

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE DURING THE COVID-19 PANDEMIC AT PT. PERKEBUNAN NUSANTARA III (PERSERO) MEDAN

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ABSTRACT

HR effectively and efficiently can affect the survival and growth of the organization in the midst of the Covid-19 pandemic. In order to achieve the company's goals, PT. Perkebunan Nusantara III (Persero) Medan requires qualified human resources. Quality human resources can be influenced by the motivation of the employees themselves or by the company's organizational culture. High work motivation will make employees more active at work. This motivation is also supported by the AKHLAK culture (Many, Competent, Harmonious, Loyal, Adaptive, Collaborative) owned by PT. Perkebunan Nusantara III (Persero) Medan. This will assist employees in improving their performance so that the company achieves its vision, mission, and goals. This study aims to analyze the influence of motivation and organizational culture on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan. The form of research used in this research is quantitative research with an associative approach. Sampling was done through the probability sampling technique and used 90 respondents as samples. The results of this study indicate that the motivation variable (X1) and the variable (X2) have an effect on employee performance. The adjusted R square value shows that the motivation and organizational culture variables contribute 38.1% to the employee performance variable. The conclusion of this study is that the motivation variable (X1) affects employee performance, organizational culture (X2) affects employee performance, and the motivational variable (X1) and organizational culture (X2) simultaneously affect employee performance.

Keywords: *motivation, organizational culture, employee performance*

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INTRODUCTION

At the beginning of 2020, the Coronavirus Disease (Covid-19) pandemic made the whole world affected by the spread of the virus. The existence of human resources in an organization plays a very important role in carrying out organizational activities in the midst of the Covid-19 pandemic. Effective and efficient use of human resources affects the survival and growth of organizations during the Covid-19 pandemic and in the future. Basically, organizations do not only expect human resources who have abilities, skills, and skills. But there is also a desire to work diligently and have the desire or goal to achieve optimal work results and avoid the spread of the virus. One of the companies affected by the Covid-19 pandemic is PT. Perkebunan Nusantara III (Persero) Medan (Buheji et al., 2020).

PT. Perkebunan Nusantara III (Persero) Medan is one of the State-Owned Enterprises (BUMN) engaged in oil palm and rubber plantations, this has become the locomotive of Indonesia's economic progress, especially in the agribusiness sector. In realizing this sustainable economic progress, it is necessary to pay attention to the performance conditions of employees in these companies, especially during the current Covid-19 pandemic (Nurmasari, 2015). Good employee performance is inseparable from quality human resources imbued with the organizational culture. An organizational culture that systematically guides

employees to increase their work motivation for the benefit of the company in order to achieve optimal work results during the Covid-19 pandemic, high work motivation is needed which will make employees more active in carrying out their work. In contrast, with low work motivation employees do not have the enthusiasm to work, give up easily, and have difficulty in finishing the job (Munawirsyah, 2021).

The role of providing motivation is very important to improve the ethos and morale of employees so that they work effectively and efficiently they complete their work by getting maximum work results (Widjaja et al., 2018). Besides work motivation, organizational culture is often also called work culture because it cannot be separated from the performance of human resources, the stronger the corporate culture, the stronger the drive to excel (Hasibuan, 2011). Organizational culture is indeed difficult to define explicitly and difficult to measure, but it can be felt by the human resources within the company. A strong culture in an organization can encourage its members to act and behave in accordance with what is expected of the organization. A strong culture will certainly be able to create and strengthen employee commitment to the organization. So with the support of the company in improving organizational culture, it can provide a better performance boost for employees so that the company can achieve the expected goals (Wargadinata, 2017).

Organizational culture in a company has an important role in encouraging quality human resources and is one of the keys to the company's success in surviving the Covid-19 pandemic, this is expected to improve employee performance for the better (Jailani, 2022). Organizational members tend to perceive the same about the culture within the organization even though they come from different backgrounds or work at different levels of expertise within the organization. Organizational culture is built with the hope that it will increase competence which in turn will improve employee performance (Juwita, 2016).

Motivation and organizational culture have an important role in efforts to realize company goals, one of which is to have employees who have good performance and behave in accordance with the company's expectations. Employee performance can be measured by how many targets can be achieved, how much achievement is achieved, and the ability to complete existing jobs in the company. The better performance of employees will affect the value and achievement of the company (Kurniawan, 2013).

During the Covid-19 pandemic PT. Perkebunan Nusantara III (Persero) Medan made changes to work mechanisms starting with temporary suspension of official travel, working from home or Work From Home (WFH), and routinely holding meetings using video conferencing or Zoom Meetings. The criteria for employees undergoing WFH are as follows: first, employees who are over 50 years old. Second, employees who are pregnant. Third, employees who are sick (flu, fever, cough, asthma, and others).

