

The Influence Of Management Policies Through Work Motivation On Employee Performance In The Agriculture And Food Security Service And Fisheries Of Dairi Regency

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Abstract

This study aims to analyze the influence of Management Policy on Employee Performance by considering the role of Job Motivation and Job Satisfaction as intervening variables. The research was conducted on employees at the Dairi Regency Agriculture, Food Security and Fisheries Office with a sample of 131 employees out of 235 employees taken using purposive sampling. This study uses a quantitative approach and the Partial Least Squares (PLS) analysis method. The results of the study show that the Management Policy has a positive and significant influence on Employee Performance, with a T-Statistic value of $6.152 > 1.96$ and a P-Value of $0.000 < 0.05$, which indicates that a better management policy will improve employee performance. In addition, Management Policy also has a significant impact on Work Motivation, with a T-Statistic of $58.557 > 1.96$ and a P-Value of 0.000 , indicating the importance of management policies in building employee motivation. Other results showed that Work Motivation had a significant influence on Employee Performance with a T-Statistic of $6.959 > 1.96$ and a P-Value of 0.000 . These findings underscore that increased work motivation contributes to improved performance. Further analysis found that Management Policy has an indirect influence on Employee Performance through work motivation, with a T-Statistic of 7.028 and a P-Value of 0.000 . This shows that work motivation plays a role as a mediating variable that strengthens the relationship between Management Policy and Employee Performance, so that effective management policies can have more impact if accompanied by increased work motivation. Recommendations are given to organizations to continue to develop management policies that are able to increase motivation and job satisfaction for the optimization of employee performance.

Keywords:

Management Policy; Work Motivation; Employee Performance

1. INTRODUCTION

The success of an organization, including government agencies such as the Dairi Regency Agriculture, Food Security, and Fisheries Office, is highly dependent on the performance of its employees. Optimal employee performance can be achieved through the implementation of effective management policies and high work motivation. Management policies include a variety of strategies, policies, and procedures designed to achieve organizational goals (Yuningsih, 2018). Work motivation, on the other hand, is a psychological factor that drives employees to achieve higher levels of performance (Robbins & Judge, 2017).

Good management policies should include policies that support employee development, work-life balance, and rewards for performance. In the context of the Agriculture, Food Security, and Fisheries Service, management policies must be able to answer



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challenges such as increasing food production, environmental sustainability, and the welfare of farmers and fishermen. Effective policies will create a conducive work environment and motivate employees to work better (Armstrong, 2020).

Management policies are a set of principles and guidelines set by management to direct and control an organization. This policy covers various aspects such as planning, organizing, leadership, and control, which aims to achieve organizational goals efficiently and effectively (Adiatama, 2020)

While according to (Robbins, Stephen P. and Mary Coulter, 2016) management policy is a guideline or principle developed by top management to help make decisions that are in line with the strategic goals of the organization. This policy serves as a framework for addressing recurring situations and to ensure consistency in decision-making.

In this study, the indicators of management policy refer to opinions (Robbins, Stephen P. and Mary Coulter, 2016), namely:

- 1) Relevance. Policies must be relevant to the vision and mission of the organization.
- 2) Effectiveness. Policies must be effective in achieving the set goals.
- 3) Communication. Policies must be well communicated to all members of the organization.
- 4) Evaluation and Revision. Policies should be evaluated and revised regularly to ensure their sustainability.

In addition to management policies, work motivation also has an important role in achieving optimal performance. Work motivation is an internal and external impulse that affects the level of effort and work morale of employees. Motivational theories such as Herzberg's Two-Factor Theory state that motivator factors such as rewards, recognition, and career development opportunities are essential for improving employee performance. Research by (Gerrish, 2016) shows that high work motivation is positively correlated with increased productivity and employee job satisfaction.

According to Robbin & Judge, (2015) defines motivation as a process that describes the intensity, direction and perseverance of an individual to achieve his goals.

To measure work motivation in this study, refer to the indicators set by Robbin & Judge, (2015) as follows:

- 1) Awards,
- 2) Social Relations,
- 3) Living Needs,
- 4) Success at Work.

Employee performance is a measure of how effective and efficient an employee is in carrying out his duties and responsibilities. According to performance theories such as the Campbell Model, performance is affected by three main components: motivation, ability, and opportunity to achieve. Research by (Bakker & Demerouti, 2017) shows that employee performance can be improved through a combination of appropriate management policies and high work motivation.

According to (Afandi, 2018) Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Meanwhile, according to (Mangkunegara. A.A. P, 2020) employee performance is the achievement of employee work results based on quality and quantity as work achievements in a certain period of time adjusted to the duties and responsibilities of a group in the organization in carrying out the main tasks and functions that are guided by norms, operational standards, procedures, criteria and measures that have been set or that apply in the organization.



To measure employee performance, this research refers to the theory (Afandi, 2018) as follows:

- 1) Quantity of work;
- 2) Quality of work;
- 3) Efficiency in carrying out duties;
- 4) Work discipline;
- 5) Initiative;
- 6) Accuracy;
- 7) Leadership;
- 8). Honesty; and
- 9) Creativity.

