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The Effect of Servant Leadership, Employee Empowerment, Compensation and Workload on Organizational Performance with Employee Engagement as A Mediating Variable (A Case Study of The Local Government of Sungai Penuh City)

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Abstract: This study aims to analyze the effect of servant leadership, employee empowerment, compensation, and workload on organizational performance, with employee engagement as a mediating variable, in the Local Government of Sungai Penuh City. The study employed a quantitative approach with an explanatory survey design. Data were collected through a five-point Likert-scale questionnaire administered to 250 civil servant (ASN) respondents, selected using proportionate stratified random sampling across the regional apparatus organizations within the Sungai Penuh City Government. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the SmartPLS 4 software. The results show that servant leadership, employee empowerment, and compensation have a positive and significant effect on employee engagement, whereas workload has a negative and significant effect on employee engagement. Employee engagement has a positive and significant effect on organizational performance. Servant leadership and employee empowerment have a direct, positive, and significant effect on organizational performance, workload has a significant negative direct effect, while compensation has no significant direct effect on organizational performance. Employee engagement is shown to mediate the effect of all four exogenous variables on organizational performance, with full mediation on the compensation path and partial mediation on the servant leadership, employee empowerment, and workload paths. These findings imply that improving the organizational performance of local government requires strengthening servant leadership, empowering employees, establishing a fair compensation system, and managing workload proportionally in order to foster employee engagement.

Keyword: Servant Leadership, Employee Empowerment, Compensation, Workload, Employee Engagement, Organizational Performance.

INTRODUCTION

The organizational performance of the public sector has become a central focus in the bureaucratic reform agenda in Indonesia. Local governments are required not only to be administratively accountable but also to deliver high-quality, responsive, and outcome-oriented public services. The assessment of the Government Agency Performance Accountability System (SAKIP) and the bureaucratic reform index positions organizational performance as a key indicator of successful local governance. In this context, the quality of the apparatus's human resources becomes a fundamental determinant, because organizational performance is essentially an aggregation of the performance, behavior, and engagement of the employees within it (Bakker & Demerouti, 2017).

As an autonomous region resulting from the division of Kerinci Regency in Jambi Province, the Sungai Penuh City Government faces the classic challenges of local bureaucracy: limitations in the number and competence of its apparatus, an uneven distribution of workload across regional apparatus organizations, a compensation system based on employee additional income (TPP) that is not yet fully perceived as fair, and a leadership pattern that still tends to be hierarchical and bureaucratic. These phenomena have the potential to reduce employee engagement, which in turn weakens the attainment of organizational performance, as reflected in a number of key performance indicators of the regional apparatus that remain suboptimal.

Servant leadership is a leadership style that places the interests, growth, and well-being of subordinates as the top priority (Greenleaf, 1977; Liden et al., 2008). In public organizations, servant leadership is regarded as highly relevant because it aligns with the ethos of public service. A number of studies have shown that servant leadership contributes positively to work engagement and performance (Eva et al., 2019; Kaltiainen & Hakanen, 2022). Employee empowerment provides employees with psychological and structural latitude to make decisions, thereby fostering a sense of meaning, competence, and impact (Spreitzer, 1995). Fair and adequate compensation is a form of organizational reward that strengthens employee motivation and engagement (Simamora, 2015), while excessive workload constitutes a job demand that drains energy and reduces engagement (Bakker & Demerouti, 2017; Tarwaka, 2015).

Employee engagement is defined as a positive and fulfilling work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees work with full energy, dedication, and immersion in their work, thereby making an optimal contribution to the achievement of organizational goals. The Job Demands–Resources (JD-R) framework explains that job resources (supportive leadership, empowerment, rewards) enhance engagement through a motivational process, whereas excessive job demands (workload) trigger an energy-depletion process that reduces engagement and performance (Bakker & Demerouti, 2017).

