

THE INFLUENCE OF JOB CONNECTIONS AND WORK ABILITIES ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION AT PT. TELKOM INDONESIA MEDAN BRANCH

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Abstract: The purpose of this study was to examine and analyze the influence of work relatedness and work ability on employee performance mediated by job satisfaction at PT. Telkom Indonesia Medan Branch directly or indirectly. The approach used in this research is a causal approach. The population in this study is all employees of PT. Telkom Indonesia Medan Branch. The sample in this study used a saturated sample of 47 employees of PT. Telkom Indonesia Medan Branch. Data collection techniques in this study used documentation, observation, and questionnaire techniques. Data analysis techniques in this study used a quantitative approach using statistical analysis using the Auter Model Analysis test, Inner Model Analysis, and Hypothesis Testing. Data processing in this study uses the PLS (Partial Least Square) software program. The results of this study prove that directly related work, work ability, job satisfaction affect employee performance. Work relatedness, work ability affect job satisfaction

Keywords: Work Relatedness, Work Ability, Performance, Job Satisfaction

Introduction

Human resources have an important meaning because humans play an active and dominant role in every organizational activity. Humans in organizations play a role as determinants, actors and planners in achieving company goals as well as determining the company's progress and decline. Humans are a different resource from other production factors because humans have heterogeneous feelings, thoughts, desires and backgrounds. Humans also have unlimited needs, meaning that human needs always increase from time to time. Human needs are defined as everything they have, achieve and enjoy, therefore humans are encouraged to carry out activities by working. (Jufrizen, 2016) .

Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. This performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of explanations of task delegation and roles as well as the level of motivation of a worker. (Muis, Jufrizen, & Fahmi, 2018) .

Apart from that, performance is equated with the results of an employee's work. To achieve good performance, the most dominant element is human resources. Even though the planning has been well and neatly arranged, if the people or personnel who carry it out are not qualified and do not have high work enthusiasm, then the plans that have been prepared will be in vain. (Arianty, 2015) .

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance also means the results of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Siagian & Khair, 2018) .

Many factors influence performance such as level of education, discipline, work attitudes and ethics, motivation, salary and health, income level, social security, work environment, work climate, technology, production facilities, management, and work performance will improve ability to work and given motivation by the company (Sutrisno, 2010)

Basically, if an organization wants to achieve good and optimal performance in accordance with the targets that have been determined, its employees must feel connected to the organization so that employees are willing and willing to devote their energy and thoughts to the work. The issue of increasing a sense of work attachment to the organization is not easy because employees have different desires, needs and expectations from each other. A sense of engagement is an attachment, involvement, commitment, desire to contribute, a sense of belonging, loyalty, and a sense of pride in one's work and organization (Macey & Schneider , 2015). Employee work engagement influences performance achievement which can be seen from the effectiveness of their work. Work engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged to the organization . Employee work engagement is one of the human capital factors that will lead to success if it can be managed consistently well.

Engagement is the energy or motivation of employees to help the organization achieve its goals (Schiemann , 2011). This is in accordance with research conducted by (Ramadhan & Sembiring, 2014) which concluded that employee work engagement has an effect on employee performance . Where it is explained in the journal that employees who have strong ties to the organization will improve their performance in their work for the benefit of the organization. In line with this, employees' high work engagement with the company where they work will also build high work commitment.

Work ability can also improve employee performance. According to Sutrisno (2014), employee performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation. A person who has very low ability, even though he has high motivation, will produce lower achievements compared to someone who has higher ability with the same level of motivation. On the other hand, someone who has

High ability but with lower motivation will produce lower performance than someone who has the same ability but with higher motivation. Ability is an individual's capacity to perform various tasks in a job. Abilities can be in the form of talents and interests possessed by employees, with the abilities they possess, employees can carry out and complete tasks well with maximum results. Employee abilities can also be in the form of skills that need to continue to be improved, because skills are a person's ability to do something that is specific, focused but dynamic which requires a certain amount of time to learn and can be proven by high ability to improve performance (Horas, 2012).