However, there are also employees who continue to carry out their activities directly in the office or Working From Office (WFO). While the criteria or conditions for Work From Office (WFO) for PT. Perkebunan Nusantara III (Persero) Medan applies to employees under the age of 50 which has been predetermined by the company. Besides that PT. Perkebunan Nusantara III (Persero) Medan also limits the number of employees working, which is only 10%.

Although experiencing changes in the working mechanism, PT. Perkebunan Nusantara III (Persero) Medan continues to carry out performance appraisals and evaluate employee performance results in accordance with established regulations. The following is the

performance appraisal and performance results of employees at PT. Perkebunan Nusantara III (Persero) Medan (Munawirsyah, 2018).

Table 1. Elements of Employee Performance Evaluation at PT. Perkebunan Nusantara III (Persero) Medan

Elements of Assessment	Evaluation Value	Information
1. Works	90-100	Special
• Good administration	80-89	Very good
• Data Accuracy	70-79	Good
	60-69	Enough
2. Work attitude		
• Honesty	90-100	Special
• Proactive, Initiative, Creativity	80-89	Very good
• Discipline, Commitment, Morale, Motivation	70-79	Good
	60-69	Enough
3. Ways of working		
• Planning / Organizing		
• Cooperation, Service, Subordinate	90-100	Special
• Development	80-89	Very good
• Courage in Decision Making and Solutions to the problem	70-79	Good
	60-69	Enough

Source: ptpn3.co.id (2021)

There are 3 (three) factors that become the assessment of employees of PT. Perkebunan Nusantara III (Persero) Medan, the first, Work Results, namely assessments adjusted to their work results. Second, Work Attitude, namely an assessment that is adjusted to honesty, creativity, initiative, discipline, morale, and motivation. Third, Method of Work, namely an assessment that is adjusted to planning, cooperation, decision-making courage, problem-solving, and courage.

Table 2. Employee Performance Data of PT. Perkebunan Nusantara III (Persero) Medan in 2018-2020

No.	Division	2018			2019			2020		
		NU	NP	Total	NU	NP	Total	NU	NP	Total
1.	Internal Audit Division	69,48	27,39	96,87	80,00	18,82	98,82	69,59	26,68	96,27
2.	Secretariat Bureau	66,70	27,70	94,40	67,49	26,92	94,41	-	-	-
3.	General Affair	67,18	27,39	94,58	64,83	28,31	93,13	66,91	26,78	93,69
4.	Procurement and Information Technology Division	69,16	27,59	96,75	68,48	28,83	97,30	69,66	27,80	97,47
5.	Human Resources Division	69,43	27,39	96,81	67,00	28,21	95,21	66,65	27,96	94,60
6.	Finance and Accounting Division	68,30	27,62	95,91	65,04	29,03	94,08	69,01	26,58	95,59
7.	Processing Division	63,82	27,85	91,67	67,09	28,41	95,50	66,00	27,11	93,10
8.	Traction and Infrastructure Division	66,30	27,42	93,72	67,99	28,25	96,24	66,86	27,32	94,18
9.	Plant Division	63,96	27,30	91,26	64,76	28,03	92,79	62,14	26,28	88,42
Average Employee Performance Score		67,15	27,52	94,66	68,08	27,20	95,27	67,10	27,06	94,17

Source: Employee Performance Data of PT. Perkebunan Nusantara III (Persero) Medan (2021)

Information:

1. In 2020 there was an organizational restructuring, in which the Secretariat Bureau was merged with the General Section
2. In 2020 the General Section was split into the Secretariat Bureau

Based on the table above it can be seen that the employee performance data at PT. Perkebunan Nusantara III (Persero) Medan experienced a decline in 2020 in divisions/sections, namely: Internal Audit Division, Human Resources Section, Processing Section, Traction and Infrastructure Section, and Plant Section. This is due to the performance of employees at PT. Perkebunan Nusantara III (Persero) Medan experienced a decline in 2020 caused by the Covid-19 pandemic, causing all employees to work from home or Work From Home (WFH) and unable to work effectively and not work optimally for employees who work outside the office (business trip) (Fahmi, 2014).

In addition to a decrease in performance, researchers also obtained information from pre-research that there are still employees who violate company values. The violations committed

were that some employees did not come to the office on time because of the absence of fingerprints during the pandemic. Covid-19, there are still employees who don't work hard enough, and there are still employees who are not responsible for mistakes in doing their jobs during the Covid-19 pandemic.

Based on the phenomena and descriptions regarding the importance of providing motivation and strong organizational culture support for employee performance above, the researcher is interested in conducting a study entitled "The Influence of Motivation and Organizational Culture on Employee Performance During the Covid-19 Pandemic at PT. Perkebunan Nusantara III (Persero) Medan".