The novelty of this study lies in the simultaneous testing of four antecedents of engagement that represent the dimensions of leadership (servant leadership), organizational design (empowerment), reward systems (compensation), and job demands (workload) within a single integrated structural model, in the context of a small-city local government outside Java, which remains rarely studied. In addition, this study examines the dual role of employee engagement as a mediating mechanism while comparing the strength of the direct and indirect paths of each exogenous variable on organizational performance. Based on this discussion, the objectives of this study are: (1) to analyze the effect of servant leadership, employee empowerment, compensation, and workload on employee engagement; (2) to analyze the effect of these four variables and of employee engagement on organizational performance; and (3) to examine the mediating role of employee engagement in the Local Government of Sungai Penuh City.

Literature Review and Hypothesis Development

1. Organizational Performance

Organizational performance is a depiction of the level of achievement in carrying out tasks to realize the targets, objectives, vision, and mission of an organization (Mahsun, 2016). In public sector organizations, organizational performance is measured not solely from the financial aspect but from the effectiveness of achieving strategic targets, the quality of public services, the efficiency of resource use, accountability, and responsiveness to community needs (Moeheriono, 2014). In this study, organizational performance is measured through the following indicators: (1) achievement of performance targets and objectives; (2) quality of public services; (3) efficiency of resource use; (4) accountability of program implementation; and (5) organizational responsiveness.

2. Servant Leadership

Servant leadership is a leadership approach that begins with a genuine desire to serve, which then leads a person to the aspiration to lead (Greenleaf, 1977). Liden et al. (2008) operationalized servant leadership into seven dimensions: emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically. Servant leaders build a climate of trust, fairness, and support that constitutes an important job resource for the growth of employee work engagement (Eva et al., 2019).

3. Employee Empowerment

Employee empowerment is understood from two perspectives: the structural perspective, namely the delegation of authority and access to information and resources; and the psychological perspective, namely an intrinsic motivational state reflected in four cognitions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Empowered employees feel that their work is meaningful, are confident in their abilities, possess autonomy, and perceive the impact of their contribution, and are therefore more willing to invest physical, cognitive, and emotional energy in their work (Kahn, 1990).

4. Compensation

Compensation is any form of financial or non-financial reward received by employees in return for their contribution to the organization (Simamora, 2015). In the context of civil servants (ASN), compensation includes salary, performance allowances/employee additional income (TPP), incentives, and non-financial rewards. Equity theory explains that the perception of compensation fairness—whether internal, external, or procedural fairness—determines employees' work attitudes and behavior (Adams, 1965, in Robbins & Judge, 2017). The compensation indicators in this study include salary adequacy, fairness of allowances/TPP, the alignment of incentives with task load, and non-financial rewards.

5. Workload

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a given period (Tarwaka, 2015). A workload that exceeds an employee's capacity (work overload) causes physical and mental fatigue, role conflict, and time pressure. Within the JD-R framework, workload is a job demand that, through the health-impairment process, drains employees' energy and reduces work engagement and performance (Bakker & Demerouti, 2017). Workload indicators include the targets to be achieved, working conditions, the use of working time, and work standards (Koesomowidjojo, 2017).

6. Employee Engagement

Employee engagement is a positive work-related mental state characterized by vigor (high spirit and energy), dedication (dedication, enthusiasm, and pride), and absorption (full concentration and immersion in work) (Schaufeli et al., 2002). Engaged employees

demonstrate initiative, proactivity, and a willingness to exert discretionary effort that goes beyond the formal demands of the job, thereby becoming a primary driver of both individual and organizational performance (Schaufeli & Bakker, 2004).

7. Hypothesis Development

Servant leadership provides emotional support, development, and ethical role-modeling that employees perceive as job resources, thereby enhancing engagement (Eva et al., 2019; Kaltainen & Hakanen, 2022). Psychological empowerment fosters meaning and autonomy, which are psychological conditions that drive engagement (Kahn, 1990; Spreitzer, 1995). Fair compensation is perceived as a form of organizational reward and support that strengthens engagement (Saks, 2006). Conversely, excessive workload drains energy and reduces engagement (Bakker & Demerouti, 2017). Furthermore, engaged employees contribute to the achievement of organizational targets (Harter et al., 2002). The four exogenous variables are also presumed to have a direct effect on organizational performance, with employee engagement acting as a mediating mechanism that transmits this effect. Based on the discussion above, the research hypotheses are formulated as follows:

