

The Effect of Artificial Intelligence, Transformational Leadership Style, Competence and Work Environment on Burnout, Job Satisfaction and Performance of Ship's Crew Employees Moderated by Company Value in Shipping Companies in South Kalimantan

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ABSTRACT

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Introduction: The shipping industry in South Kalimantan faces various challenges related to employee performance, job satisfaction, and burnout. Understanding the factors that influence these aspects is essential for improving the overall effectiveness of shipping companies.

Objectives: The purpose of this study is to analyse the influence of artificial intelligence, transformational leadership, competency, and work environment on burnout, job satisfaction, and performance of ship crew employees. Additionally, this study examines the moderating effect of company value on the relationship between burnout, job satisfaction, and employee performance in shipping companies in South Kalimantan.

Methods: The population in this study consisted of 10 shipping companies, with a total sampling method yielding 331 respondents. Data was collected and analysed using Structural Equation Modelling (SEM) with AMOS 26.

Results: The findings indicate that artificial intelligence and competency do not have a significant effect on burnout, and the work environment does not significantly affect crew member performance. However, significant effects were found in several relationships: artificial intelligence positively influences job satisfaction and employee performance; transformational leadership significantly affects burnout, job satisfaction, and crew member performance; competency influences job satisfaction and crew member performance; and the work environment significantly affects burnout and job satisfaction. Additionally, burnout and job satisfaction significantly impact the performance of crew members. Furthermore, company value strengthens the relationship between burnout and employee performance, as well as the relationship between job satisfaction and employee performance.

Conclusions: This study provides valuable insights into the role of artificial intelligence, leadership, competency, and work environment in shaping job satisfaction, burnout, and performance in the shipping industry. The findings highlight the importance of company value as a moderating factor in improving employee performance. These results can serve as a reference for shipping companies in South Kalimantan to develop strategies that enhance job satisfaction and performance while mitigating burnout.

Keywords: Artificial Intelligence, Transformational Leadership, Competence, Work Environment, Burnout, Job Satisfaction, Employee Performance of Crew Members, Company Value.

INTRODUCTION

Indonesia is the largest archipelagic country in the world that has the potential to become the World Maritime Axis. One of the crucial sectors related to the keywords of waters or maritime is the shipping sector. The field of shipping activities is also very broad, including shipping of goods, postal services, signalling services, coast guard, hydrography and others. Indonesia is ranked 9th below Canada, Australia, Russia, the United States, Germany, Greece, France and Italy. This proves that shipping in Indonesia is a potential sector in supporting economic, social and political activities in Indonesia. The development of the shipping industry in Indonesia can be seen from the activities of loading and unloading goods. From the large volume and commodities that can be distributed through shipping lanes, it can be concluded that Indonesian shipping is a sector that needs attention because of the large potential if this sector can be managed optimally.

South Kalimantan Province is an archipelago characterized by a large number of river systems flowing from the interior to the ocean. In this area, shipping is also one of the business and industrial sectors that has high complexity, especially in South Kalimantan which has great maritime potential. The shipping industry in this region covers various aspects, including ship operating activities, which require skilled and competent workers to carry out operations properly, including monitoring the performance of the ship's crew. To realize the success of a company, a media or tool is needed that can create success. Of course, in the process of achieving the desired goals, it is very dependent and will never be separated from the performance of ship employees who are involved in the field. Ship's Crew (ABK) or Ship's Crew are all people who work on the ship, who are tasked with operating and maintaining and guarding the ship and its cargo. This Ship's Crew consists of several parts, and each has its own duties and responsibilities. The ship's crew (ABK) is an important element in the success of ship operations; therefore, shipping companies must be able to monitor the performance of ABK effectively and efficiently.

In the facts that occur in the field, although a systematic workflow has been prepared through the company's SOP (Standard Operating Procedure), in realizing work targets that combine elements of work effectiveness and efficiency, the reality is that it does not always reach a level that is considered good or successful. This is a phenomenon in the shipping world, where almost all shipping companies in Indonesia have the same problem in controlling and monitoring the performance of ABK employees.

The purpose of this study is to prove and analysed the performance of the crew of a shipping company in South Kalimantan regarding the influence of artificial intelligence on burnout. The influence of artificial intelligence on job satisfaction. The influence of artificial intelligence on employee performance. The influence of transformational leadership style on burnout. ix the influence of transformational leadership style on job satisfaction. The influence of transformational leadership style on employee performance. The influence of competence on burnout. The influence of competence on job satisfaction. The influence of competence on employee performance. Significant influence of work environment on burnout. The influence of work environment on job satisfaction. The influence of work environment on employee performance. The influence of burnout on employee performance. The influence of job satisfaction on employee performance. The influence of company value in strengthening the relationship between burnout and employee performance. Significant influence of company value in strengthening the relationship between job satisfaction and employee performance.

LITERATURE REVIEW

Artificial Intelligence (X1)

Artificial intelligence is a technology in the form of a machine that can imitate human behaviour. "Artificial intelligence, better known as AI, is human intelligence exhibited by machines" (Siau & Yang, 2017). This means that artificial intelligence tools are being developed to imitate intelligent human actions such as visual perception, speech recognition, or even telephone conversations (such as chatbots driven by artificial intelligence). Artificial intelligence is one of the most innovative technologies emerging in the HR field, and it can be very effective and useful.

Based on Huang & Rust (2018), there are four types of intelligence indicators in supporting artificial intelligence, namely:

1. Mechanical Intelligence
2. Analytical Intelligence
3. Intuitive Intelligence
4. Four intelligences

Transformational Leadership Style (X2)

Bass & Riggio (2006:4) stated that transformational leadership style is a leadership style of a leader towards his subordinates to commit to the vision and goals of the organization, encourage them to solve problems innovatively, and develop leadership capacity through coaching, mentoring, and providing challenges and support. On the other hand, based on Rothwell, Stavros, and Sullivan (2016:95) Transformational leadership is "A style of leadership that transforms followers to rise above their self-interest and challenges them to collective goals".