The real conditions that occurred in the Dairi Regency Agriculture, Food Security, and Fisheries Office showed that there were several problems in the implementation of management policies and employee work motivation. Based on the results of observations and interviews with several employees, it was found that the current management policies have not fully supported performance improvement. Many employees feel undervalued and under-valued and under-developed opportunities, which has an impact on their low motivation and performance

This gap between theory and real conditions shows that although good management policies and high work motivation should improve employee performance, the reality is that there are still many employees who feel less motivated and dissatisfied with their work environment (Marliani, 2016). This shows the need to evaluate and improve existing management policies to really improve the motivation and performance of employees at the Dairi Regency Agriculture, Food Security, and Fisheries Office.

The purpose of this study is to analyze the influence of management policies on employee performance through work motivation as an intervening variable in the Dairi Regency Agriculture, Food Security, and Fisheries Office. This research is expected to provide practical benefits for management in formulating more effective and efficient policies, as well as theoretical benefits in developing new concepts in the field of human resource management, especially related to the management of work motivation and employee performance (Yousaf et al., 2014). The results of this study are also expected to provide applicable recommendations to improve employee performance through better management policy structuring and adequate work motivation. The concept of this research is as illustrated in the following conceptual framework drawing:

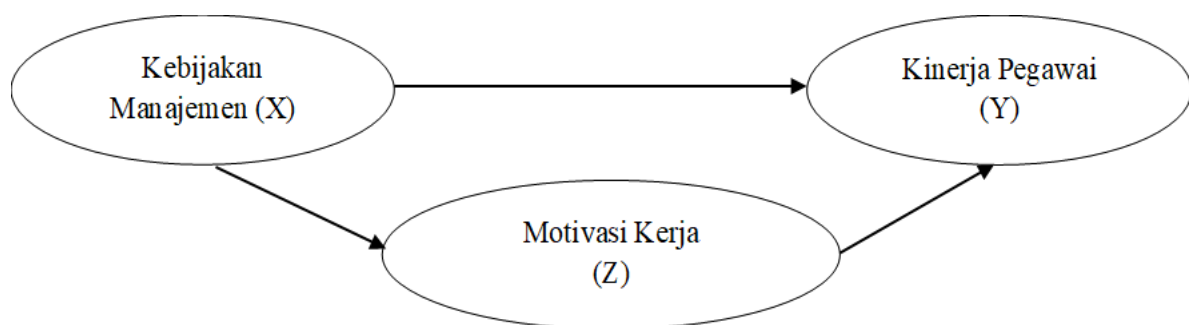


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Dairi Regency Agriculture, Food Security and Fisheries Office. The time of this research was carried out from August to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of employees in the Department of Agriculture, Food Security and Fisheries of Dairi Regency with a total of 235 employees with the following details:

Table 3.1 Details of the Pollution of the Agriculture, Food Security and Dairi Regency Fisheries

No.	Status	Number (Person)
1.	ASN	131
2.	Honorary	104
Sum		235

Source : Dairi Regency Agriculture, Food Security and Fisheries Office

The sampling technique used is purposive sampling where only employees with ASN status totaling 131 employees are taken as a sample considering time and cost limitations.

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain an *outer loading* value that meets the requirements of *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R^2) to measure how far the model is able to explain the variation of bound variables. R^2

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of a *path coefficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model Analysis



The *outer model* test in this study uses algorithm analysis in *SmartPLS* software version 3.0, in order to obtain *outer loading* values that meet *the validity and reliability requirements*.

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. <i>Outer Loading</i>		
Indicators	<i>Outer Loading</i>	Information
Management Policy (X1)		
KM1	0.788	Valid
KM2	0.878	Valid
KM3	0.872	Valid
KM4	0.881	Valid
Work Motivation (Z)		
MK1	0.844	Valid
MK2	0.903	Valid
MK3	0.835	Valid
MK4	0.776	Valid
Employee Performance (Y)		
KP1	0.760	Valid
KP2	0.879	Valid
KP3	0.735	Valid
KP4	0.861	Valid
KP5	0.705	Valid
KP6	0.808	Valid
KP7	0.771	Valid
KP8	0.740	Valid
KP9	0.796	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60 . According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60 . Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

