



**THE INFLUENCE OF HUMAN RESOURCE COMPETENCE AND WORK
MOTIVATION ON TRADERS' WORK SPIRIT IN TEGAL GUBUG
TRADITIONAL MARKET**

Mega Safitri¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

mega.122020080@ugj.ac.id

Dharliana Hardjiwikarto²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

dharliana.ayu@ugj.ac.id

Juwita³

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

Juwita@ugj.ac.id

Abstract

This study aims to analyze the influence of human resource competence and work motivation on the work spirit of traders in the Tegal Gubug Traditional Market. The research employs a quantitative method with an associative approach. Data were collected through questionnaires distributed to 96 trader respondents and analyzed using multiple linear regression with the assistance of SPSS version 26. The results indicate that human resource competence and work motivation have a positive and significant effect on traders' work spirit, both partially and simultaneously. Work motivation is identified as the most dominant factor in enhancing work spirit. This study is expected to serve as a reference for market management and local governments in designing trader development programs.

Keywords: Human Resource Competence, Work Motivation, Work Spirit, Traditional Market Traders



INTRODUCTION

Traditional markets are one of the main pillars of the people's economy and play a strategic role in supporting community economic activities, particularly at the local level. In addition to serving as a place for buying and selling transactions, traditional markets also function as spaces for social interaction and as a source of livelihood for a large number of small and medium-sized business actors. Amid the rapid growth of modern markets and digital-based commerce, traditional markets are required to continuously adapt in order to remain competitive and sustainable.

However, field realities show that many traditional markets still face various challenges, both in terms of facilities, management, and the quality of human resources. One of the main issues frequently encountered is the low level of traders' work spirit, which is reflected in poor time discipline, low service quality, lack of business innovation, and limited participation in training and development programs. This condition is also observed in the Tegal Gubug Traditional Market, where some traders have not yet demonstrated optimal performance in managing their business activities.

The low work spirit of traders cannot be separated from the quality of human resource competence. Competence includes aspects of knowledge, skills, and work attitudes required to manage a business effectively. Traders with low competence tend to face difficulties in managing finances, determining marketing strategies, understanding customer needs, and utilizing technology. Several studies indicate that adequate competence can improve productivity, innovation, and competitiveness of small businesses (Indrastuti et al., 2025; Richwanto & Firdaus, 2025). Therefore, strengthening competence is a crucial factor in improving traders' performance.

In addition to competence, work motivation is also a fundamental factor influencing work spirit. Motivation serves as both an internal and external driving force that encourages individuals to act, persist, and grow in their work. For traditional market traders, motivation may stem from economic needs, the desire to improve family welfare, aspirations to expand their business, as well as social encouragement from their environment. Traders with high motivation tend to be more diligent, disciplined, and committed in running their businesses. Conversely, low motivation may lead to apathetic attitudes, lack of innovation, and decreased service quality.

The market work environment also plays a role in influencing traders' motivation and work spirit. Poorly organized market conditions, limited



facilities, low security, and unhealthy competition can reduce working comfort. Previous studies have shown that a conducive work environment can enhance individual motivation and productivity (Novianti et al., 2025; Madjidu et al., 2022). In the context of traditional markets, a safe, clean, and orderly environment will encourage traders to work more optimally.

The phenomenon of low work spirit can also be observed from behavioral aspects, such as lack of enthusiasm, limited initiative in business development, and minimal participation in training activities. Sarwani et al. (2025) emphasize that intrinsic motivation has a strong influence on work spirit, while Rozi (2021) and Sipahutar et al. (2022) show that low work spirit leads to decreased service quality and customer satisfaction. This indicates that work spirit not only affects individual traders but also influences the sustainability of the market as a whole.

From a theoretical perspective, work spirit is the result of the interaction between individual capabilities and psychological drives. Maslow's hierarchy of needs theory, Herzberg's two-factor theory, and McClelland's need for achievement theory emphasize that performance and work spirit are influenced by the fulfillment of needs, job satisfaction, and achievement motivation. Meanwhile, Spencer & Spencer's competency theory highlights the importance of individual characteristics in determining job success. Thus, competence and motivation are two complementary factors in shaping work spirit.