Apart from that, employees who feel job satisfaction can also increase their cooperation . Job satisfaction also has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity. Employees who get good job satisfaction usually have good records of attendance, work turnover and work performance

compared to employees who do not get job satisfaction. Job satisfaction has a very important meaning in providing a conducive situation in the company environment so that employee performance is more optimal. Thus, leadership training , promotions and job satisfaction have an influence on employee performance (Syahputra & Jufrizen, 2019) .

Job satisfaction is the feeling that every employee feels in carrying out all their work, where they feel happy about their work or unhappy with their work. Job satisfaction will be seen from the performance produced by each employee. Good performance indicates that a person is satisfied with their work (Tanjung, 2019) .

PT. Telkom Indonesia Medan Branch is a company engaged in services that facilitate telephone providers in Indonesia. Based on the author's initial observations at the PT office. Telkom Indonesia Medan Branch found There is still low employee performance in carrying out work, this can be seen from the presence of several employees who were unable to complete it right job Apart from that, there are several employees who often come No appropriate time. This causes work engagement to decrease because employees' work engagement with the organization is due to the lack of direct communication between employees and leaders and with co-workers. Furthermore, on work ability where there are still some employees who are less competent, this can be seen from the fact that there are still some employees who experience confusion in completing the work given by the leadership. Next on job satisfaction where there are some employees who are not satisfied with the results of their work because the results of the work carried out by employees are often not assessed well by the leadership and several other divisions .

Literature Review

The Effect of Work Relatedness on Employee Performance

Employee work engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. A sense of engagement is an attachment, involvement, commitment, desire to contribute, a sense of belonging, loyalty, and a sense of pride in one's work and organization (Macey & Schneider, 2015). Employee work engagement influences performance achievement which can be seen from the effectiveness of their work. Employee engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. Work engagement is one of the human capital factors that will lead to success if it can be managed consistently well.

This is in line with the results of previous research conducted by (Tanwar, 2017); (Dajani, 2015); (Pillay, 2018); (Ramadhan & Sembiring, 2014); (Handoyo & Setiawan, 2017); (Anitha, 2014); (Saxena & Srivastava, 2015) which concluded that employee work engagement has an influence on employee performance

The Effect of Work Ability on Performance Employee

This view regarding the relationship between employee work ability and performance can essentially be summarized in the statement "a happy worker is a productive worker". Leaders do a lot to make their workers feel happy in their work. Apart from that, there is quite clear evidence that employees who have high work ability have a lower rate of leaving an organization or company. The influence of employee work ability on employee turnover due to dissatisfaction is often associated with high levels of employee demands and complaints. On the other hand, a workforce that has high work ability will provide high productivity so that high performance can be achieved.

An organization or company basically wants to get good employee performance to achieve the set goals. The company must pay attention to the conditions of all its employees, including developing good work abilities for its employees. According to (Sutrisno, 2014), individual work performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation.

This research has been carried out by previous researchers, including research conducted by (Sembiring, Jufrizen, & Tanjung, 2021) ; (Arif, Maulana & Lesmana, 2020) ; (Maharani, Tanjung, & Pasaribu, 2022) that there is a positive influence between work ability and performance.

The Effect of Job Satisfaction on Employee Performance

Employee job satisfaction is an important issue to be considered in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. Workers with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression (Sutrisno, 2010) .

Job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, opportunities for salary increases, opportunities for promotion, awards, trips abroad, work relationships, etc. (Wijaya, 2018)

When employees feel very satisfied with their work, salary, co-workers, etc., they will perform optimally. When all aspects of job satisfaction related to employees can be fulfilled by the company, employees will optimize their work for the company

The results of research conducted by (Jufrizen, 2017) ; (Syahputra & Jufrizen, 2019) ; (Adhan, Jufrizen, Prayogi, & Siswadi, 2020) ; (Jufrizen & Hutasuhut, 2022) ; (Kartika & Jufrizen, 2022) ; (Nasution, Samboja, & Jufrizen, 2022) ; (Nurhasanah, Jufrizen, & Tupti, 2022) ; (Marbun & Jufrizen, 2022) ; (Jufrizen & Intan, 2021) concluded that job satisfaction influences employee performance