Transformational leadership has four indicators, the four indicators in transformational leadership specifically according to a summary of research conducted by Pamungkas et al (2019) which is referenced based on Bass & Riggio (2006) can be explained as follows:

1. Charisma
2. Inspirational
3. Intellectual stimulation
4. Individualized Attention

Competence (X3)

In simple terms, competence can be interpreted as personal ability to work based on skills and knowledge possessed (Ratih, 2023). Wibowo (2019; 324) also stated that competence is an ability to carry out or do a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is most important as the superiority of the field.

Edison, Anwar & Komariyah (2017:143) explain that to fulfil the competency elements, an employee or worker must fulfill the following elements:

1. Knowledge
2. Skill
3. Mastery
4. Professionalism
5. Experience

Work Environment (X4)

Riyadi (2019) stated that the work environment is part of the organizational environment that is designed in relation to several jobs in the organization to create a conducive atmosphere for workers. The work environment in question includes something that is around employees that influences them in carrying out the obligations that have been given to them, such as air conditioning, good lighting and others (Darmadi, 2020:242). The work environment also includes all the equipment and tools faced, the surrounding environment when someone works, their work methods, and the organization of work,

whether carried out by one person or more than one person (Adha, Qomariah, & Hafidzi, 2019:50). Riyadi (2019) describes the things included in the employee work environment as follows:

1. Equipment and facilities
2. Working atmosphere
3. Workplace environment

Burnout (Z1)

Burnout is a disorder caused by a person's exhaustion of work and client-related mental stress accompanied by symptoms of emotional, physical, and mental disorders (Nodoushan et al., 2021). Burnout has been defined because of intense physical, affective, and cognitive tension and disengagement from work as an emotional, cognitive, and behavioral rejection of work. Burnout causes a person to become disoriented and unable to meet the demands of their job (Luthans, 2011).

Work fatigue or burnout refers to stress on work that occurs continuously and repeatedly. Adi et al., (2018) explained that stress at work is caused by imbalances and problems that occur in the following indicators:

1. Job task demands
2. Role conflict
3. Conflict of ambiguity
4. Career development
5. Work relationship

Job Satisfaction (Z2)

According to Riyadi (2019) Satisfaction is defined as positive feedback on a worker's work while also being an evaluation result of their characteristics. In Indrasari, (2017: 38) job satisfaction is defined as a positive feeling about a person's work which is the result of an evaluation of their characteristics. A person who has a high level of job satisfaction will have positive feelings about their work. Conversely, someone who has low job satisfaction will have negative feelings about their work. Job satisfaction is an important thing that individuals have in working where this indicator or variable is a point that determines the impact on retention, productivity, and employee turnover. The greater the sense of satisfaction with the job, the more it determines the length of time employees stay in the company.

Luthans (2006: 244-245) which is also stated in Riyadi (2019) states that there are several indicators that influence the variables of job satisfaction. This can be explained as follows:

1. Job factors
2. Promotion
3. Supervision

Employee Performance (Y)

In a research article conducted by Maskurochman (2020), the definition of performance from the book by Bernardin & Russel (2003:239) is stated, namely the work results that can be achieved by individuals or groups of people in an organization according to the authority and responsibility of each individual to achieve organizational goals. Performance according to Asnawi (2019:18) is defined as the extent to which a person can carry out their responsibilities and duties in a job. "Employee performance is usually based on the employee's knowledge, skills, expertise and behavior necessary to perform the job" (Pawirosumarto et. al. 2017). This is because most organizations place great emphasis on employee work performance because it is an important element in achieving sustainable competitive advantage.

Bernardin and Russell (2003:239) stated that there are factors or indicators that influence the performance of an employee, including quality, quantity, punctuality, effectiveness, independence, and organizational commitment. Some of these indicators are also explained in Mathis and Jackson (2006:378) who noted that there are several indicators of employee performance that can be described simply as follows:

1. Quality

2. Quantity
3. Timeliness
4. Independence
5. Organizational Commitment

Company Value (M)

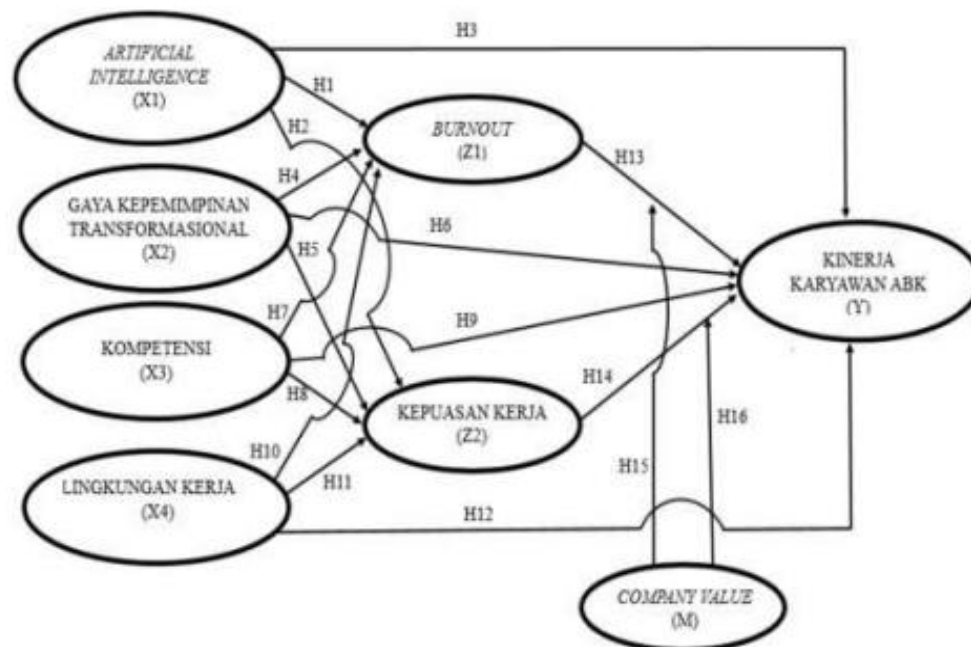
Every company that is built always has a goal to be achieved. Building and maintaining a company to remain standing strong as the goal is certainly not an easy thing. There needs to be added value that can make the company maintain its existence. Company values can be defined, in the classical sense, as beliefs that help companies make choices between available means and goals (Thomsen, 2004)

Company value is technically used as a weight given by the company's decision makers to alternative goals when making decisions. According to Hery (2017:5), company value is a specific condition achieved by a company as a form of public trust for the company through a process of activities for several years since the company was founded until now.

