	0,476	0,1543	Valid
Y3	0,369	0,1543	Valid
Y4	0,294	0,1543	Valid
Y5	0,284	0,1543	Valid
Y6	0,409	0,1543	Valid
Y7	0,203	0,1543	Valid
Y8	0,452	0,1543	Valid
Y9	0,474	0,1543	Valid
Y10	0,472	0,1543	Valid
Y11	0,446	0,1543	Valid
Y12	0,408	0,1543	Valid
Y13	0,463	0,1543	Valid
Y14	0,388	0,1543	Valid
Y15	0,476	0,1543	Valid
Y16	0,263	0,1543	Valid
Y17	0,471	0,1543	Valid
Y18	0,263	0,1543	Valid
Y19	0,298	0,1543	Valid
Y20	0,336	0,1543	Valid

Source : processed by the author, 2025

From the reliability test results, it can also be stated that the Cronbach's Alpha value of variable X1 with 18 items is 0.725 or  $> 0.6$ . Therefore, it can be concluded that the instrument in variable X1 is reliable.

**Table 4**  
**Merit System Reliability Test Results (X1)**

Cronbach's Alpha	N of Items
0,725	18

Source : Processed by the author, 2025

Based on the reliability test results above, it was found that the Cronbach's alpha value of the work motivation variable with 19 items was  $0.714 > 0.7$ , which means that the work motivation variable in this study was reliable.

**Table 5**  
**Motivation Reliability Test Results (X2)**

Cronbach's Alpha	N of Items
0,714	19

Source : Processed by the author, 2025

Based on the reliability test results above, it was found that the Cronbach's alpha value of the work motivation variable with 20 items was  $0.712 > 0.7$ , which means that the work motivation variable in this study is reliable.

**Table 6**  
**Results of Performance Variable Reliability Test (Y)**

Cronbach's Alpha	N of Items
0,712	20

Source : Processed by the author, 2025

### Normality Test

The results or output obtained through the normality test using the One Sample Kolmogorov-Smirnov Test show a significance value of 0.200. This can be seen in the Asymp.Sig. (2-tailed) column in the table above, which shows the number 0.200. This is in accordance with the normality test requirement, namely a significance value of  $0.200 > 0.05$ , meaning that the data is normally distributed because the significance value produced is greater than the significance value.

**Table 7**  
**Normality Test Results**

<i>One-Sample Kolmogorov-Smirnov Test</i>		Unstandardized Residual
N		162
Normal Parameters <sup>a,b</sup>	Mean	0,000000
	Std. Deviation	4,18293995
Most Extreme Differences	Absolute	0,050
	Positive	0,031
	Negative	-0,050
Test Statistic		0,050
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source : Processed by the author, 2025

### Multiple Linear Regression Test

Both independent variables, namely Merit System and Work Motivation, show a significance value of 0.000, which is less than 0.05. This indicates that both have a statistically significant effect on Employee Performance. Furthermore, based on the standardized coefficients (Beta), it is known that Work Motivation has a Beta value of 0.488, while the Merit System has a value of 0.363. This shows that Work Motivation has a more dominant influence than the Merit System in affecting Employee Performance. Thus, it can be concluded that both the Merit System and Work Motivation have a positive and significant effect on Employee Performance, with Work Motivation being the most dominant variable in this regression model.

**Table 8**  
**Multiple Linear Regression Test Result**

		<i>Coefficients<sup>a</sup></i>				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	13.860	5.353		2.589	.011
	Merit System	.395	.066	.363	6.010	.000
	Motivation	.495	.061	.488	8.093	.000

A. Dependent Variable: Performance

Source : Processed by the author, 2025

### T-Test

Based on the t-test results obtained from the Coefficients table, it can be seen that each independent variable, namely Merit System and Work Motivation, has a partial effect on Employee Performance. The Merit system variable has a regression coefficient value of 0.395 with a t value of 6.010 and a significance (Sig.) of 0.000. Because the significance value is less than 0.05, it can be concluded that the Merit system has a positive and significant partial effect on Employee Performance. This means that every one-unit increase in the Merit System will increase Employee Performance by 0.395 units, assuming other variables remain constant.