Based on the background, the objectives in this study are as follows:

1. To analyze the effect of motivation on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
2. To analyze the influence of organizational culture on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
3. To analyze the effect of motivation and organizational culture on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.

METHOD

The form of research used is quantitative research with an associative approach. In the midst of the Covid-19 pandemic, the researchers decided to distribute questionnaires in the form of a Google form and distributed them to one of the employees at the PT. Perkebunan Nusantara III (Persero) Medan. This research was conducted from April to July 2021.

In this study, the population is employees at PT. Perkebunan Nusantara III (Persero) Medan. Total population of all employees in the Office of PT. Perkebunan Nusantara III (Persero) Medan, with a total of 825 employees. In determining the sample, the researcher used a probability sampling technique, which means taking all employees as a sample. The population size in this study is very large, so the sample size used uses the Slovin formula as follows:

$$\begin{aligned}n &= N / 1 + N(e)^2 \\n &= 825 / 1 + 825 (0.1)^2 \\n &= 89.1\end{aligned}$$

Based on the formula above, the number of samples to be used in this study is rounded up to 90 respondents.

The hypothesis in this study is:

1. Ha1: There is an influence between motivation (X1) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
2. H01: There is no influence between motivation (X1) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
3. Ha2: There is an influence between organizational culture (X2) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.

4. H02: There is no influence between organizational culture (X2) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
5. Ha3: There is an influence between motivation (X1) and organizational culture (X2) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.
6. H03: There is no influence between motivation (X1) and organizational culture (X2) on employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan

RESULTS AND DISCUSSION

Partial Test (T-Test)

The results of the partial significance test (T-test) are as follows:

Table 3. Partial Test (T-Test)

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.447	6.100		2.696	.008
	Motivation	1.061	.184	.495	5.771	.000
	Organizational culture	.228	.068	.288	3.354	.001

a. Dependent Variable: employee performance

Source: Data Processing Results (2021)

On the results of the t-test above, it can be concluded that:

1. The results of testing the Statistical Software program for the variable motivation (X1) on Employee Performance (Y) obtained a t-count value of 5,771 where the t-count value is greater than the t-table value, namely 1.987 ($5,771 > 1.987$) with a significance value less than 0.05 ($0.000 < 0.05$) and the regression coefficient is valuable positive of 1.061. This shows that the variable Motivation (X1) has a significant effect on Employee Performance (Y). From these results, it can be concluded that Ha1 is accepted.
2. Based on the test results using the Statistical Software program for the Organizational Culture variable (X2) a t-count value of 3,354 is obtained, which means that it is greater than the t-table value of 1.987 ($3,354 > 1.987$) with a significance value less than 0.05 ($0.001 < 0, 05$) and a positive regression coefficient of 0.228. This concludes that the Organizational Culture variable (X2), has a significant effect on Employee Performance (Y). Based on these results it can be concluded that Ha2 is accepted

Simultaneous Test (Test F)

The results of the simultaneous test (Test F) conducted through the Statistical Software will be presented in the table below:

Table 4. Simultaneous Test (F Test)

ANOVA^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1871.960	2	935.980	28.385	.000b
	Residual	2868.762	87	32.974		
	Total	4740.722	89			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), Motivation, Organizational culture						

Source: Data Processing Results (2021)

At the output of data processing in Table 4 it can be seen that the F-count value obtained is 28.385, which means that the F-count value is greater than the F-table value, namely $28.385 > 3.10$ or based on the sig value. $0.000 < 0.05$. Variable motivation (X1) and organizational culture (X2) can be proven to have a simultaneous effect on employee performance (Y) based on the results of the F test conducted.

R2 Test (Coefficient of Determination)

The Coefficient of Determination test in this study will be presented in the table below.

Table 5. Test Results for the Coefficient of Determination (Test R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628	.395	.381	5.74232
a. Dependent Variable: employee performance				
b. Predictors: (Constant), Motivation, Organizational culture				

Source: Data Processing Results (2021)

Based on Table 5 it can be seen that the R-value is equal to 0.628, where the value of this coefficient indicates a close relationship between motivation (X1) and organizational culture (X2) on employee performance (Y) because the closer the R-value is to one, the better the model used. The Adjusted R Square value or the coefficient of determination above shows that the variables of motivation and organizational culture can explain the employee performance variable by 38.1%, while the remaining 51.9% is influenced by other variables not explained in this study such as incentives, work discipline, and others.

Effect of Motivation (X1) on Employee Performance (Y)

According to Afandi (2018), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and compelled to carry out activities with sincerity, pleasure, and earnestness so that the results of the activities carried out get good and

quality results. In this study, researchers used 3 indicators proposed by McClelland (Mangkunegara, 2013), namely motives, expectations, and incentives.