1. Integrity
2. Meritocracy
3. Openness
4. Respect
5. Excellence

RESEARCH METHOD

This type of research is quantitative. The total population in this study was 1,911 people, the total of which was mapped from several types of transport fleet, with a total sample of 331 respondents from 10 shipping companies operating in South Kalimantan. The data source used is primary data in the form of questionnaire answers. In this research, data processing and analysis was carried out using the SEM AMOS version 26 program.



- Hypothesis 1: Artificial intelligence has a significant effect on burnout in shipping companies in South Kalimantan.
- Hypothesis 2: Artificial intelligence has a significant effect on job satisfaction in shipping companies in South Kalimantan.
- Hypothesis 3: Artificial intelligence has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan.

- Hypothesis 4: Transformational leadership style has a significant effect on burnout in shipping companies in South Kalimantan.
- Hypothesis 5: Transformational leadership style has a significant influence on job satisfaction in shipping companies in South Kalimantan.
- Hypothesis 6: Transformational leadership style has a significant influence on the performance of ABK employees at shipping companies in South Kalimantan.
- Hypothesis 7: Competence has a significant effect on burnout in shipping companies in South Kalimantan.
- Hypothesis 8: Competence has a significant effect on job satisfaction in shipping companies in South Kalimantan.
- Hypothesis 9: Competence has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan.
- Hypothesis 10: The work environment has a significant influence on burnout in shipping companies in South Kalimantan.
- Hypothesis 11: The work environment has a significant influence on job satisfaction in shipping companies in South Kalimantan.
- Hypothesis 12: The work environment has a significant influence on the performance of ABK employees at shipping companies in South Kalimantan.
- Hypothesis 13: Burnout has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan.
- Hypothesis 14: Job satisfaction has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan.
- Hypothesis 15: The influence of company value in strengthening the influence of burnout on the performance of ABK employees in shipping companies in South Kalimantan
- Hypothesis 16: The influence of company value in strengthening the influence of job satisfaction on the performance of ABK employees in companies in South Kalimantan

RESULTS AND DISCUSSION

Shipping Companies in South Kalimantan

The object of this research is shipping companies operating in the logistics sector with a focus on transporting goods, both coal and others in the South Kalimantan region. This study used 331 samples from 10 companies, namely, PT Maritim Barito Perkasa (MBP), PT Harapan Bahtera Internusa (HBI), PT Indonesia Bulk Carrier (IBC), PT Transportasi Lintas Pasifik (TLP), PT Kartika Samudra Adijaya (KSA), PT Masada Jaya Lines (MJL), PT Pancaran Samudera Transport (PST), PT HABCO Primatama, and PT Pulau Seroja Jaya (PSJ) where all the companies described are companies under the auspices or companies that cooperate with Adaro Logistic (AL) whose scope of work is in South Kalimantan and almost all of its movements are in the scope of various businesses from coal barge transportation and ship loading, fuel transportation and management, channel management, dredging, multipurpose terminals and stockpile management, loading and unloading, to shipyard operations.

Respondents' Profile

Table 1 Description of Respondent Characteristics

Respondent profile	Description	Frequency	Percentage
Type Sex	Man	327	98.8
	Woman	4	1.2
	Total	331	100.0
	< 20 years	6	1.8

Age	20 - < 35 Years	185	55.9
	35 - < 50 Years	118	35.6
	> 50 Years	22	6.6
	Total	331	100.0
Status	Not yet Marry	101	30.5
	Marry	230	69.5
	Total	331	100.0
Years of service	< 1 year	100	30.2
	1 - < 5 years	115	34.7
	5 - < 10 years	57	17.2
	10 - < 15 years	35	10.6
	> 15 years	24	7.3
	Total	331	100.0
Job position	<i>Deck</i>	213	64.4
	<i>Engine</i>	118	35.6
	Total	331	100.0
Position work (<i>DECK</i>)	Helmsman	90	42.3
	Master/Captain	42	19.7
	<i>Chief Officer</i>	38	17.8
	<i>2nd Officer</i>	29	13.6
	<i>OB or 3rd Officer</i>	14	6.5
	Total	213	100.0
Position work (<i>ENGINE</i>)	<i>Oiler (Interpreter Oil)</i>	45	38.1
	<i>Chief Engineer</i>	27	22.9
	<i>2nd Engineer</i>	24	20.3
	<i>3rd Engineer</i>	22	18.6
	Total	118	100.0
Type Fleet	<i>Floating Crane</i>	60	18.1
	<i>Self Propeller Barge (SPB)</i>	39	11.8
	<i>Tug Boat (TB)</i>	232	70.1
	Total	331	100.0

The description results show that the sample of ABK employees at a shipping company in the coal cargo logistics sector in South Kalimantan are mostly male, 327 people or 98.8 percent, aged 20-35 years, 185 people or 55.9 percent, married, 230 people or 69.5 percent, and have a work period of 1 to 5 years, 215 people or 64.9 percent. According to their work position, most ABK employees work on Deck, 213 people or 64.4 percent, and the remaining 153, 118 people or 35.6 percent work in the Engine section. In ABK who work on Deck, most of their positions are as helmsmen, 90 people or 42.3 percent, while ABK employees who work in the Engine mostly have positions as Oilers or oilers, 45 people or 38.1 percent. According to the type of fleet, the majority are Tug Boats (TB) as many as 232 people or 70.1 percent, the rest are Floating Cranes as many as 18.1 percent and Self Propeller Barge (SPB) as many as 11.8 percent.