**Table 9**  
**T-test Results**

		<i>Coefficients<sup>a</sup></i>				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	13.860	5.353		2.589	.011
	Merit System	.395	.066	.363	6.010	.000
	Motivation	.495	.061	.488	8.093	.000

a. Dependent Variable: Performance

Source : Processed by the author, 2025

Furthermore, the Work Motivation variable also shows a significant effect on Employee Performance, with a regression coefficient value of 0.495, a t-value of 8.093, and a significance value of 0.000. This shows that Work Motivation has a positive and significant partial effect on Employee Performance. Each one-unit increase in Work Motivation will increase Employee Performance by 0.495 units. When viewed from the standardized coefficients (Beta) values, Work Motivation has a Beta value of 0.488, while the Merit System has a value of 0.363. Thus, it can be concluded that Work Motivation is the most dominant variable in partially influencing Employee Performance in this regression model.

### F-Test

The Sum of Squares Regression value of 2840.985 shows the total variation in employee performance that can be explained by the two independent variables. Meanwhile, the Sum of Squares Residual value of 2817.015 describes the variation that is not explained by the model. The large calculated F value (80.176) indicates that this model has a strong ability to explain the relationship between the variables studied.

**Table 10**  
**F-test Results**

<i>ANOVA<sup>a</sup></i>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2840.985	2	1420.493	80.176	.000 <sup>b</sup>
	Residual	2817.015	159	17.717		
	Total	5658.000	161			

A. Dependent Variable: Performance

B. Predictors: (Constant), Motivation, Merit System

Source : Processed by the author, 2025

### Coefficient of Determination

The regression model shows an R Square value of 0.502, which means that 50.2% of the variation or change in the dependent variable, namely Employee Performance, can be explained by the independent variables Merit System and Work Motivation simultaneously. Meanwhile, the remaining 49.8% is influenced by other variables outside this research model. In addition, the Adjusted R Square value of 0.496 indicates that after adjusting for the number of independent variables and samples, this model still has a good level of adjustment to the data. The Durbin-Watson value of 1.900 is within the normal range (between 1.5 and 2.5), indicating that there is no autocorrelation (systematic relationship between residuals) in this regression model, so the results can be considered statistically valid. Thus, the regression model constructed in this study can be said to be quite good in explaining the influence of the Merit System and Work Motivation on Employee Performance.

**Table 11**  
**Coefficient of Determination Result**

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.709 <sup>a</sup>	.502	.496	4.20917	1.900

A. Predictors: (Constant), Motivation, Merit System

B. Dependent Variable: Performance

Source : Processed by the author, 2025

The results of the study show that the implementation of the merit system has a positive effect on employee performance at the Padang Class IIA Prison and the Padang Class I Correctional Facility. This system promotes fairness and transparency in the recruitment, promotion, and placement of employees. When employees feel that career opportunities are given objectively based on competence and performance, they will be more motivated to perform at their best. In addition, work motivation has been proven to be a dominant factor that affects employee performance. Motivation, whether it comes from within, such as a sense of responsibility and job satisfaction, or from outside, such as incentives, rewards, and career development opportunities, can increase employee morale.

With high motivation, employees will be more committed, disciplined, and productive in carrying out their duties and responsibilities. Overall, the merit system and work motivation complement each other in improving employee performance. A well-implemented merit system creates a fair and conducive work environment, while work motivation encourages employees to adapt, collaborate, and deliver optimal results. The combination of the two is key to improving organizational effectiveness, especially in the correctional sector, which demands professionalism and quality public service.

### **CONCLUSION AND SUGGESTION**

This study concludes that the merit system has a positive effect on employee performance at the Padang Class IIA Correctional Facility and the Padang Class I Correctional Facility. The implementation of this system, which is based on the principles of fairness, objectivity, and competence, is able to create a transparent and professional work environment, thereby increasing employee morale. In addition, work motivation has also been proven to have a significant effect on performance, even becoming a dominant factor. Employees who have high motivation, both intrinsic and extrinsic, tend to show better dedication, discipline, and productivity in carrying out their duties. Simultaneously, the merit system and work motivation have been proven to complement each other in improving employee performance, which ultimately has a positive impact on the quality of public services in the field of correctional services.