Effects of Work Relatedness Towards Job Satisfaction

According to (Kuntari, 2015), an engaged employee is someone who is physically, cognitively and emotionally attached to their work role. So employees who have high work engagement tend to focus on the work they are doing, feel that they are part of the team and part of the organization that participates in advancing the organization and are able to face work pressure and are able to face challenges at work (Federman, 2009)

Based on previous research conducted by Citradewi and Soebandono (2017), Rothmann (2008), Ogbuanya and Chukwuedo (2017) stated that work engagement influences job satisfaction.

The Influence of Work Ability on Job Satisfaction

The higher a miner's work ability, the higher his job satisfaction. Because they have high work abilities, it will make it easier for them to do their work, be able to complete work quickly, have the ability to master work and be able to solve problems that occur.

The results of this research are in line with previous research conducted by (Saleh, 2018) which proves that there is a positive and significant influence between work ability and job satisfaction.

The Effect of Work Relatedness on Performance Through Job Satisfaction

Employee work engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. A sense of engagement is an attachment, involvement, commitment, desire to contribute, a sense of belonging, loyalty, and a sense of

pride in one's work and organization (Macey & Schneider, 2015). Employee work engagement influences performance achievement which can be seen from the effectiveness of their work. Employee engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. Work engagement is one of the human capital factors that will lead to success if it can be managed consistently well

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An organization or company basically wants to get good employee performance to achieve the set goals. The company must pay attention to the conditions of all its employees, including developing good work abilities for its employees. According to (Sutrisno, 2014), individual work performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation

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From the description of the conceptual framework, the author created a conceptual framework image so that the influence of each independent variable on the dependent variable can be made clearer. The following is a schematic drawing of the conceptual framework:

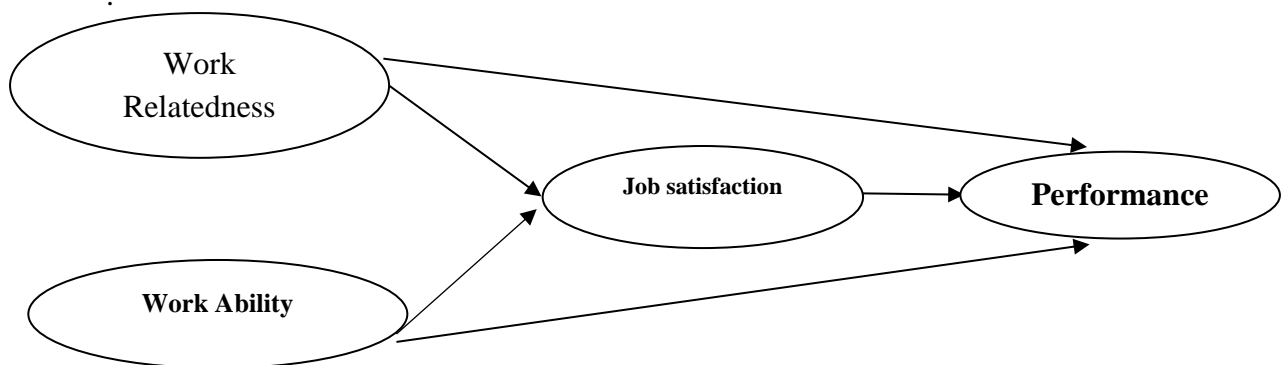


Figure 1. Conceptual Framework

Research Hypothesis

Based on the problem formulation and research objectives, the following hypothesis is concluded. Work relationships influence employee performance at PT. Telkom Indonesia Medan Branch . Work ability influences employee performance at PT. Telkom Indonesia Medan Branch . Job satisfaction influences employee performance at PT. Telkom Indonesia Medan Branch . Work relatedness influences job satisfaction at PT. Telkom Indonesia Medan Branch . Work ability influences job satisfaction at PT. Telkom Indonesia Medan Branch . Work relatedness influences employee performance, mediated by job satisfaction at PT. Telkom Indonesia Medan Branch . Work ability influences employee performance, mediated by job satisfaction at PT. Telkom Indonesia Medan Branch