Hypothesis Testing

a. Analysis of the Direct Effect

In *testing for direct effect*, hypothesis testing is carried out to test the significance of the direct influence between variables, using the *critical ratio* (*CR*) value and the probability value (*p-value*). The significance of the direct influence between variables uses the provision that if the *CR value* ≥ 1.96 or the *p-value* \leq the 5% real level, then it is decided that there is a significant influence, conversely if the *CR value* < 1.96 or the *p-value* $> 5\%$ real level, then it is decided that there is an insignificant influence. The following are the results of *testing structural relationships* in order to test each research hypothesis based on SEM output:

Table 2 Testing of Direct Influence Structural Relationships

Hi.	Direct Influence			Std. Estimate	SE bootstrap	CR	P	Hypothesis
H ₁	X ₁	□	Z ₁	-0.029	0.075	-0.512	0.609	Rejected
H ₂	X ₁	□	Z ₂	0.181	0.054	3,389	0,000	Accepted
H ₃	X ₁	□	Y	0.161	0.044	3,256	0.001	Accepted
H ₄	X ₂	□	Z ₁	-0.391	0.083	-6,330	0,000	Accepted
H ₅	X ₂	□	Z ₂	0.196	0.057	3,564	0,000	Accepted
H ₆	X ₂	□	Y	0.186	0.052	3,285	0.001	Accepted
H ₇	X ₃	□	Z ₁	0.104	0.081	1,831	0.067	Rejected
H ₈	X ₃	□	Z ₂	0.255	0.059	4,714	0,000	Accepted
H ₉	X ₃	□	Y	0.306	0.052	5,693	0,000	Accepted
H ₁₀	X ₄	□	Z ₁	-0.228	0.088	-3,841	0,000	Accepted
H ₁₁	X ₄	□	Z ₂	0.344	0.065	6,046	0,000	Accepted
H ₁₂	X ₄	□	Y	0.005	0.056	0.087	0.931	Rejected
H ₁₃	Z ₁	□	Y	-0.259	0.038	-4,579	0,000	Accepted
H ₁₄	Z ₂	□	Y	0.189	0.055	3,044	0.002	Accepted
<p style="text-align: center;"><u>Information:</u></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>X₁: Artificial Intelligence</p> <p>X₂: Transformational Leadership Style Competence</p> <p>X₄: Environment Y's work</p> </div> <div style="width: 45%;"> <p>Z₁: Burnout</p> <p>Z₂: Satisfaction X₃ Work:</p> <p>M: Company Value</p> <p>: Performance Employee</p> </div> </div>								

Based on Table in on, can explained as following:

1. The results of the estimation of the coefficient of the influence of artificial intelligence on burnout show an insignificant influence with a CR value of -0.512 (more small from 1.96) and mark significance (*p-value*) as big as 0.609 (more big from level real 5%). Coefficient influence Which produced only as big as -0.029, meaning the more strong artificial intelligence Not yet capable give the impact that real on decline burnout . With thus, hypothesis First which states that artificial intelligence has a significant effect on burnout in ABK employees at shipping companies in the coal cargo logistics sector in the South Kalimantan region, is unacceptable (H₁ rejected). Artificial intelligence has a significant effect on burnout in shipping company employees in South Kalimantan because of the possibility of this technology being very maximal and effective in the industry. Moreover, for Child Fruit Boat (ABK) AI very help work they and more lighten up work so that function AI in create effectiveness and efficiency is indeed felt by employees. With the help of AI, the level of work difficulty can be avoided a little more, which also affects the level of stress or

work pressure which is also reduced. The results of this study are in line with research Haiyan Kong, Yue Yuan, Yehuda Baruch, Naipeng Bu, Xinyu Jiang and Kangping Wang (2020). This research also contradicts study Wilson Tam, Tom Huynh, Arthur Tang, Stanley Louong, Yunus Khatri and Wentao Zhou (2023)

2. The results of the estimation of the coefficient of the influence of artificial intelligence on job satisfaction show a significant influence with a CR value of 3.389 (more than big from 1.96) And mark significance (p-value) as big as 0,000 (more small of level real 5%). Coefficient influence Which produced is as big as 0.181 (positive), meaning that the stronger the artificial intelligence , the higher the employee job satisfaction will be. Thus, the second hypothesis stating that artificial intelligence has a significant effect on employee job satisfaction of ABK shipping companies in the coal cargo logistics sector in South Kalimantan can be accepted (H₂ accepted).

Artificial intelligence is influential significant impact on job satisfaction of shipping company employees in South Kalimantan because the adoption of this technology has a significant impact on aspects of work that determine the level of job satisfaction. employees as they are more able to make their work time more efficient or effective. so that potential benefits such as increased efficiency, subtraction burden Work, or repair in communication and management are fully felt by employees. That is also the reason why job satisfaction is created with the presence of artificial intelligence. Results study This reject study from Amisha Bhargava, Marais Best & Lucy Bolton (2021) which means that no matter how good the intelligence created to help with work, it will not be able to create innovation and creative ideas like humans have. Even so, study This own the results that depart behind with study from Dheera Kapur (2022)

3. The results of the estimation of the coefficient of influence of artificial intelligence on employee performance show a significant influence with a CR value of 3.256 (greater than 1.96) and a significance value (p-value) of 0.001 (smaller than the real level of 5%). The resulting influence coefficient is 0.161 (positive), It means the more strong artificial intelligence then employee performance will be higher. Thus, the third hypothesis states that artificial intelligence has a significant effect on employee performance. employee ABK company cruise field logistics load coal in the South Kalimantan region, is also acceptable (H₃ accepted).

Artificial intelligence has a significant impact on the performance of ABK employees at shipping companies in South Kalimantan because technology for ABK employees is very helpful in facilitating the work they do every day. Especially when they have to be on board, supporting technology such as iMove which is used to create ship movement activities, if this one technology is hampered, it will also have an impact on the work of employees who are also hampered. So technology does play a significant role in integrating the performance of ABK employees. This research is in accordance with the research results of Piotr Horodyski (2023) who studied related influence AI to performance employee in field HR (Human Resources) . This study also contradicts the theories of Koo et al. (2021), Prentice et al. (2023), Horodyski (2023), and Ossadnik et al (2023)

4. The results of the coefficient estimation of the influence of transformational leadership style on burnout show a significant influence with a CR value of -6,330 (mark absolute more big from 1.96) And mark significance (p-value) as big as 0,000 (more small from level real 5%). Coefficient influence the result is -0.391 (negative), meaning that the better the leadership style, the better the transformational so will effective in lower employee burnout level . Thus, the fourth hypothesis stating that transformational leadership style has a significant effect on burnout in ABK employees of coal cargo logistics shipping companies in South Kalimantan can be accepted (H₄ accepted).