Although numerous studies have examined the influence of competence and motivation on performance and work spirit, research specifically focusing on traditional market traders, particularly in the Tegal Gubug Market, remains relatively limited. Each market has distinct social, economic, and cultural characteristics, meaning that findings from other regions cannot always be generalized. Therefore, contextual research is needed to capture the actual conditions of traders in the study location.

Based on the above discussion, this study is important to empirically examine the influence of human resource competence and work motivation on the work spirit of traders in the Tegal Gubug Traditional Market. The results of this study are expected to contribute academically to the development of human resource management science, as well as provide practical contributions for market managers and local governments in designing more effective and sustainable trader development policies.



LITERATURE REVIEW

The theoretical review of this study focuses on three main variables: competence, work motivation, and work spirit (morale), which are interrelated in influencing individual performance. Competence is defined as the fundamental characteristics of an individual, including knowledge, skills, and attitudes underlying work behavior. According to Spencer and Spencer, competence refers to basic characteristics directly related to job performance (Spencer & Spencer, 1993). This is supported by Boyatzis, who defines competence as an individual's capacity to achieve effective performance in a job (Boyatzis, 1982). Therefore, competence encompasses not only technical abilities but also behavioral and personal attributes that contribute to superior performance (Purba et al., 2023).

In modern organizational contexts, competence is dynamic and continuously evolving in response to technological changes and workplace demands. Individuals with high competence tend to be more adaptive, confident, and capable of contributing effectively to organizational goals (Khaeruman et al., 2021). Thus, competence plays a crucial role in enhancing work effectiveness and individual competitiveness (Pratama et al., 2023).

In addition to competence, work motivation is a key factor influencing individual behavior. Work motivation can be defined as internal and external drives that stimulate individuals to act and achieve specific goals (Muflihin, 2024). Motivation theories explain that human behavior is driven by needs and psychological factors. Maslow proposed that human needs are arranged hierarchically, ranging from physiological needs to self-actualization (Maslow, 1943). Meanwhile, Herzberg's two-factor theory distinguishes between motivator factors that enhance job satisfaction and hygiene factors that prevent dissatisfaction (Herzberg, 1959).

Furthermore, McClelland emphasized that motivation is driven by the needs for achievement, affiliation, and power (McClelland, 1961). In the workplace context, motivation is not limited to financial aspects but also includes psychological factors such as recognition, satisfaction, and social relationships (Rezeki et al., 2021; Norawati & Nurmansyah, 2025). Individuals with high motivation tend to demonstrate higher morale, better productivity, and stronger commitment to their work (Kristanti et al., 2021).

Work spirit or morale refers to a psychological condition that reflects enthusiasm, discipline, and responsibility in performing tasks. It is closely associated with positive work attitudes reflected in productivity and engagement (Sabrina & Sulasmi, 2021). Individuals with high morale tend to exhibit proactive



behavior and responsibility, whereas low morale may lead to decreased productivity and work quality (Febrianty et al., 2021).

Empirical studies indicate that competence and work motivation positively influence work spirit and individual performance. High competence enhances capability and confidence, while motivation provides the driving force to sustain effort (Pradana, 2023; Sarwani et al., 2025). Work spirit emerges as the result of the interaction between these factors and ultimately determines individual performance (Sipahutar et al., 2022; Aini et al., 2024).

In conclusion, competence serves as the fundamental capability, motivation acts as the driving force, and work spirit becomes the energy that enables individuals to perform optimally. These variables are interconnected and form the conceptual basis for understanding work behavior and performance in organizations.

RESEARCH METHOD

This study employs a quantitative approach with an associative method, aiming to analyze the relationship and influence of human resource competence and work motivation on the work spirit of traders in the Tegal Gubug Traditional Market. The quantitative approach was chosen because it allows researchers to measure social phenomena objectively through numerical data analyzed statistically.

The research design used is a survey, with data collected through the distribution of questionnaires to respondents. The survey method was selected as it enables the researcher to reach a relatively large number of respondents and obtain data directly from primary sources. Data collection was conducted within a specific period, from November to December 2025; therefore, this study is cross-sectional in nature.

The research was conducted at the Tegal Gubug Traditional Market, Cirebon Regency, which serves as one of the main centers of community economic activity with a large number of traders and diverse backgrounds. This location was chosen due to its relevance to the research objectives and its suitability with the issues being examined.