Method

The research approach describes the type or form of research that underlies the research. The research approach used in this research is an associative approach. According to (Juliandi, Irfan, & Manurung, 2015) " an associative approach is an approach taken to determine the relationship or influence between two or more variables " . The population in this study were all employees at PT. Telkom Indonesia Medan Branch has 47 employees . Meanwhile, to determine the number/size of samples in this research using a saturated sample, all members of the population were used as a sample of 47 PT employees. Telkom Indonesia Medan Branch . The data analysis technique used in this research is quantitative data analysis, according to (Juliandi et al., 2015) "quantitative data analysis is data analysis of data that contains certain numbers or numbers." The data analysis techniques used in this research are outer model testing, inner model testing and hypothesis testing

Result and Discussion

Test Outer Model

Evaluation of the indicator measurement model includes checking individual item reliability, internal consistency or composite reliability, average variance extracted, and discriminant validity. The first three measurements are grouped into convergent validity. The outer model test begins by estimating or estimating parameters, namely by carrying out PLS algorithm calculations with the following results

Table 1. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work ability	0.521
Job satisfaction	0.508
Work Connectedness	0.701
Performance	0.674

Source: 2022 Data Processing Results

Based on the table 1 above, it is known that the AVE value for each variable is greater than 0.5. So it can be concluded that the variables or constructs used are valid.

Table 2. Discriminant Validity

	Work ability	Job satisfaction	Work Connectedness	Performance
X1.1	0.787	0.640	0.816	0.686
X1.2	0.790	0.664	0.892	0.716
X1.3	0.520	0.593	0.740	0.520
X1.4	0.820	0.773	0.877	0.829
X1.5	0.767	0.769	0.886	0.734
X1.6	0.781	0.627	0.801	0.703
X2.1	0.064	0.128	0.072	0.057
X2.2	0.165	0.017	0.116	0.104
X2.3	0.781	0.627	0.801	0.703
X2.4	0.769	0.589	0.775	0.604

X2.5	0.884	0.745	0.782	0.879
X2.6	0.846	0.619	0.670	0.816
X2.7	0.857	0.692	0.768	0.843
X2.8	0.842	0.715	0.693	0.821
Y1	0.842	0.715	0.693	0.821
Y2	0.565	0.786	0.559	0.718
Y3	0.884	0.745	0.782	0.879
Y4	0.846	0.619	0.670	0.816
Y5	0.857	0.692	0.768	0.843
Y6	0.829	0.707	0.832	0.870
Y7	0.712	0.771	0.662	0.848
Y8	0.601	0.772	0.524	0.760
Z10	0.175	0.063	0.137	0.089
Z3	0.640	0.752	0.635	0.670
Z4	0.538	0.784	0.568	0.631
Z5	0.565	0.786	0.559	0.718
Z6	0.706	0.743	0.677	0.703
Z7	0.798	0.939	0.824	0.826
Z8	0.650	0.905	0.698	0.757
Z9	0.082	0.087	0.048	0.058

Source: 2022 Data Processing Results

Based on table 2 above, it shows that the discriminant value validity or loading factors for each variable has a higher correlation with the variable compared to other variables. Likewise with the indicators for each variable. This shows that the placement of indicators on each variable is correct

Table 3. Composite Reliability Results

	Cronbach's Alpha	Composite Reliability
Work ability	0.831	0.876
Job satisfaction	0.813	0.867
Work Connectedness	0.914	0.933
Performance	0.930	0.943

Source: 2022 Data Processing Results

Based on table 3 above it can be seen that each research variable has a Ronbach's C value alpha and composite reliability > 0.60. Based on the results obtained, it can be stated that the variables used in the research are declared reliable

Structural Model Analysis (Inner Model)