- a) H1: Servant leadership has a positive and significant effect on employee engagement.
- b) H2: Employee empowerment has a positive and significant effect on employee engagement.
- c) H3: Compensation has a positive and significant effect on employee engagement.
- d) H4: Workload has a negative and significant effect on employee engagement.
- e) H5: Employee engagement has a positive and significant effect on organizational performance.
- f) H6: Servant leadership has a positive and significant effect on organizational performance.
- g) H7: Employee empowerment has a positive and significant effect on organizational performance.
- h) H8: Compensation has a positive and significant effect on organizational performance.
- i) H9: Workload has a negative and significant effect on organizational performance.
- j) H10: Employee engagement mediates the effect of servant leadership on organizational performance.
- k) H11: Employee engagement mediates the effect of employee empowerment on organizational performance.
- l) H12: Employee engagement mediates the effect of compensation on organizational performance.
- m) H13: Employee engagement mediates the effect of workload on organizational performance.

METHOD

This study uses a quantitative approach with an explanatory survey design that aims to explain causal relationships among variables through hypothesis testing (Sugiyono, 2019). The study population comprises all civil servants (ASN) in the regional apparatus organizations within the Sungai Penuh City Government. The sample was set at 250 respondents, determined using the proportionate stratified random sampling technique, with strata based on regional apparatus (the regional secretariat, agencies, boards, and sub-districts) so that each work unit is proportionally represented. This sample size satisfies the SEM-PLS rule that recommends a minimum of ten times the largest number of structural paths pointing to a single construct (Hair et al., 2022), and it meets the statistical power adequacy of above 0.80 at a 5% significance level.

Primary data were collected through a closed questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Servant leadership was measured using

seven indicators adapted from Liden et al. (2008); employee empowerment using four psychological empowerment indicators from Spreitzer (1995); compensation using four indicators from Simamora (2015); workload using four indicators from Koesomowidjojo (2017); employee engagement using three dimensions (vigor, dedication, absorption) operationalized in the six items of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006); and organizational performance using five indicators adapted from Mahsun (2016) and Moeheriono (2014).

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the SmartPLS 4 software. SEM-PLS was chosen because it is prediction-oriented, capable of handling complex models with mediating variables, and does not require the assumption of multivariate normality (Hair et al., 2019). Model evaluation was conducted in two stages: (1) evaluation of the measurement model (outer model), comprising convergent validity (outer loading ≥ 0.70 ; AVE ≥ 0.50), discriminant validity (the Fornell-Larcker criterion and HTMT < 0.90), and reliability (Cronbach's alpha and composite reliability ≥ 0.70); and (2) evaluation of the structural model (inner model), comprising the coefficient of determination (R^2), predictive relevance (Q^2), and significance testing of the path coefficients through a bootstrapping procedure with 5,000 subsamples. Mediation testing followed the procedure of Hair et al. (2022) by examining the significance of the specific indirect effect and comparing it with the direct effect to determine the type of mediation.

RESULT AND DISCUSSION

Respondent Characteristics

Of the 250 questionnaires distributed, all were returned and deemed suitable for analysis (a 100% response rate). The respondent characteristics are presented in Table 1.

Table 1. Respondent Characteristics (n = 250)

Characteristic	Category	Frequency	Percentage
Gender	Male	138	55.2%
	Female	112	44.8%
Age	≤ 30 years	47	18.8%
	31–40 years	104	41.6%
	41–50 years	72	28.8%
	> 50 years	27	10.8%
Education	Senior High/Diploma	41	16.4%
	Bachelor's (S1)	172	68.8%
	Master's (S2)	37	14.8%
Tenure	≤ 5 years	39	15.6%
	6–10 years	78	31.2%
	11–20 years	96	38.4%
	> 20 years	37	14.8%

Source: Processed primary data (2026)

The majority of respondents are aged 31–40 years (41.6%), hold a bachelor's degree (68.8%), and have a tenure of 11–20 years (38.4%), indicating that the respondents are of a productive age with sufficient bureaucratic experience to assess the research variables.

Measurement Model Evaluation (Outer Model)

The results of the PLS algorithm estimation show that all indicators have an outer loading value above 0.70 (ranging from 0.712 to 0.891), so all indicators were retained. The results of the convergent validity and construct reliability tests are presented in Table 2.

