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The Influence of Motivation and Leadership on Employee Performance Through Job Satisfaction in the Secretariat Bureau Leader of the Secretariat of the House of Representative of the Republic of Indonesia

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Submitted : 10 Desember 2023 , Review : 15 Desember 2023, Published : 22 Desember 2023

ABSTRACT

Job satisfaction is something that will support or not support an employee in relation to their work or their condition. Considering that the House of Representative of the Republic of Indonesia's (DPR RI) Leadership Secretariat Bureau is one of the spearheads which is directly related to optimizing the work of the DPR RI Leadership which is a reflection of the DPR RI institution, it is appropriate for employees within the DPR RI Leadership Secretariat Bureau to provide and demonstrate good and capable performance. Based on this, the author wants to research more deeply into the influence of motivation and leadership on employee performance through job satisfaction. This research is field research conducted at the Secretariat Bureau of the House of Representative of Indonesia. The population of this research is the State Civil Apparatus within the Secretariat Bureau of the Secretariat General of the DPR RI. Meanwhile, the sample used was all 70 employees through distributing questionnaires. The data analysis method uses the Path Analysis model to analyze the relationship patterns between variables with the aim of determining the direct and indirect influence on the independent (exogenous) and dependent (endogenous) variables. The research results show that work motivation and leadership have a positive and significant effect on employee performance. Work motivation and leadership have a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Work motivation and leadership do not have a positive and significant effect on employee performance through job satisfaction in the Secretariat Bureau for the Leadership of the Secretariat General of the DPR RI.

Keywords: Motivation; Leadership; Employee Performance; Job satisfaction

INTRODUCTION

One type of power in governance in the Republic of Indonesia is legislative power, namely the House of Representative of the Republic of Indonesia (DPR RI). The DPR RI has a very important function in the government system in Indonesia. This can be seen in the 1945 Constitution (UUD 1945) Article 20A paragraph 1 which states that, "The People's Representative Council has a legislative function, a budget function and a supervisory function". Because the government system of the Republic of Indonesia also implements decentralization, the legislative function, budget function and supervisory function in the regions are reflected in the Provincial Regional People's Representative Council (Provincial

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DPRD), Regency Regional People's Representative Council (Regency DPRD), and City Regional People's Representative Council (City's DPRD).

One of the important factors in strengthening the performance of the DPR RI lies in the performance of the Secretariat General of the DPR RI (SETJEN DPR RI) as a "supporting system", which always provides optimal technical and administrative support and expertise to the DPR RI. The future picture that the Secretariat General of the DPR RI wants is the realization of excellent and professional service to the DPR RI. For this reason, it is necessary to optimize every organizational component within the Secretariat General of the DPR RI. Considering the quite large duties and responsibilities carried out by the Secretariat General of the DPR RI regarding the quality and institutional performance of the DPR RI as one of the highest state institutions which has important and strategic functions for the running of the state government, it is absolutely essential to maintain the performance of the State Civil Apparatus employees within it to get satisfaction and excellent, professional and satisfying work quality.

Performance is the basic foundation for every organization, therefore without performance, the goals of an organization will be difficult to achieve. A State Civil Apparatus who has good performance will be able to resolve the problems and difficulties faced. Performance is a description of the level of achievement of implementation in realizing the goals, vision and mission of the organization. Performance is a real action produced by an individual in the form of achievements created from the results of their work in a particular position or position in an institution or organization where the individual works (Azhar, 2013: 3).

The success of an organization is not only due to the organization having members with good and capable abilities, but is also influenced by the needs of the members themselves who encourage them to work to the fullest extent of their abilities. With these needs, a force emerges

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that encourages members to mobilize all their abilities to fulfill these needs, which is called work motivation.

Work motivation in question is effort or strength, both internal factors within oneself and external factors in the work environment, which encourage a person to achieve certain goals that he has set. Motivation is one of the factors that can improve employee performance in carrying out work processes in order to realize the goals that have been set. Abda Alif in McClelland (2015:301) explains the meaning of work motivation as follows: "Work Motivation is defined as a condition which influences the arousal, direction and maintenance of relevant behaviors in the work setting." This opinion means that work motivation is influential in generating, directing and maintaining behavior related to the work environment.