F Test ²

Table 4. F-Square Value

Variable	F-Square
Work Engagement →Performance	0.118
Performance Work Ability→	1,920
Job satisfaction →Performance	0.787
Work Engagement →Job satisfaction	0.147
Work ability →Job satisfaction	0.089
Work Engagement →Performance through Job Satisfaction	0.556
Work ability →Performance through Job Satisfaction	0.249

The effect of work engagement (X1) on performance (Y) has an F2 value of 0.118, indicating that there is a large (good) effect. The effect of work ability (X2) on performance (Y) has an F2 value of 1.920, indicating that there is a large (good) effect. The influence of job satisfaction (Z) on performance (Y) has an F2 value of 0.787, indicating that there is a large (good) effect. The effect of work engagement (X1) on job satisfaction (Z) has an F2 value of 0.147, indicating that there is a large (good) effect. The effect of work ability (X2) on job satisfaction (Z) has an F2 value of 0.089, indicating that there is a large (good) effect. The effect of work engagement (X1) on performance (Y) through job satisfaction (Z) has an F2 value of 0.556, indicating that there is a large (good) effect. The influence of work ability (X2) on performance (Y) through job satisfaction (Z) has an F2 value of 0.429, indicating that there is a large (good) effect.

R Square Testing

Structural model analysis aims to analyze research hypotheses. There are at least two parts that need to be analyzed in this model, namely: the coefficient of determination (R-Square).

R-square is a measure of the proportion of variations in values that are influenced (endogenous) that can be explained by the variables that influence them (exogenous). This is useful for predicting whether the model is good/bad. The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad).

Table 5. R Square Test Results

	R Square	Adjusted R Square
Job satisfaction	0.691	0.677
Performance	0.938	0.934

Source: PLS 3.00

From table 5 above it is known that the influence of work engagement, work ability and job satisfaction on performance with an r-square value of 0.938 indicates that variations in performance values can be explained by variations in work engagement, work ability and job satisfaction values of 93.8% or in other words that The model is substantial (good), and 7.2% is influenced by other variables. Furthermore, it is known that the influence of work engagement, work ability on job satisfaction with an r-square value of 0.691 indicates that variations in job satisfaction values can be explained by variations in work engagement and work ability values of 69.1% or in other words that the model is substantial (good), and 30.9% is influenced by other variables

Hypothesis test

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses.

Direct Testing

The direct influence between the independent variable and the dependent variable in this research can be stated as follows:

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employability -> Job Satisfaction	0.373	0.387	0.148	2,523	0.012
Work Ability -> Performance	0.809	0.782	0.097	8,318	0,000
Job Satisfaction -> Performance	0.397	0.392	0.071	5,555	0,000
Job Relatedness -> Job Satisfaction	0.480	0.464	0.158	3,034	0.003
Work Linkage -> Performance	0.206	0.175	0.099	2,082	0.038

Based on Table 6 above, it can be stated that the hypothesis testing is as follows: The effect of work engagement on performance has a path coefficient of 0.206. This shows that the better the work engagement, the higher the employee performance at PT. Telkom Indonesia Medan Branch. This influence has a probability value (p-values) of 0.038 <0.05, meaning that work engagement has a significant effect on employee performance at PT. Telkom Indonesia Medan Branch

The effect of work ability on performance has a path coefficient of 0.809. This shows that the better the work ability, the higher the employee performance at PT. Telkom Indonesia Medan Branch. This influence has a probability value (p-values) of 0.000 <0.05, meaning that work ability has a significant effect on employee performance at PT. Telkom Indonesia Medan Branch

The effect of job satisfaction on performance has a path coefficient of 0.397. This shows that the better the job satisfaction, the higher the employee performance at PT. Telkom Indonesia Medan Branch. This influence has a probability value (p-values) of 0.000 <0.05, meaning that job satisfaction has a significant effect on employee performance at PT. Telkom Indonesia Medan Branch

The effect of work engagement on job satisfaction has a path coefficient of 0.480. This shows that the better the work engagement, the higher the job satisfaction at PT. Telkom Indonesia Medan Branch. This influence has a probability value (p-values) of 0.003 <0.05, meaning that work engagement has a significant effect on job satisfaction at PT. Telkom Indonesia Medan Branch