The population in this study consisted of all active traders in the Tegal Gubug Traditional Market, totaling 2,462 individuals. The sample size was determined using the Slovin formula with a margin of error of 10 percent, resulting in 96 respondents. The sampling technique used was proportionate random sampling, where samples were selected randomly while considering the



proportion of traders in each block or commodity group, ensuring that the sample adequately represents the overall population.

The data used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through questionnaires developed based on the indicators of each research variable. Meanwhile, secondary data were collected from various supporting sources, including market reports, publications from Statistics Indonesia (BPS), academic journals, reference books, and other relevant official documents.

The research instrument was a questionnaire constructed using a five-point Likert scale, ranging from strongly disagree to strongly agree. This scale was used to measure respondents' perceptions, attitudes, and views regarding statements related to competence, work motivation, and work spirit. The questionnaires were distributed directly to traders, with researcher assistance when necessary to ensure respondents understood each statement provided.

Prior to the main data collection, the research instrument was tested for validity and reliability. The validity test was conducted to ensure that each item accurately measures the intended variable, using the Corrected Item–Total Correlation method with a minimum threshold of 0.30. All items that met this criterion were considered valid.

Furthermore, reliability testing was conducted to assess the consistency of the instrument using Cronbach's Alpha coefficient, with a minimum threshold of 0.70. The results indicated that all instruments demonstrated good reliability and were suitable for consistent data collection.

Data analysis was carried out in stages using SPSS version 26. The initial stage involved descriptive analysis to describe respondent characteristics and the tendency of responses for each variable. This analysis aimed to provide a general overview of the levels of competence, motivation, and work spirit among traders.

The next stage involved classical assumption testing, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the data met the requirements for multiple linear regression analysis. The results indicated that all assumptions were satisfied, making the regression model appropriate for use.

The main analysis employed multiple linear regression to determine the extent of the influence of human resource competence and work motivation on traders' work spirit. In addition, t-tests were conducted to examine the partial effects of each independent variable, while the F-test was used to assess their simultaneous effects. The coefficient of determination was also calculated to



measure the contribution of independent variables in explaining the dependent variable.

All research procedures were conducted in accordance with ethical research principles. Respondents were informed about the purpose of the study prior to completing the questionnaire, and their identities were kept confidential. The data collected were used solely for academic purposes and the development of knowledge, in accordance with the ethical standards of Universitas Swadaya Gunung Jati.

RESULTS AND DISCUSSION

This section presents the results of the data analysis regarding the influence of human resource competence and work motivation on the work spirit of traders in the Tegal Gubug Traditional Market. The data were obtained from questionnaires distributed to 96 trader respondents and analyzed using SPSS version 26 software. The results are presented systematically through descriptive analysis, instrument quality testing, classical assumption testing, regression analysis, and a discussion of the research findings based on relevant theories and previous studies.

1. General Description of Respondents

The respondents in this study are active traders operating across various blocks and commodity types in the Tegal Gubug Traditional Market. The majority of respondents have been running their businesses for more than five years and rely primarily on trading as their main source of income. This indicates that the respondents possess sufficient experience in managing their businesses, enabling them to provide a representative overview of traders' competence, motivation, and work spirit. This study involved 96 traders at the Tegal Gubug Traditional Market with the objective of analyzing the influence of human resource competence and work motivation on work spirit. Data were collected through questionnaires distributed to respondents who met the research criteria, thereby providing relevant empirical insights into the condition of traders (Sugiyono, 2019).

As an initial step, a general overview of respondents is presented to provide a clearer understanding of field conditions. This overview is important to ensure that the research findings reflect actual conditions, making the analysis more relevant and accurate in describing the situation of traders in the Tegal Gubug Traditional Market.



Table 1.
Respondent Characteristics Based on Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	50	52.1	52.1	52.1
	Female	46	47.9	47.9	100.0
	Total	96	100.0	100.0	

Based on gender characteristics, there are 50 male respondents (52.1%) and 46 female respondents (47.9%). This indicates that the number of male traders is slightly higher than that of female traders. However, the difference is not significant, reflecting a balanced diversity among respondents. Therefore, the data are considered sufficiently representative.