Transformational leadership style has a significant influence on burnout in shipping companies in South Kalimantan because transformational leaders tend to be able to provide emotional support and inspiration. to employee, Which can reduce level stress And fatigue work as based on the answers from several respondents in the questionnaire, the majority of whom stated that they agreed with the income related to the role of leaders in the company. The results of this study are in line with the results presented by Panagiotis, Kloutsiniotis, Dimitrios M. Mihail, Naoum Mylonas, Adamantia Pateli (2022). In addition, this study also refutes the theory of Kristin

Hildenbrand, Claudia A Sacramento & Carmen Binnewies (2018).

5. The results of the coefficient estimation of the influence of transformational leadership style on job satisfaction also show a significant influence with a CR value of 3.564 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% level of reality). The resulting influence coefficient is 0.196 (positive), meaning that the more effective the leadership style is, the more effective the transformational leadership style is. transformational so satisfaction Work employee will the higher. Thus, the fifth hypothesis states that the leadership style transformational influential significant to satisfaction The work of ABK employees of shipping companies in the coal cargo logistics sector in the South Kalimantan region is also acceptable (H 5 accepted).

Transformational leadership style influential significant to satisfaction Work on shipping company in Kalimantan South Because leader Which capable inspiring and motivating employees can increase their sense of engagement and job satisfaction through clear vision and goals and consistent support. The results of this study are in line with previous research by Dimitrios Belias and Athanasios Koustelios (2014). Good relationships between employees and superiors can be a predictive factor. significant to satisfaction Work experienced by employee. Leadership describes process influence Which influence action employee, destination selection group or organization and interaction dynamic between superior And employee.

6. The results of estimating the coefficient of the influence of transformational leadership style on employee performance also show a significant influence with mark CR of 3,285 (more big from 1.96) And mark significance (p-value) as big as 0.001 (more small from level real 5%). Coefficient influence The resulting value is 0.186 (positive), meaning that the more effective the transformational leadership style, the higher the employee performance will be. Thus, the sixth hypothesis which states that the transformational leadership style has a significant effect on the performance of ABK employees of a shipping company in the field of coal cargo logistics in the South Kalimantan region, can also be accepted (H 6 accepted).

Transformational leadership style has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan because with a leader who is able to provide motivation and inspiration, it fosters employee loyalty to continue to provide the best as a reflection of their leader. By increasing loyalty, it will also improve employee performance. Likewise, with a bad leadership style, it will have a negative effect, both mentally and emotionally for its employees. Not infrequently, with a bad leader, employees do not think about how to complete their work well but instead think about how to get another better job. This research is in line with the results presented Woerkom & Reuver (2018).

7. Results estimate coefficient influence competence on burnout shows an influence Which No significant with mark CR as big as 1,831 (more small from 1.96) And mark significance (p-value) as big as 0.067 (more big from level real 5%). Coefficient influence Which produced only as big as 0.104, It means The higher the competence has not been able to provide a real impact on reducing burnout . Thus, the seventh hypothesis which states that competence has a significant effect on burnout in ABK employees of shipping companies in the coal cargo logistics sector in the South Kalimantan region, cannot be accepted (H 7 rejected).

Competence has no significant effect on burnout in companies cruise in Kalimantan South, because although employee have adequate competence, external factors such as excessive workload and challenging work environment may have more influence on burnout level. Most respondents who answered were married men with the condition of being on a ship for a certain period of time and being far from family can also be a factor why it is not competence that causes employee burnout. So, it is necessary to look further into the internal and external factors that affect employee stress levels ABK, Because If seen through reality field precisely competence It is the high level that causes employees to experience less work burnout.

This study does not agree with several studies such as those conducted by Choi & Kim (2014), Park & Ahm (2015), Asl et al. (2019), which state that there is connection Which significant between competence on the level of burnout. Differences in samples and scope of research objects can be a consideration of differences in research theories.

8. The results of the estimation of the coefficient of influence of competence on job satisfaction show a significant influence with a CR value of 4.714 (more than greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% level of reality). The resulting influence coefficient is 0.255 (positive), meaning that the higher the competence, the higher the employee's job satisfaction. Thus, the eighth hypothesis stating that competence has a significant effect on employee job satisfaction of ABK shipping companies in the coal cargo logistics sector in South Kalimantan can be accepted (H8 accepted).

Competence has a significant effect on job satisfaction in shipping companies in South Kalimantan because someone will feel satisfied with their work results if they believe that the work is based on the abilities and knowledge they have. So, when receiving indicator Which cause they feel satisfaction in work such as compensation, bonuses or promotions are rights that they must get for the abilities they give to the company. they get for the abilities they give to the company. This study agrees with the research conducted by Rahmat Darmawan, Musa Hubeis, Dadang Sukandar (2015)

9. Results estimate coefficient of influence competence to performance employee also shows a significant influence with a CR value of 5.693 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% level of significance). The resulting influence coefficient is 0.306 (positive), It means the higher it is competence so performance employee will also be higher. Thus, the ninth hypothesis states that competence has a significant effect on the performance of ABK company employees. cruise field logistics load coal in region South Kalimantan , also acceptable (H 9 accepted).

Competence has a significant effect on the performance of ABK employees in shipping companies in South Kalimantan because employees with high competence are better able to carry out their tasks effectively and efficiently, thereby increasing productivity and work quality. Without basic skills or competencies in working, it is very difficult for someone to achieve effective and optimal work, especially in the realm of Crew work which has a different level of work precision than other employees. The results of this study are similar to the research conducted by Terisius Andreas Kasman Rimbayana, Anita Erari, Siti Aisyah (2022)., Mangkunegara & Waris (2015), Suyitno (2017), Heslina & Syahrani (2021), and Al Mamun et al. (2021).

10. The results of the estimated coefficient of the influence of the work environment on burnout show a significant influence with a CR value of -3.841 (the absolute value more big from 1.96) And mark significance (p-value) as big as 0.000 (smaller than the real level of 5%). The resulting influence coefficient is -0.228 (negative), meaning that the better the work environment, the more effective it will be in reducing employee burnout levels . Thus, the hypothesis tenth Which state that environment Work significant influence to burnout on employee ABK company cruise coal cargo logistics sector in the South Kalimantan region, can be accepted (H 10 accepted).