Motivation is a very important thing for management to pay attention to if they want every employee to be able to make a positive contribution to achieving company goals because with motivation employees will have high enthusiasm in carrying out the tasks assigned to them. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for work are not fulfilled.

Providing motivation at PT. Perkebunan Nusantara III (Persero) Medan during the Covid-19 pandemic was very important to achieve the vision and mission of PT. Perkebunan Nusantara III (Persero) Medan the company needs to maintain the level of employee motivation to always have high work motivation in any situation.

This is in line with previous research conducted by Tarigan & Mitaria (2019) regarding the effect of motivation on employee performance at PT. Perkebunan Nusantara IV Medan which concludes that motivation has a significant effect on employee performance by having an R Square value of 0.407, indicating that it is 40.7% while the remaining 59.3% is influenced by other variables not examined in this study.

The Effect of Organizational Culture (X2) on Employee Performance (Y)

Davis & Newstrom (1985); Mulyadi (2018) explains that organizational culture consists of values, symbols, stories, heroes, and resources that have special meaning for people in the organization. In this study, researchers used 5 indicators proposed by (Edison et al., 2021), namely self-awareness, aggressiveness, personality, performance, and team orientation.

Organizational culture has a positive effect on employee performance at PT. Perkebunan Nusantara III (Persero) Medan. This means that the stronger the organizational culture, the better the performance of its employees. Because a strong culture during the current Covid-19 pandemic can encourage employees to behave and act according to what the organization expects. On the other hand, organizational culture is able to arouse employee performance towards the organization, because organizational culture is a factor needed to improve employee performance, as long as employees are still happy with the culture implemented and believed by the company, then employee performance towards the organization will still be able to be felt and opportunities to achieve greater success of a company.

Organizational culture of PT. Perkebunan Nusantara has implemented an appropriate organizational culture based on the implementation of norms, implementation of values, beliefs, and philosophies, and the application of a code of ethics so that employees have rules and guidelines for work which in the end employees work optimally. Where the organizational culture implemented by PT. Perkebunan Nusantara III (Persero) Medan will have an impact on improving employee performance. AKHLAK culture (Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative) makes PT. Perkebunan Nusantara III (Persero) Medan internalizes it more as a new spirit in the process of transforming work culture so that the foundation of work culture becomes stronger and stronger so that it is in line with and supports the company's vision and mission in competing in the industrial world. This is in line with previous research conducted by Munawirsyah (2018) concerning the effect of work motivation and organizational culture on employee performance at PT. Perkebunan Nusantara III Medan concluded that organizational culture has a significant effect on employee performance.

Effect of Motivation (X1) and Organizational Culture (X2) on Employee Performance (Y)

Based on the results of the previous elaboration, it can be concluded that motivation and organizational culture have a significant effect on employee performance variables. The results prove that the variables of motivation and organizational culture jointly affect employee performance variables which can be seen in the results of the simultaneous test (F test) and the coefficient of determination test (R²). In the simultaneous test results (F test) it was found that motivation and organizational culture on employee performance showed the results of $F_{count} > F_{table}$ ($28.385 > 3.10$) with a significance level of 0.000 (Sig. < 0.05), it can be concluded that the motivational variable and organizational culture simultaneously influence employee performance variables during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.

Meanwhile, the results of the coefficient of determination test showed that the R-value was equal to 0.381 where the value of this coefficient indicates a close relationship between motivation and organizational culture on employee performance and the Adjusted R Square value indicates that Organizational Motivation and Culture contribute 38.1% together in influencing the variable Employee Performance.

This shows that the hypothesis is acceptable, where H_{a3} is "There is an influence of motivation and organizational culture to improve employee performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III Medan". This means if the variable Motivation and Organizational Culture increases, it will have a positive impact on Employee Performance.

Based on these two theories, it can be said that with the implementation of organizational culture and motivation in accordance with PT. Perkebunan Nusantara III (Persero) Medan will have an impact on employee performance. Vice versa, providing motivation and applying organizational culture that is not appropriate will have an impact on decreasing employee performance. That the provision of motivation and the application of organizational culture is very important for PT. Perkebunan Nusantara III (Persero) Medan.

This is in line with previous research conducted by Aprinawati (2016) concerning the effect of work motivation and organizational culture on employee work productivity at PT. Perkebunan Nusantara III (PERSERO) Asahan District, North Sumatra which concluded that work motivation and organizational culture significantly influence employee work productivity

CONCLUSION

The conclusions from the results of this study are as follows, the Variable Motivation has a significant effect on Employee Performance carried out by employees during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan. The Organizational Culture Variable has a significant effect on Employee Performance carried out by employees during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan. The Variables of Motivation and Organizational Culture have a significant effect on Employee Performance during the Covid-19 pandemic at PT. Perkebunan Nusantara III (Persero) Medan.

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