According to Siti Maisarah Hasibuan, (2018:74) leadership is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Leadership plays a very important role in an organization so that the dynamics and environment within the organization can create a harmonious integration that will foster the enthusiasm and passion of its employees to improve their performance at all times. Leadership is the process of influencing, giving an example, and motivating others, so that they can achieve organizational goals and bring benefits to human welfare. Leadership is an important factor in an organization. The main task of a leader in carrying out his leadership is not only limited to his ability to implement programs, but more than that, the leader must be able to involve all levels of the organization, its members or the community to take an active role so that they are able to provide positive construction in an effort to achieve goals. (Jamaludin, 2017:163).

Mathis, R. L., (2017:233) states that job satisfaction is a positive feeling about a person's job which is the result of an evaluation of its characteristics. Job satisfaction refers to an individual's general attitude towards his or her job. According to Guritno, B, (2017:87) an

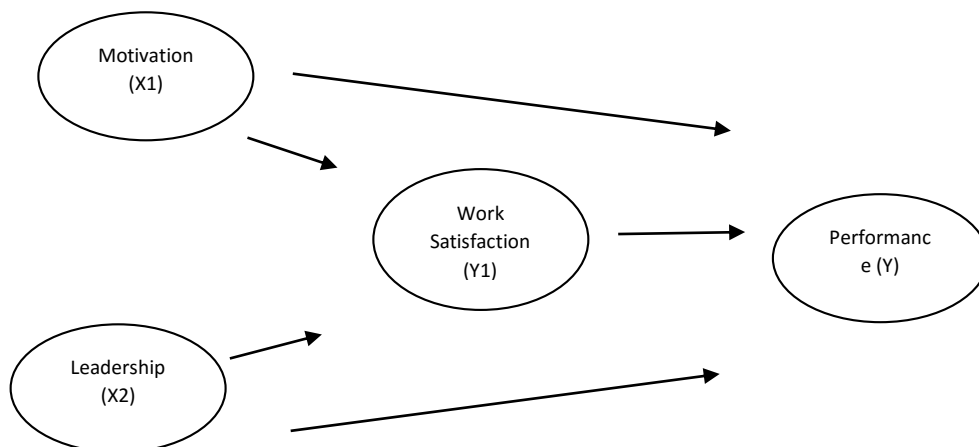
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individual's job satisfaction depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction according to the individual's interests and expectations, so that the level of satisfaction felt is higher and vice versa.

METHOD

This research is field research conducted at the Secretariat Bureau of the Secretariat General of the Indonesian People's Representative Council. The population of this research is the State Civil Apparatus within the Secretariat Bureau of the Secretariat General of the DPR RI. Meanwhile, the sample used was all 70 employees through distributing questionnaires. The data analysis method uses the Path Analysis model to analyze the relationship patterns between variables with the aim of determining the direct and indirect influence on the independent (exogenous) and dependent (endogenous) variables.



RESULT AND DISCUSSION

A. Descriptive Analysis

As a result of distributing the questionnaire to 70 respondents, data was obtained in the form of questionnaire results which included indicators for each variable such as

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motivation variables, leadership variables, employee performance variables and job

satisfaction variables. The results of each variable are as follows:

1. Motivation Variable

Table 1. Descriptive Motivation Variable

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
hard working	70	5.00	14.00	9.9286	2.09431
concern_of failure	70	5.00	13.00	10.0571	1.91777
willingness to compete	70	5.00	13.00	9.9286	2.12863
responsibility	70	5.00	14.00	10.4714	2.60279
driving force	70	6.00	14.00	10.4571	2.06900
willingness	70	5.00	14.00	10.0571	1.91777
obligation	70	6.00	14.00	10.3571	2.09233
Valid N (listwise)	70				

Source: Primer Data of 2023

Based on the table above, it shows that the indicators that contribute to the formation of motivation variables must be responsible. With the average value of the motivation variable for the must be responsible indicator of 10.4714, this shows that the indicator must be responsible, which is very important in helping motivate employee performance.