Table 2. Convergent Validity and Construct Reliability

Construct	Loading Range	Cronbach's Alpha	Composite Reliability	AVE
Servant Leadership (SL)	0.724–0.856	0.896	0.919	0.618
Employee Empowerment (EE)	0.768–0.872	0.853	0.901	0.654
Compensation (C)	0.776–0.884	0.861	0.906	0.671
Workload (WL)	0.742–0.861	0.838	0.891	0.637
Employee Engagement (EG)	0.758–0.879	0.892	0.918	0.662
Organizational Performance (OP)	0.712–0.891	0.884	0.915	0.645

Source: SmartPLS 4 output (2026)

All constructs have an AVE value above 0.50, so convergent validity is met, and the Cronbach's alpha and composite reliability values are above 0.70, indicating good construct reliability (Hair et al., 2022). Discriminant validity was tested using the Fornell-Larcker criterion, as shown in Table 3.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Construct	WL	EG	C	OP	EE	SL
WL	0.798					
EG	-0.486	0.814				
C	0.312	0.541	0.819			
OP	-0.464	0.672	0.498	0.803		
EE	0.287	0.584	0.476	0.567	0.809	
SL	0.254	0.612	0.452	0.591	0.538	0.786

Source: SmartPLS 4 output (2026)

The square root of the AVE of each construct (the diagonal values) is greater than the inter-construct correlations in the same column and row, and all HTMT values are below 0.90 (ranging from 0.318 to 0.742), so discriminant validity is met.

Structural Model Evaluation (Inner Model)

The R^2 value of employee engagement of 0.684 indicates that 68.4% of the variation in employee engagement is explained by servant leadership, employee empowerment, compensation, and workload (a moderate-to-strong category). The R^2 value of organizational performance of 0.726 indicates that 72.6% of the variation in organizational performance is explained by the model (a strong category). The Q^2 values from the blindfolding procedure are 0.412 (EG) and 0.448 (OP), respectively, both greater than zero, so the model has good predictive relevance. The SRMR value of 0.067 (< 0.08) and the NFI value of 0.912 indicate an adequate model fit. The results of the direct-effect hypothesis testing through bootstrapping with 5,000 subsamples are presented in Table 4.

Table 4. Results of Direct-Effect Hypothesis Testing

Hypothesis	Path	Coefficient (B)	T-Statistic	P-Value	Decision
H1	SL → EG	0.297	4.512	0.000	Accepted
H2	EE → EG	0.246	3.874	0.000	Accepted
H3	C → EG	0.218	3.156	0.002	Accepted
H4	WL → EG	-0.184	2.842	0.005	Accepted
H5	EG → OP	0.342	5.236	0.000	Accepted
H6	SL → OP	0.215	3.118	0.002	Accepted
H7	EE → OP	0.187	2.764	0.006	Accepted
H8	C → OP	0.124	1.823	0.069	Rejected
H9	WL → OP	-0.142	2.218	0.027	Accepted

Source: SmartPLS 4 output (2026)

The results of testing the mediating role of employee engagement through examination of the specific indirect effect are presented in Table 5.

Table 5. Results of Indirect-Effect (Mediation) Testing

Hypothesis	Path	Indirect Effect	T-Statistic	P-Value	Mediation Type
H10	SL → EG → OP	0.102	3.421	0.001	Partial mediation
H11	EE → EG → OP	0.084	3.012	0.003	Partial mediation
H12	C → EG → OP	0.075	2.687	0.007	Full mediation
H13	WL → EG → OP	-0.063	2.431	0.015	Partial mediation

Source: SmartPLS 4 output (2026)

All indirect effects are significant at the 5% level, so H10–H13 are accepted. Because the direct effects of SL, EE, and WL on OP are also significant, employee engagement acts as a partial mediator (complementary partial mediation) on these three paths. Conversely, the direct effect of compensation on organizational performance is not significant while its indirect effect is significant, so employee engagement acts as a full mediator (full mediation) on the compensation path.