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Indirect Testing

The indirect influence between the independent variable and the dependent variable in this research can be stated as follows:

Table 7. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Ability -> Job Satisfaction -> Performance	0.148	0.152	0.065	2,287	0.023
Job Relatedness -> Job Satisfaction -> Performance	0.190	0.183	0.076	2,504	0.013

Source: PLS 3.00

Based on Table 6 above, it can be stated that the hypothesis testing is as follows: The effect of work engagement on performance through satisfaction Work has a path coefficient of 0.190. This influence has a probability value (p-values) of 0.013 <0.05, meaning it can be concluded that work engagement has a significant effect on employee performance through satisfaction. Work employees at PT. Telkom Indonesia Medan Branch

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Discussion

The Effect of Work Relatedness on Employee Performance

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The Effect of Work Relatedness on Performance Through Job Satisfaction

The effect of work engagement on performance through satisfaction Work has a path coefficient of 0.190. This influence has a probability value (p-values) of $0.013 < 0.05$, meaning it can be concluded that work engagement has a significant effect on employee performance through satisfaction. Work employees at PT. Telkom Indonesia Medan Branch

Employee work engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. A sense of engagement is an attachment, involvement, commitment, desire to contribute, a sense of belonging, loyalty, and a sense of pride in one's work and organization (Macey & Schneider, 2015). Employee work engagement influences performance achievement which can be seen from the effectiveness of their work. Employee engagement with an organization is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged with the organization. Work engagement is one of the human capital factors that will lead to success if it can be managed consistently well

According to (Kuntari, 2015), an engaged employee is someone who is physically, cognitively and emotionally attached to their work role. So employees who have high work engagement tend to focus on the work they are doing, feel that they are part of the team and part of the organization that participates in advancing the organization and are able to face work pressure and are able to face challenges at work (Federman, 2009)

The Influence of Work Ability on Employee Performance Through Job Satisfaction

The influence of work ability on performance through satisfaction Work has a path coefficient of 0.148. This influence has a probability value (p-values) of $0.023 < 0.05$, meaning it can be concluded that work ability has a significant effect on employee performance through satisfaction. Work employees at PT. Telkom Indonesia Medan Branch

An organization or company basically wants to get good employee performance to achieve the set goals. The company must pay attention to the conditions of all its employees,

including developing good work abilities for its employees. According to (Sutrisno, 2014), individual work performance is a combination of three factors, namely; a worker's abilities, temperament and interests; clarity and acceptance of the explanation of a worker's role; level of work motivation

The higher a miner's work ability, the higher his job satisfaction. Because they have high work abilities, it will make it easier for them to do their work, be able to complete work quickly, have the ability to master the work and be able to solve problems that occur.

Conclusion

Based on the research results and discussions that have been presented previously, conclusions can be drawn from research regarding the influence of work engagement and work ability on employee performance is mediated by job satisfaction at PT. Telkom Indonesia Medan Branch. Work engagement directly influences employee performance. Work ability directly influences employee performance. Job satisfaction directly influences employee performance. Work engagement directly influences job satisfaction. Work ability directly influences job satisfaction. Indirectly, work engagement influences employee performance through job satisfaction. Indirectly, work ability influences employee performance through job satisfaction

Suggestion

Based on the conclusions above, suggestions that can be given in this research include: from work engagement, it is hoped that leaders will form employees' motivation or enthusiasm so that they can get employees' passion for work so as to improve employee performance. Looking at employee abilities, it is hoped that employees will continue to improve their knowledge and abilities in order to improve employee performance. Looking at job satisfaction, it is hoped that employees will form satisfaction at work in order to improve employee performance

Research Limitations

This research has been attempted and carried out in accordance with scientific procedures, however it still has limitations, namely: In terms of factors influencing employee performance, only work engagement, work ability and job satisfaction. Meanwhile, there are still many factors that influence employee performance. There are limitations to this research in obtaining samples, only using 47 people as samples, whereas there are still many at PT. Telkom Indonesia Medan Branch

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