The work environment has a significant influence on burnout in shipping companies in South Kalimantan due to other factors such as stress. work and support social Possible play a role in determine the level burnout employee compared to condition environment Work in a way physique. ABK tend to spend more time at sea so that the atmosphere they get will likely feel monotonous compared to other employees or company staff. So that the monotonous and boring atmosphere because the view is not separated from the sea, the ship and the workspace will tend to affect the ease of ABK employees experiencing burnout. The results of the study conducted are contrary to the research conducted by several study Hawaii et a. (2020), Pradipto & Abraham (2022), Sabel et al. (2023), and Regoso et al. (2023).

11. The results of the estimated coefficient of the influence of the work environment on job satisfaction also show a significant influence with a CR value of 6.046 (more than big from 1.96) And mark significance (p-value) as big as 0,000 (more small of level real 5%). Coefficient influence Which produced is as big as 0.344 (positive), It means the more Good environment Work so satisfaction Work employees will be higher. Thus, the eleventh hypothesis stating that the work environment has a significant effect on the job satisfaction of ABK employees of a shipping company in the field of coal cargo logistics in the South Kalimantan region, can also be accepted (H 11 accepted).

The work environment has a significant influence on job satisfaction in the company cruise in

Kalimantan South Because environment Work Which comfortable and supportive environment can improve employee well-being, reduce stress, and increase their satisfaction with their work. Results research This No agree with a number of studies previously from (Raziqa & Maulabakhsh, 2014), (Agbozo et al., 2017), (Irawan & Ie, 2021), and (Vohra et al., 2022). In these studies, it was also found a number of suggestions between other importance for company For realize the benefits atmosphere Work Which Healthy in optimize satisfaction employee. Therefore, employees should be encouraged to collaborate to achieve the company's goals to create a healthy work environment for all.

12. Results estimate coefficient influence environment Work to performance employees showed an insignificant influence with a CR value of 0.087 (more small from 1.96) And mark significance (p-value) as big as 0.931 (more big from level real 5%). Coefficient influence Which produced only as big as 0.005, meaning that a better work environment has not been able to provide a real impact on improving employee performance. Thus, the second hypothesis twelve Which state that environment Work influential significant to performance employee ABK company cruise field logistics coal cargo in the South Kalimantan region, is unacceptable (H 12 rejected).

The work environment has no significant effect on employee performance in shipping companies in South Kalimantan because although a good work environment can improve employee welfare, other factors such as ability individual and system operational company more have an impact on performance. Performance employee in industry cruise often time depends on technical skills, work experience, and the efficiency and effectiveness of operational procedures implemented by the company. Even if the work environment is supportive, without adequate individual skills and good operational systems, performance improvements may not be achieved.

Results study This No in line with Jungle (2022), Zhenjing et al. (2022), Wulandany et a. (2023). Wulandany et a. (2023 ;188) to expose that the work environment is the main factor causing the decline in the quality and quantity of employee performance. Companies can improve their employees' performance by improving the quality of the work environment, which can be physical and non-physical environments such as relationships with superiors, relationships with fellow co-workers and so on.

13. The results of the coefficient estimation of the influence of burnout on employee performance show a significant influence with a CR value of -4.579 (the absolute value more big from 1.96) And mark significance (p-value) as big as 0.000 (smaller than the real level of 5%). The resulting influence coefficient is -0.259 (negative), meaning that the lower the burnout, the more effective it will be in improving employee performance. Thus, the thirteenth hypothesis states that burnout has a significant effect on employee performance . employee ABK company cruise field logistics load coal in the South Kalimantan region, is acceptable (H 13 accepted).

The work environment has a significant influence on employee performance in shipping companies in South Kalimantan because when the work environment, both internally and externally, is good, it will also affect the feeling of comfort in doing work, thereby increasing their willingness to do their work better. Other factors such as individual abilities and the company's operational system have a greater influence on performance.

This study agrees with several previous research results such as those conducted by Rehman et al. (2015), Pan et al. (2017), Zaid (2019), Kloutsiniotis et al. (2022), and Setyanti et al. (2022) which show that burnout has an effect to performance employee. However, if seen based on Pan et al. (2017 ;164) Burnout has a direct negative effect on employee performance, so the higher the level of burnout, the lower the employee performance. Thus, managers or leaders need to implement appropriate strategic plans that will help reduce employee burnout levels, which means that the insignificant results of this study could be based on similar things.

14. The results of the estimated coefficient of the influence of job satisfaction on employee performance also show a significant influence with a CR value of 3.044 (more than big from 1.96) And mark significance (p-value) as big as 0.002 (more small of level real 5%). Coefficient influence Which produced is as big as 0.189 (positive), meaning that the higher the job satisfaction, the higher the employee performance. Thus, the fourteenth hypothesis states that satisfaction Work

influential significant to performance employee Company crew cruise field logistics load coal in region South Kalimantan , also acceptable (H₁₄ accepted).

The work environment has no significant effect on employee performance in shipping companies in South Kalimantan because although a good work environment can improve employee welfare, other factors such as individual abilities and the company's operational system have a greater influence on performance. Employee performance in the shipping industry often depends on technical skills, work experience, and the efficiency and effectiveness of operational procedures implemented by the company. Even if the work environment is supportive, without adequate individual abilities and a good operational system, performance improvements may not be achieved.

According to research from previous researchers from (Hidayah & Tobing, 2018), (Egenius et al., 2020), and (Rachman, 2021) stated that there is a positive and significant influence of job satisfaction on performance. The requirements are such as more comfort while working, the availability of sufficient work-related facilities satisfying employees' sense of self, and increasing perceived job satisfaction Spirit And excitement in Work. The Better The needs provided by the organization provide satisfaction to employees, so employees will increasingly get comfort, peace and freedom from all disturbances that hinder the implementation of their work.

b. Analysis of the Moderating Effect

The next stage of analysis is testing the moderating effect. In this study, testing the moderating effect will use a two-stage approach. Because objective analysis is for test significance effect moderation (Hair et al., 2017:259). Analysis of the moderation effect can also be strengthened with MGA (Multigroup Analysis) or also known as conditional effect, which is useful for now difference strength influence between variable on level different company value (M). Conditional effect testing uses the PROCESS Procedure proposed by Hayes (2017) to validate the occurrence of moderating effects.