Based on the findings of the study, it is recommended that the merit system be implemented more consistently in the correctional environment, particularly in the recruitment, promotion, and placement of employees, so that it no longer depends on personal connections. In addition, it is important for prison and correctional facility leaders to strengthen efforts to increase work motivation through rewards, training, and clear career development opportunities. Employees also need to be given support in the form of a conducive work environment and appreciation for their achievements, so that their intrinsic motivation is maintained. With these steps, it is hoped that the performance

of correctional staff will continue to improve and provide better public services in line with community demands.

## REFERENCES

- Brewer, G. A., Kellough, J. E., & Rainey, H. G. (2022). The Importance of Merit Principles for Civil Service Systems: Evidence from the U.S. Federal Sector. *Review of Public Personnel Administration*, 42(4), 686–708.  
<https://doi.org/10.1177/0734371X211026008>
- Djendoko, D. (2003). *Motivasi Kerja*. January. <http://dewey.petra.ac.id>.
- Dwiyanto, A. (2006). *dkk. Reformasi Birokrasi Publik di Indonesia*. In Pusat Studi. Gadjah Mada University Press.
- Fadel, M. (2009). *Reinventing Government (Pengalaman Dari Daerah)*. PT. Elex Media Komputindo.
- Fadila, F., Shafrullah, F., & Indrawati, L. (2022). Analysis of the Effect of Competency, Qualification, and Performance Mediated by the Merit System on Talent Management. *Journal of Positive ...*, 6(2), 753–768.  
<https://journalppw.com/index.php/jppw/article/view/7174>
- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., van den Broeck, A., Aspel, A. K., Bellerose, J., Benabou, C., Chemolli, E., Güntert, S. T., Halvari, H., Indiyastuti, D. L., Johnson, P. A., Molstad, M. H., Naudin, M., Ndao, A., Olafsen, A. H., Roussel, P., Wang, Z., & Westbye, C. (2015). The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology*, 24(2), 178–196.  
<https://doi.org/10.1080/1359432X.2013.877892>
- Grundman Tsui, S. (2016). *The Merit System Principles : Guiding the Fair and Effective Management of the Federal Workforce*. September 2016.
- Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621–636.  
<https://doi.org/10.1108/JKM-10-2015-0398>
- Koopmans, L. (2013). Measuring individual work performance: Identifying and selecting indicators. June. <https://doi.org/10.3233/WOR-131659>
- Lazuardi, B., & Harahap, M. I. (2024). Pengaruh Kepemimpinan, Motivasi Kerja, Dan Kepuasan Kerja. *Trending: Jurnal Ekonomi, Akuntansi Dan Manajemen*, 2(1), 125–134.
- Llorens, J. J., Klingner, D. E., & Nalbandian, J. (2017). *Public Personnel Management: Contexts and Strategies, Seventh Edition*. In *Public Personnel Management: Contexts and Strategies, Seventh Edition*.  
<https://doi.org/10.4324/9781315271255>
- Parela, E. (2022). *Buku Ajar Manajemen Sumber Daya Manusia*. In Cv. Eureka Media Aksara (Issue December 2023). <http://repo.iain-tulungagung.ac.id/5510/5/BAB2.pdf>
- Robbins, S. P. (2003). *Perilaku Organisasi, Jilid 2*. In Jakarta: PT. Indeks Kelompok Gramedia (9th ed.). Gramedia.
- Simamora, H. (2010). *Manajemen Sumber Daya Manusia*. Gramedia.
- Tondowana, A. T., Rorong, A. J., & Londa, V. Y. (2018). Pengaruh Sistem Merit Terhadap Semangat Kerja Aparatur Sipil Negara di Kantor Sekretariat Daerah Kota Manado. *Administrasi Publik Fisip Unsrat*, 4(53), 1–13.
- Tsauri, S. (2014). *Manajemen Kinerja Performance Management*. In STAIN Jember Press.