2. Leadership Variable

Table2. Descriptive Leadership Variable

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Analysis ability	70	5.00	14.00	10.4571	1.92381
Decisions makiing	70	4.00	13.00	9.6000	1.92918
Motivational ability	70	5.00	13.00	10.1000	2.12064
Communication ability	70	6.00	14.00	10.4714	2.26966
Ability authority	70	4.00	14.00	10.5000	2.29524
Discipline	70	6.00	14.00	10.3000	2.07364
Cooperation	70	4.00	13.00	9.6000	1.92918
Valid N (listwise)	70				

Source: Primer Data of 2023

Based on the table above, it shows that the indicator that contributes to the formation of the motivation variable is authority ability. With the average value of the motivation variable for the authority ability indicator being 10.5000, this shows that the authority ability indicator is very important in helping motivate employee performance.

3. Employee Performance

Table 3. Descriptive Employee Performance Variables

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Working quality	70	5	14	9.76	2.102
Working quantity	70	5	14	10.73	2.437
Punctuality	70	6	14	10.21	1.605
Cooperativeness	70	6	14	10.69	1.699
Valid N (listwise)	70				

Source: Primer Data of 2023

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Based on the table above, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate. With the average value of the employee performance variable for the ability to collaborate indicator of 10.69, this shows that the ability to collaborate is very important in helping employee performance.

4. Work Satisfaction

The leadership variable consists of the following 6 indicators: job suitability, love of work, environment, work, work performance, salary, and job satisfaction.

Table 4. Descriptive job satisfaction variables

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Job suitability	70	5.00	14.00	9.8429	2.16451
Loving the job	70	4.00	13.00	9.6857	2.09584
Work environment	70	5.00	13.00	10.1000	2.06524
Work achievement	70	5.00	14.00	10.7143	2.46214
Salary	70	4.00	14.00	11.2286	2.29790
Work satisfaction	70	5.00	14.00	9.7857	2.06343
Valid N (listwise)	70				

Source: Primer Data of 2023

Based on the table above, it shows that the indicator that contributes to the formation of the job satisfaction variable is salary. With the average value of the job satisfaction variable on the salary indicator being 11.2286, this shows that salary is very important in helping employee job satisfaction.

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5. Hypothesis testing

1. It is suspected that there is an influence of work motivation on employee performance

To find out the alleged influence between these variables, it is necessary to use the t test,

which is as follows:

Table 5. T Test Results of the Effect of Work Motivation on Employee Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.176	3.599		5.050	.000
Motivation	.352	.034	.783	10.314	.000

a. Dependent Variable: employee performance

Source: Primer data of 2023

Based on the table above, it was found that the t-count for the motivation variable was 10,314, while the t-table was 2,648 with a significance value of 0.000. Thus t-count > t-table and the significance value are 0.000 < 0.005. Thus, H0 is rejected and H1 is accepted at this real level. This provides the conclusion that work motivation has a positive effect on employee performance.

2. It is suspected that there is an influence of leadership on employee performance

To find out the alleged influence between these variables, it is necessary to use the t test

which is as follows:

Table 6. T Test Results of the Influence of Leadership on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.914	4.286		10.014	.000
	Leadership	-.022	.060	-.044	3.361	.719

a. Dependent Variable: employee performance

Source: Primer Data of 2023

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Based on the table above, it was found that the t-count for the motivation variable was 3.361, while the t-table was 2.648 with a significance value of 0.000. Thus $t\text{-count} > t\text{-table}$ and the significance value are $0.000 < 0.005$. Thus, H_0 is rejected and H_1 is accepted at this real level. This provides the conclusion that work motivation has a positive effect on employee performance.

3. It is suspected that there is an influence of work motivation on job satisfaction

To find out the alleged influence between these variables, it is necessary to use the t test,

which is as follows:

Table 7. T Test Results of the Effect of Work Motivation on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.799	5.921		-1.317	.192
	Motivation	.367	.077	.404	4.769	.000

a. Dependent Variable: work satisfaction

Based on the table above, it was found that the t-count for the motivation variable was 4,769, while the t-table was 2,648 with a significance value of 0.000. Thus $t\text{-count} > t\text{-table}$ and the significance value are $0.000 < 0.005$. Thus, H_0 is rejected and H_1 is accepted at this real level. This provides the conclusion that work motivation has a positive effect on job satisfaction.