Table 3 Moderating Effect Analysis

<i>Moderating relationships</i>	<i>Std. Estimate</i>	<i>SE</i>	<i>CR</i>	<i>P- value</i>	<i>Conclusion Hypothesis</i>
<i>Company value moderate the effect of burnout on ABK employee performance</i> $Z1 * M \square Y$	0.512	0.394	2,823	0.005	H ₁₅ accepted
<i>Company value moderates the influence of job satisfaction on ABK employee performance</i> $Z2 * M \square Y$	0.469	0.480	2,123	0.047	H ₁₆ accepted

Table 5.25 show results moderation company value on The effect of burnout on the performance of ABK employees shows a significant effect with mark CR as big as 2,823 (more big from 1,96) And mark significance (p-value) is 0.005 (smaller than α 5%). The moderation effect coefficient is 0.512 (positive), And Because burnout its influence negative towards performance, So the moderating nature of company value is to reduce the negative influence of burnout on the performance of ABK employees (H₁₅) accepted).

With clear rules through company values, the employee structure will be clearer in terms of work and position. Company values with standardization HR Which Good naturally will create rules which also provides convenience and certainty to employees, so that it will affect the quality and quantity of their performance. The results of this study are not in line with the findings of Kwag's research. & Kim (2009) with title study Which if summarized the theory explains that there is an influence on

employee performance which is caused by burnout with consideration mark Which applied at the company.

company value moderation on the influence of job satisfaction on ABK employee performance also showed a significant influence with a CR value of 2.123 (greater than 1.96) and a significance value (p-value) of 0.047 (smaller than α 5%). The coefficient of moderation influence is 0.480 (positive), so company moderation nature value is strengthening the positive influence of job satisfaction on ABK employee performance (H₁₆) accepted).

This research agrees with the results of research conducted by Nyaribo Lilian Otwaro & Dr. Denisis Juma (2017) where their research was entitled "Effect of Organizational Values on Employee Performance a Case of Urban Roads Authority" the state that there is connection between mark Which owned by the company to performance employee Which where is the performance employee big the relationship is influenced by the existence of job satisfaction from the employees themselves. So, from the brief explanation, one conclusion can be drawn between the relationships that exist in company value, job satisfaction and employee performance. With the existence of good company values, of course, it will make the company feel satisfied with its work, and when job satisfaction is achieved, it will automatically also affect the increasing performance given by employees as well on the contrary. Performance employee Which increases Because encouragement standard value company Which quality participate cause presence satisfaction employee work.

c. Analysis of the Total Effect

Next, we will explain the results of the analysis of the total effect of artificial intelligence, transformational leadership style, competence, work environment, burnout, and job satisfaction on employee performance.

Table 4 Total Effect Analysis

No	Influence total to ABK Employee Performance (Y)	Total Analysis Effect				
		Total Effect	SE bootstrap	CR	P-value	Rank
1	Artificial Intelligence (X ₁)	0.203	0.043	4,209	0.013	4
2	Style Leadership Transformational (X ₂)	0.325	0.043	6,884	0.010	2
3	Competence (X ₃)	0.327	0.051	6,196	0.012	1
4	Environment Work (X ₄)	0.129	0.047	2,766	0.004	6
5	Burnout (Z ₁)	-0.259	0.040	-4,375	0.011	3
6	Satisfaction Work (Z ₂)	0.189	0.055	3,036	0.011	5

Total effect analysis show that the variables consisting of artificial intelligence, transformational leadership style, competence, work environment, burnout, and job satisfaction, have a total significant effect on the performance of ABK employees because the total effect gives a probability value (p-value) of less than 0.05. The total effect coefficient is the sum of the direct effect and the indirect effect.

Implications

Theoretical Implications

The results of this study develop theories in the field of human resources, especially those related to AI, transformational leadership style, competence, work environment, burnout, job satisfaction, company values, and employee performance. This study also provides a scientific explanation of the factors that influence and do not influence the performance of Crew (ABK) employees in shipping companies in South Kalimantan. Theoretically, this study does not confirm several previous theories, such as that AI and competence do not have a significant effect on burnout, as well as the work environment that does not significantly affect the performance of ABK employees.

Empirical Implications

The results of this study can be a consideration for shipping companies in South Kalimantan, providing insight for managers and company leaders to design policies that can improve employee performance and welfare. Some important findings from this study are:

1. **Artificial Intelligence (AI)** did not show a significant effect on burnout, indicating that while AI makes operations easier, it does not directly affect employee well-being or performance.
2. **Transformational Leadership Style** has been shown to have a significant impact on employee burnout, job satisfaction, and performance, emphasizing the importance of leaders who are inspiring and caring towards employees in increasing their satisfaction and performance.
3. **Employee Competence** has a significant effect on job satisfaction and performance, but not on burnout. Good competence increases productivity, although other factors such as work environment, and leadership may have a greater effect on emotional well-being.
4. **Work environment** has a significant effect on job satisfaction, but not on burnout or performance. A comfortable work environment can increase job satisfaction even though it does not directly increase performance.
5. **Corporate Values** strengthen the positive influence of job satisfaction on employee performance, although they do not reduce the impact of burnout. Strong and positive corporate values, such as integrity and openness, can improve employee performance through increased job satisfaction.