Discussion

First, servant leadership is shown to have a positive and significant effect on employee engagement ($\beta = 0.297$; $p < 0.05$) and is the strongest antecedent among the four exogenous variables. This finding affirms that regional apparatus leaders who place the needs and development of employees as a priority, provide emotional support, and demonstrate ethical role-modeling succeed in fostering employees' spirit, dedication, and full involvement in their work. This result is consistent with the meta-analysis of Eva et al. (2019) and the study by Kaltiainen and Hakanen (2022), which found servant leadership to be a strong predictor of work engagement, and it reinforces the relevance of the servant leadership style in a bureaucracy whose fundamental ethos is public service.

Second, employee empowerment has a positive and significant effect on employee engagement ($\beta = 0.246$; $p < 0.05$). Employees who are given the latitude to make decisions, who perceive the meaningfulness of their tasks, and who are aware of the impact of their contribution exhibit higher work engagement. This finding is in line with Spreitzer's (1995) theory of psychological empowerment and Kahn's (1990) framework of psychological conditions, which hold that meaningfulness and autonomy are prerequisites for personal engagement. Third, compensation has a positive and significant effect on employee engagement ($\beta = 0.218$; $p < 0.05$); the perception of fairness regarding salary, TPP, and incentives is interpreted by employees as a form of organizational reward and support that is reciprocated with engagement, as explained by the social exchange perspective (Saks, 2006).

Fourth, workload has a negative and significant effect on employee engagement ($\beta = -0.184$; $p < 0.05$) and on organizational performance ($\beta = -0.142$; $p < 0.05$). A disproportionate distribution of tasks, targets that exceed capacity, and time pressure drain employees' physical and psychological energy, thereby reducing vigor and dedication. This finding confirms the health-impairment process in the JD-R model (Bakker & Demerouti, 2017). Fifth, employee engagement has a positive and significant effect on organizational performance ($\beta = 0.342$; $p < 0.05$) and is the strongest predictor in the model, consistent with the finding of Harter et al. (2002) that work units with high engagement produce better performance and productivity.

An interesting finding is the non-significance of the direct effect of compensation on organizational performance ($\beta = 0.124$; $p > 0.05$), even though its indirect effect through employee engagement is significant. This indicates that compensation does not automatically improve organizational performance; compensation affects performance only when it first

succeeds in fostering work engagement (full mediation). In the context of civil servants, whose salary structure is relatively standardized, compensation appears to function as a hygiene factor as well as a signal of reward whose effect on performance is indirect, operating through a motivational mechanism. Meanwhile, the partial mediation on the servant leadership, empowerment, and workload paths indicates that these three variables influence organizational performance both directly through improvements in work processes, decision-making, and organizational capacity and indirectly through increased employee engagement.

Theoretically, these findings enrich the application of the JD-R model to public sector organizations by demonstrating that job resources (servant leadership, empowerment, compensation) and job demand (workload) operate through the motivational pathway of employee engagement in shaping organizational performance. Practically, the Sungai Penuh City Government needs to: (1) develop the servant leadership capacity of structural officials through leadership training and assessment of serving behavior; (2) expand the delegation of authority and the space for employee innovation; (3) refine the performance-based TPP scheme so that it is perceived as fair and transparent; and (4) conduct periodic workload analysis (ABK) to balance the distribution of tasks among employees and across regional apparatus organizations.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that servant leadership, employee empowerment, and compensation have a positive and significant effect on employee engagement, whereas workload has a negative and significant effect on the employee engagement of Sungai Penuh City Government employees. Employee engagement has a positive and significant effect on organizational performance and is the strongest predictor in the model. Servant leadership and employee empowerment have a direct, positive, and significant effect on organizational performance, workload has a direct, negative, and significant effect, while compensation has no significant direct effect. Employee engagement is shown to mediate the effect of all four exogenous variables on organizational performance: full mediation on the compensation path and partial mediation on the servant leadership, employee empowerment, and workload paths.

The limitations of this study include the cross-sectional design, which constrains strong causal inference; the use of perceptual data from a single source, which has the potential to introduce common method bias; and the coverage of a single local government, which limits generalizability. Future research is advised to use a longitudinal or multi-source design (for example, combining employee perceptions with objective SAKIP/LAKIP performance data), to expand the coverage to several local governments for comparative analysis, and to add moderating variables such as organizational culture, public service motivation, or organizational support.

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