4. It is suspected that there is an influence of leadership on job satisfaction

To find out the alleged influence between these variables, it is necessary to use the t test,

which is as follows:

Table 8. T Test Results of the Influence of Leadership on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	65.459	8.625		7.589	.000
	X2	5.072	.120	-.072	5.599	0.000

a. Dependent Variable: Y

Source: Primer Data of 2023

Based on the table above, it was found that the t-count for the leadership variable (X2) was 5,559, while the t-table was 2,648 with a significance value of 0.000. Thus, the t-count > t-table and the significance value were 0.000 < 0.005. Thus, H0 is rejected and H1 is accepted at this real level. This provides the conclusion that leadership has a positive effect on job satisfaction.

5. It is suspected that there is an influence of job satisfaction on employee performance

To find out the alleged influence between these variables, it is necessary to use the t test, which is as follows:

Table 9. Results of the t test on the influence of job satisfaction on employee performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.415	1.837		8.391	.000
	Y	.430	.030	.867	14.377	.000

a. Dependent Variable: x3

Source: Data Primer of 2023

Based on the table above, it was found that the t-count for the job satisfaction variable was 14,377, while the t-table was 2,648 with a significance value of 0.000. Thus t-count > t-table and the significance value are 0.000 < 0.005. Thus, H0 is rejected and H1 is accepted at this real level. This provides the conclusion that job satisfaction has a positive effect on employee performance.

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6. It is suspected that there is an influence of motivation on employee performance through job satisfaction

To test the effect of motivation on employee performance through job satisfaction, the following calculations are carried out:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,834 \times 0,084 = 0,070$$

For the motivation variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value.

This shows that motivation cannot mediate employee performance in influencing job satisfaction. Thus the sixth hypothesis is not tested.

7. It is suspected that there is an influence of leadership on employee performance through job satisfaction

To test the effect of service quality on customer loyalty through customer satisfaction, the following calculations are carried out:

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,834 \times 0,084 = 0,070$$

For the leadership variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_2}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value.

This shows that leadership cannot mediate employee performance in influencing job satisfaction. Thus, the seventh hypothesis is not tested.

2. DISCUSSION

1. The Influence of Work Motivation on Employee Performance in the Secretariat Bureau of the Secretariat General of the DPR RI

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Based on the results of descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and that working together well can produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, punctuality, and ability to collaborate form employee performance variables.

Based on the results of hypothesis testing, it shows that work motivation influences employee performance, this is in line with previous research conducted by: N. Lilis Suryani (2017), Gede Restu Mahajaya (2016), Hidayati (2016), Wasitowati Binti Khoiriyah (2018), Harahap (2016), Cahyani (2018), Surbakti (2013), Partono (2018), Afrizan, et.al, (2016), Rahmawati (2014), Susanti Kurniawati (2022), Primahesti Dyah Widowati (2023), and I Nengah Aristana, et.al (2023).

2. The Influence of Leadership on Employee Performance in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, timeliness, and ability to collaborate form employee performance variables.

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Susanti Kurniawati (2022), Primahesti Dyah Widowati (2023), and I Nengah Aristana, et.al (2023).

1. The Influence of Work Motivation on Job Satisfaction in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of the job satisfaction variable is salary, namely a statement that the basic salary I receive is sufficient for my daily needs and the salary received is balanced with the tasks I do. The average value of the job satisfaction variable tends to strongly agree that job suitability, loving work, work environment, work performance, salary, and job satisfaction form the job satisfaction variable.

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3. The Influence of Job Satisfaction on Employee Performance in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, punctuality, and ability to collaborate form employee performance variables.

Based on the results of hypothesis testing, it shows that job satisfaction influences employee performance, this is in line with previous research conducted by: N. Lilis Suryani (2017), Gede Restu Mahajaya (2016), Hidayati (2016), Wasitowati Binti Khoiriyah (2018), Harahap (2016), Cahyani (2018), Surbakti (2013), Partono (2018), Afrizan, et.al, (2016), Rahmawati (2014), Susanti Kurniawati (2022), Primahesti Dyah Widowati (2023), and I Nengah Aristana, et.al (2023).