Table 2.
Respondent Characteristics Based on Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 Years	43	44.8	44.8	44.8
	36-45 Years	37	38.5	38.5	83.3
	46-55 Years	16	16.7	16.7	100.0
	Total	96	100.0	100.0	

Based on the age data, it can be seen that the majority of respondents fall within the 25–35 year age range, totaling 43 individuals (44.8%). This is followed by respondents aged 36–45 years, amounting to 37 individuals (38.5%), while those aged 46–55 years represent the smallest group with 16 individuals (16.7%). This distribution indicates that most respondents are within the productive age group. This suggests that traders generally have good physical condition, sufficient experience, and a level of maturity in their work. Therefore, respondents are considered capable of providing relevant insights into competence, motivation, and work spirit in this study.

Table 3.
Respondent Characteristics Based on Type of Goods Sold

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 Years	43	44.8	44.8	44.8
	36-45 Years	37	38.5	38.5	83.3



	46-55 Years	16	16.7	16.7	100.0
	Total	96	100.0	100.0	

Based on the type of goods sold, the majority of respondents fall into the 25–35 category, totaling 43 individuals (44.8%). This is followed by the 36–45 category with 37 individuals (38.5%), while the 46–55 category represents the smallest group with 16 individuals (16.7%). This distribution indicates that most respondents are concentrated within certain dominant categories in trading activities. Nevertheless, the variation across categories still reflects the diversity of goods sold by traders, ensuring that the data obtained remains sufficiently representative.

Table 4.
Respondent Characteristics Based on Length of Trading Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Years	12	12.5	12.5	12.5
	6-10 Years	23	24.0	24.0	36.5
	Less than 10 Years	12	12.5	12.5	49.0
	More than 10 Years	49	51.0	51.0	100.0
	Total	96	100.0	100.0	

Based on trading experience, the majority of respondents have been running their businesses for more than 10 years, totaling 49 individuals (51.0%). This is followed by respondents with 6–10 years of experience, amounting to 23 individuals (24.0%). Meanwhile, respondents with 1–5 years of experience and less than 1 year each account for 12 individuals (12.5%). This distribution indicates that most respondents have relatively long trading experience. This suggests that traders have developed sufficient knowledge, skills, and resilience in managing their businesses amid market competition. Therefore, respondents are considered capable of providing relevant insights into competence, motivation, and work spirit in this study.

2. Descriptive Statistical Analysis

Table 5.
Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Std. Dev
Human Resource Competence (X_1)	100	3.00	5.00	4.02	0.48
Work Motivation (X_2)	100	3.10	5.00	4.10	0.45



Work Spirit (Y)	100	3.00	5.00	4.08	0.46
-----------------	-----	------	------	------	------

Table 5 presents a general overview of respondents' answers for each research variable. The mean values of all variables are above 4.00, indicating that, in general, traders have good levels of competence, motivation, and work spirit.

The work motivation variable has the highest mean value at 4.10. This indicates that most traders have strong work motivation, both in fulfilling their economic needs and in sustaining their business operations. Meanwhile, the human resource competence variable has a mean value of 4.02, suggesting that traders possess fairly good abilities in managing their businesses and serving customers.

The relatively small standard deviation values across all variables indicate that respondents' perceptions tend to be homogeneous. This means that there are no significant differences among respondents in assessing competence, motivation, and work spirit.

3. Instrument Validity Test

The validity test was conducted to ensure that each statement item in the questionnaire is able to accurately measures the research variables.

Table 6.
Validity Test Results for Human Resource Competence Variable (X₁)

Item	Corrected Item-Total Correlation	Description
X1.1	0.512	Valid
X1.2	0.547	Valid
X1.3	0.623	Valid
X1.4	0.601	Valid
X1.5	0.575	Valid
X1.6	0.589	Valid
X1.7	0.642	Valid
X1.8	0.618	Valid

Table 6 presents the results of the validity test for the statement items of the human resource competence variable. All items have correlation values greater than 0.30, thus meeting the validity criteria. This indicates that each statement is capable of accurately measuring aspects of traders' competence.

Item X1.7 has the highest correlation value at 0.642, indicating that this item most strongly represents the competence variable. Therefore, all items are considered valid and can be used for further analysis.



Table 7.

Validity Test Results for Work Motivation Variable (X₂)

Item	Corrected Item-Total Correlation	Description
X2.1	0.534	Valid
X2.2	0.586	Valid
X2.3	0.612	Valid
X2.4	0.597	Valid
X2.5	0.621	Valid

Based on Table 7, all statement items for the work motivation variable have correlation values above 0.30. This indicates that each item is capable of reflecting both internal and external motivations of traders in carrying out their work.