CONCLUSION

Based on the discussion above, the conclusion of this research is:

1. Artificial intelligence has no significant effect on burnout in shipping companies in South Kalimantan. The results of this study do not confirm the theory of Artificial Intelligence by Siau & Yang (2017) and Huang & Rust (2018). The results of this study also do not confirm the Burnout theory by Adi et al. , (2018) and Nodoushan et al., (2021). The results of this study differ from the results of studies conducted by Wilson Tam, Arthur Tang, Stanley Louong, Yunus Khatri and Wentao Zhou (2023), Nodoushan et al., (2021) , Kong et al., (2021), Horodyski (2023).
2. Artificial intelligence has a significant effect on job satisfaction in shipping companies in South Kalimantan. The results of this study confirm the theory of Artificial Intelligence by Siau & Yang (2017) and Huang & Rust (2018). The results of this study confirm the theory of job satisfaction by Luthans (2006) and Riyadi (2019). The results of this study are the same as the results of the study conducted by Lestari et al., (2023).
3. Artificial intelligence has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan. The results of this study confirm the theory of Artificial Intelligence by Siau & Yang (2017) And Huang & Rust (2018). Results study This Also confirm employee performance theory by Bernandin & Russel (2003) and Muskurrochman et al., (2020). The results of this study are the same as the results of studies conducted by Horodyski (2023), (2021), David M. Harmon, MD et al., (2023), Bonhak Koo et al., (2023), Anwar Prabu (2013).
4. Style leadership influential significant transformational to burnout in shipping companies in South Kalimantan. The results of this study confirm theory style leadership transformational by Bass & Riggio (2006) and Pamungkas et al. , (2023). The results of this study also confirm the Burnout theory by Adi et al., (2018) and Nodoushan et al., (2021). The results of the study This The same with results study Which done by Hildenbrand et al . (2018 ;10) and Kloutsiniotis et al ., (2022).
5. Transformational leadership style has a significant effect on job satisfaction in shipping companies in South Kalimantan. The results of this study confirm the theory of transformational leadership style by Bass & Riggio (2006) and Pamungkas et al. , (2023). The results of this study confirm the theory of job satisfaction by Luthans (2006) and Riyadi (2019). Results study This The same with results study Which done by Aprileani & Abadi, (2022).
6. Style leadership transformational influential significant to performance of ABK employees at shipping companies in South Kalimantan. The results of this study confirm the theory of

- transformational leadership style by Bass & Riggio (2006) and Pamungkas et al. , (2023). The results of this study also confirm the theory of employee performance by Bernandin & Russel (2003) and Muskurrochman et et al., (2020). Results study This The same with results research conducted by Khan et al ., (2020), Wen et al ., (2012), Son et al ., (2020) Woerkom & Reuver (2009).
7. Competence has no significant effect on burnout in shipping companies in Kalimantan South. Results study This No confirm competency theory by Flutter et et al., (2017) And Ratih (2023). Results study This also not confirm theory Burnout by Adi et et al., (2018) And Nodoushan et et al., (2021). Results study This different with results study Which done by Asl et al . (2019).
 8. Competence has a significant effect on job satisfaction in shipping companies in South Kalimantan. The results of this study confirm the theory of competence by Renyut et al., (2017) and Ratih (2023). The results of this study confirm the theory of job satisfaction by Luthans (2006) and Riyadi (2019). The results of this study are the same as the results of the study conducted by Berlian (2018).
 9. Competence has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan. The results of this study confirm the theory of competence by Renyut et al., (2017) and Ratih (2023). Results study This Also confirm theory performance employee by Bernandin & Russel (2003) and Muskurrochman et al., (2020). The results of this study are the same as the results of the studies conducted by Mangkunegara (2015), Suyitno (2017), Heslina & English (2021) And Al Mamun et et al ., (2021) And Rimbayana et al ., (2022).
 10. The work environment has a significant effect on burnout in shipping companies in South Kalimantan. The results of this study confirm the work environment theory by Moenir (1992) and Riyadi (2019). The results of this study also confirm theory Burnout by Adi et et al., (2018) And Nodoushan et al., (2021). The results of this study are the same as the results of studies conducted by Farinaz Havaei et al ., (2020), Sulaiman Al Sabet et al ., (2023), Pradipto & Ibrahim (2022) and Regoso et al ., (2023).
 11. The work environment has a significant effect on job satisfaction in shipping companies in South Kalimantan. The results of this study confirm the work environment theory by Moenir (1992) and Riyadi (2019). The results of this study confirm the job satisfaction theory by Luthans (2006) and Riyadi (2019). The results of this study are the same as the results of studies conducted by Darmadi (2020), Adha, et al. (2019), Effendy & Fitria (2019), Gibson et al ., (2011).
 12. Environment Work influential No significant to performance employee ABK at a shipping company in South Kalimantan. The results of this study do not confirm the work environment theory by Moenir (1992) and Riyadi (2019). The results of this study also do not confirm the employee performance theory by Bernandin & Russel (2003) And Muskurrochman et et al., (2020). Results This research is the same as the results of research conducted by Pradipto & Ibrahim (2022), Mangkunegara (2015), Rimbayana (2022).
 13. Burnout has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan. The results of this study confirm the Burnout theory by Adi et al., (2018) and Nodoushan et al., (2021). The results of this study also confirm the theory of employee performance by Bernandin & Russel (2003) and Muskurrochman et al., (2020).
 14. Job satisfaction has a significant effect on the performance of ABK employees at shipping companies in South Kalimantan. The results of this study also confirm the theory of employee performance by Bernandin & Russel (2003) and Muskurrochman et al., (2020). The results of this study also confirm the theory of employee performance by Bernandin & Russel (2003) and Muskurrochman et al., (2020).
 15. Company value strengthens the relationship between burnout and employee performance at shipping companies in South Kalimantan.
 16. The significant influence of company value strengthens the relationship between job satisfaction and ABK employee performance at shipping companies in South Kalimantan.

Based on the research findings and conclusions outlined previously, the following suggestions can be made:

1. Shipping companies, especially the 10 companies that are the objects of this research, consider the results of this research either well or for a year as a reference and evaluation related to what can possibly be improved in the human resources they have, especially when viewed from the results of the *total effect* SEM analysis. AMOS on research variables provides priority scale information in efforts to improve employee performance in shipping companies in the logistics transportation sector. rock coal in Kalimantan South, start priority most tall to the lowest priority which can be a suggestion for management in terms of organizing and evaluating for the development of existing Human Resources (HR).
2. This research can make this research as one of the references or comparative theories, without forgetting the value of its originality as in this research, especially in the field of economics, especially human resource management science in analyzing what influences cause an influence on employee performance.
3. Although this research provides a theoretical contribution to the field of science and related discussion topics. However, it is expected that for further researchers, they will not only conduct analysis based on the results of the same or different hypothesis tests, but also look at it from several broader aspects in examining theory Which has produced from study This, Because existence population differences, amount sample, place study until difference year can causing differences in the theoretical results produced.

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