4. The Influence of Work Motivation on Employee Performance Through Job Satisfaction in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of work motivation variables is being responsible, namely the statement that I try to carry out my duties with a full sense of responsibility and the results of my work can be

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accounted for. The average value of the work motivation variable tends to strongly agree that working hard, fear of failure, willingness to compete, having to be responsible, driving force, willingness, and obligation form the work motivation variable.

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, punctuality, and ability to collaborate form employee performance variables.

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of the job satisfaction variable is salary, namely a statement that the basic salary I receive is sufficient for my daily needs and the salary received is balanced with the tasks I do. The average value of the job satisfaction variable tends to strongly agree that job suitability, loving work, work environment, work performance, salary, and job satisfaction form the job satisfaction variable.

Based on the results of hypothesis testing, it shows that work motivation has no effect on employee performance through job satisfaction, this is in line with previous research conducted by: N. Lilis Suryani (2017), Gede Restu Mahajaya (2016), Hidayati (2016), Wasitowati Binti Khoiriyah (2018), Harahap (2016), Cahyani (2018), Surbakti (2013), Partono (2018), Afrizan, et.al, (2016), Rahmawati (2014), Susanti Kurniawati (2022), Primahesti Dyah Widowati (2023), and I Nengah Aristana, et.al (2023).

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statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, timeliness, and ability to collaborate form employee performance variables.

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of the job satisfaction variable is salary, namely a statement that the basic salary I receive is sufficient for my daily needs and the salary received is balanced with the tasks I do. The average value of the job satisfaction variable tends to strongly agree that job suitability, loving work, work environment, work performance, salary, and job satisfaction form the job satisfaction variable.

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6. The Influence of Work Motivation on Employee Performance Through Job Satisfaction in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of work motivation variables is being responsible, namely the statement that I try to carry out my duties with a full sense of responsibility and the results of my work can be accounted for. The average value of the work motivation variable tends to strongly agree that working hard, fear of failure, willingness to compete, having to be responsible, driving force, willingness, and obligation form the work motivation variable.

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Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance variables tends to strongly agree that work quality, work quantity, punctuality, and ability to collaborate form employee performance variables.

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of the job satisfaction variable is salary, namely a statement that ‘the basic salary I receive is sufficient for my daily needs and the salary received is balanced with the tasks I do.’ The average value of the job satisfaction variable tends to strongly agree that job suitability, loving work, work environment, work performance, salary, and job satisfaction form the job satisfaction variable.

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7. The Influence of Leadership on Employee Performance through Job Satisfaction in the Secretariat Bureau of the Secretariat General of the DPR RI

Based on the results of the descriptive analysis, it shows that the indicator that contributes to the formation of employee performance variables is the ability to collaborate, namely the statement that employees are able to collaborate with colleagues to complete work tasks and work well together to produce high performance. The average value of employee performance

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variables tends to strongly agree that work quality, work quantity, punctuality, and ability to collaborate form employee performance variables.

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Based on the results of hypothesis testing, it shows that leadership has no effect on employee performance through job satisfaction, this is in line with previous research conducted by: N. Lilis Suryani (2017), Gede Restu Mahajaya (2016), Hidayati (2016), Wasitowati Binti Khoiriyah (2016), 2018), Harahap (2016), Cahyani (2018), Surbakti (2013), Partono (2018), Afrizan, et.al, (2016), Rahmawati (2014), Susanti Kurniawati (2022), Primahesti Dyah Widowati (2023) , and I Nengah Aristana, et.al (2023).

CONCLUSION

Based on the conclusions above, suggestions or recommendations can be made, that the Secretariat Bureau for the Leadership of the Secretariat General of the DPR RI must pay attention to the willingness and competence of employees, because this indicator has a very small contribution to the motivation variable. Leadership variables must also be considered, especially cooperation indicators. Employee performance variables, especially indicators of work quality, and indicators of love of work in the job satisfaction variable. All of this must be improved so that work at the bureau can run optimally.

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Pada PNS Kecamatan di Kabupaten Grobogan. *Majalah Ilmiah Solusi*, 16(4).

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