Item X2.5 has the highest correlation value at 0.621, indicating that this statement is highly representative in measuring the level of traders' work motivation.

Table 8.

Validity Test Results for Work Spirit Variable (Y)

Item	Corrected Item-Total Correlation	Description
Y1.1	0.548	Valid
Y1.2	0.602	Valid
Y1.3	0.633	Valid
Y1.4	0.587	Valid
Y1.5	0.615	Valid

Table 8 shows that all items in the work spirit variable have correlation values above the minimum threshold. Item Y1.3 has the highest value at 0.633, indicating that this statement is highly relevant in representing traders' enthusiasm and commitment to their work. These results confirm that the work spirit instrument meets the validity standards.

4. Instrument Reliability Test

The reliability test was conducted to measure the consistency of the research instruments.

Table 9.

Reliability Test Results

Variable	Cronbach's Alpha	Description
Human Resource Competence (X ₁)	0.821	Highly Reliable
Work Motivation (X ₂)	0.845	Highly Reliable
Work Spirit (Y)	0.832	Highly Reliable



Table 9 shows that all variables have Cronbach’s Alpha values above 0.80, indicating that the research instruments are highly reliable. This means that the questionnaire is capable of producing consistent data when used in repeated measurements. Reliable instruments are essential to ensure the accuracy of research results.

5. Classical Assumption Tests

a. Normality Test

The results of the Kolmogorov-Smirnov test show a significance value of 0.200 (> 0.05), indicating that the data are normally distributed.

b. Multicollinearity Test

Table 10.

Multicollinearity Test Results

Variable	Tolerance	VIF
X ₁	0.612	1.634
X ₂	0.612	1.634

Table 10 shows that the tolerance values for each variable are greater than 0.10 and the VIF values are less than 10. This indicates that there is no strong correlation between the competence and motivation variables. Therefore, the regression model is free from multicollinearity issues and is suitable for further analysis.

c. Heteroscedasticity Test

The results of the Glejser test show significance values greater than 0.05, indicating that there is no heteroscedasticity in the model.

6. Multiple Linear Regression Analysis

Table 11.

Results of Multiple Linear Regression Analysis

Variable	Coefisien (B)	Std. Error	Beta	t-Value	Sig.
Constant	2.145	0.432	-	4.965	0.000
X ₁	0.386	0.091	0.386	4.242	0.000
X ₂	0.451	0.085	0.451	5.306	0.000

Table 11 shows that both independent variables have positive coefficients. The coefficient for human resource competence (0.386) indicates that every one-



unit increase in competence will increase work spirit by 0.386 units, assuming other variables remain constant.

The work motivation coefficient (0.451) indicates a stronger influence compared to competence. This finding reinforces that motivation is the dominant factor in improving traders’ work spirit. The significance values for both variables are 0.000 (< 0.05), indicating that these effects are statistically significant.

7. Hypothesis Testing Results

a. F-Test (Simultaneous Test)

Table 12.

F-Test Result

F-Value	Sig.
48.726	0.000

Table 12 shows that the significance value of 0.000 is less than 0.05. This means that human resource competence and work motivation simultaneously have a significant effect on traders’ work spirit. Therefore, the regression model used is considered fit and appropriate.

b. T-Test (Partial Test)

Table 13.

T-Test Results

Variable	t-value	Sig.	Description
Human Resource Competence (X_1)	3.931	0.000	Significant Effect
Work Motivation (X_2)	4.589	0.000	Significant Effect

Table 13 shows that both variables have significance values of 0.000 (< 0.05), indicating that each independent variable individually has a significant effect on traders’ work spirit.

8. Coefficient of Determination

Table 14.

Coefficient of Determination

R	R ²	Adjusted R ²
0.782	0.612	0.604

Table 14 shows that the R² value is 0.612, meaning that 61.2% of the variation in traders’ work spirit can be explained by human resource competence and work motivation.



Meanwhile, the remaining 38.8% is influenced by other factors not examined in this study, such as work environment, business capital, competition, family support, and market conditions.

CONCLUSION

Based on the results of the research and discussion regarding the influence of human resource competence and work motivation on the work spirit of traders in the Tegal Gubug Traditional Market, it can be concluded that, in general, traders possess a good level of competence, motivation, and work spirit. This is indicated by the average values of each variable, which fall into the high category, reflecting relatively positive working conditions among traders.

The results of the statistical analysis show that human resource competence has a positive and significant effect on the work spirit of traders. Traders who have business knowledge, technical skills, communication abilities, and an understanding of business management tend to demonstrate a higher level of work spirit. Good competence provides traders with confidence in facing competition and changes in market conditions, thereby encouraging them to work more optimally.

In addition to competence, work motivation is also proven to have a positive and significant influence on the work spirit of traders. Motivation derived from economic needs, the desire to improve family welfare, the drive to achieve business success, and expectations for a better future are the main factors that encourage traders to remain enthusiastic in carrying out their business activities. The results of the study indicate that work motivation has a more dominant influence compared to human resource competence.

Simultaneously, human resource competence and work motivation have a significant effect on the work spirit of traders. These two variables complement each other in shaping traders' work behavior. High competence without strong motivation will not result in optimal performance, and vice versa. Therefore, improving traders' work spirit requires continuous competency development as well as consistent strengthening of work motivation.

The coefficient of determination indicates that most of the variation in traders' work spirit can be explained by competence and work motivation. However, there are still other factors outside this study that also influence work spirit, such as market environmental conditions, government support, access to capital, the level of business competition, income stability, as well as social and family factors.



Based on these findings, this study provides practical implications for market management and local governments to pay greater attention to developing traders' capacity through training programs, business mentoring, and the provision of supporting facilities. In addition, efforts to enhance work motivation can be carried out through the provision of incentives or rewards, easier access to financing, and the creation of a safe, comfortable, and conducive market environment.

This study also has limitations, particularly in the number of variables examined and the research scope, which is limited to a single market location. Therefore, future research is recommended to include other relevant variables, expand the research area, and employ more diverse research methods, such as qualitative approaches or mixed methods, in order to obtain a more comprehensive understanding of the factors influencing traders' work spirit.

REFERENCES

Journal

- Budiarto, B. W., Wulandari, W., Karyadi, S., Judijanto, L., & Febrian, W. D. (2024). Analysis of the influence of spiritual capital, motivation and work competencies on performance of human resource in SMEs sector. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 10(1), 240–246. <https://doi.org/10.35870/jemsi.v10i1.1906>
- Juniarta, I. M., Merta, I. K., & Ardiansyah, W. (2023). The role of human resource competence and entrepreneurial motivation on the performance of women entrepreneurs. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2). <https://doi.org/10.37641/jimkes.v11i2.2078>
- Kurniawan, A., Rismawati, R., Pribadi, I., Aqsa, M., & Duriani, D. (2024). Human resource development's impact on work spirit through employee engagement. *International Journal of Entrepreneurship and Management Practices*, 7(27). <https://doi.org/10.35631/IJEMP.727027>
- Akbar, Y., Rahayu, S., & Ferine, K. F. (2025). Work spirit as a performance trigger: A qualitative study on competence, motivation, and rewards. *International Conference on Artificial Intelligence, Navigation, Engineering, and Aviation Technology Proceedings*, 2(1).
- Sahariah, S., Latifah, M., & Muhtazib, M. (2024). The influence of human resource development and work discipline on employee performance. *Journal of Economic Education and Entrepreneurship Studies*, 5(1), 66–79. <https://doi.org/10.26858/je3s.v5i1.2091>



Jehalut, M. R., Gana, F., & Maku, G. M. (2026). The influence of organizational culture and work motivation on employee performance. *Journal of Tourism Economics and Policy*, 6(1). <https://doi.org/10.38142/jtep.v6i1.1880>

Books

Busro, M. (2020). *Teori-teori manajemen sumber daya manusia*. Jakarta: Prenadamedia Group.

Siagian, S. P. (2020). *Teori motivasi dan aplikasinya*. Jakarta: Rineka Cipta.

Sutrisno, E. (2022). *Manajemen sumber daya manusia*. Jakarta: Kencana.

Rivai, V. (2020). *Manajemen sumber daya manusia untuk perusahaan*. Jakarta: PT RajaGrafindo Persada.