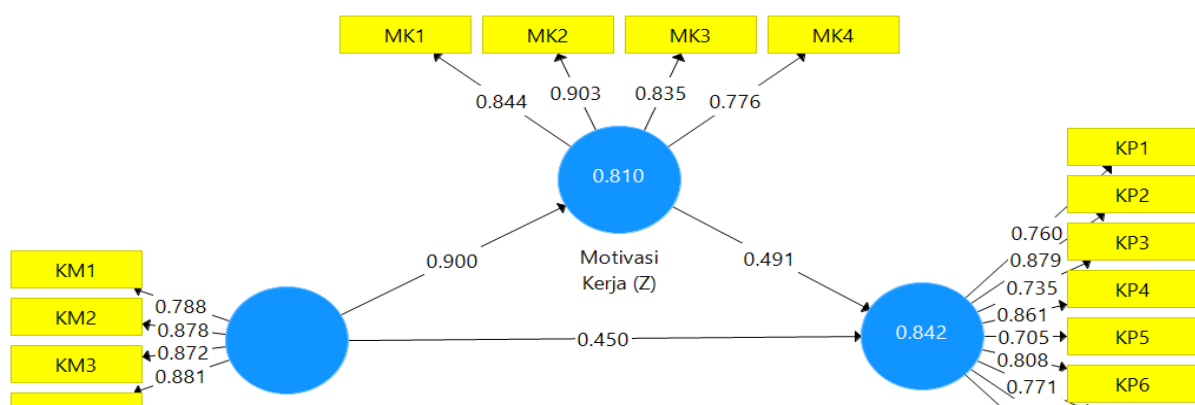


Figure 1. Outer Model Test Results

2) Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. Discriminant Validity

Indicators	Management Policy (X)	Employee Performance (Y)	Work Motivation (Z)
KM1	0.788	0.740	0.836
KM2	0.878	0.791	0.806
KM3	0.872	0.779	0.743
KM4	0.881	0.735	0.677
KP1	0.784	0.760	0.780
KP2	0.711	0.879	0.769
KP3	0.881	0.735	0.677
KP4	0.702	0.861	0.776
KP5	0.578	0.705	0.523
KP6	0.813	0.808	0.863
KP7	0.608	0.771	0.579
KP8	0.495	0.740	0.593
KP9	0.607	0.796	0.663
MK1	0.726	0.688	0.844
MK2	0.900	0.814	0.903
MK3	0.755	0.751	0.835
MK4	0.620	0.758	0.776

Source: Output Smart PLS, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable of the Management Policy variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading indicator of the job satisfaction variable shows that the value of the *cross loading* indicator is greater than other latent variables, *Cross loading of* employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively that the cross loading *results* are considered valid.



3) Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Management Policy (X)	0.877	0.916	0.732
Employee Performance (Y)	0.922	0.935	0.617
Work Motivation (Z)	0.861	0.906	0.707
Management Policy (X)	0.877	0.916	0.732

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5 , which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a $>$ value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.842	0.840
Work Motivation (Z)	0.810	0.808

Source: Smart PLS Output, 2024

Based on table 5, it is known that the R square Adjusted value of the employee performance variable is 0.840 or 84.00% which means that the influence of Management Policy on employee performance in the high category means that the more the Management Policy increases, the more job satisfaction will increase. Meanwhile, the R Square value in the Job Satisfaction variable is 0.842 or 84.20%, which means that the influence of Management Policy on Job



Satisfaction is 84.20% and the remaining 15.80% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the work motivation variable is 0.808 or 80.80%, which means that the Management Policy affects work motivation by 80.80% or in the very high category, which means that the Management Policy can significantly increase work motivation. Furthermore, the R square value of the Employee Performance variable is 0.810 or 81.00%, which means that the Management Policy affects Employee Performance by 81.00%, while the remaining 19.00% is influenced by other variables that have not been studied.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.122	0.122
d_ULS	2.274	2.274
d_G	2.264	2.264
Chi-Square	439.517	439.517
NFI	0.603	0,603

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.603 > 0.122$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Result
Management Policy (X) -> Employee Performance (Y)	0.450	0.453	0.073	6.152	0.000	Accepted



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Management Policy (X) -> Work Motivation (Z)	0.900	0.901	0.015	58.557	0.000	Accepted
Work Motivation (Z) -> Employee Performance (Y)	0.491	0.491	0.071	6.959	0.000	Accepted

Source: Smart PLS Output, 2023

Based on the data from the path coefficients test in table 7 above, several main points can be explained related to the influence of Management Policy variables, Work Motivation, and Employee Performance. The Influence of Management Policy on Employee Performance The analysis shows that the Management Policy has a positive and significant influence on Employee Performance, with an Original Sample value of 0.450, T-Statistic of 6,152 > 1.96, and P-Value of 0.000 < 0.05 indicating that the hypothesis that there is a significant influence between Management Policy on Employee Performance is accepted. This means that the better the management policy is implemented, the better the performance of employees.

On the influence of management policies on work motivation, management policies also have a very strong and significant influence on work motivation. This is evidenced by the Original Sample of 0.900, T-Statistic of 58,557 > 1.96, and P-Value of 0.000 < 0.05. These results show that the improvement of Management Policy will significantly encourage Work Motivation. The implementation of effective management policies plays an important role in building and increasing employee work motivation.

On the influence of work motivation on employee performance, the motivation is also proven to have a positive and significant influence on employee performance, with the Original Sample of 0.491, T-Statistic of 6.959 > 1.96, and P-Value of 0.000 < 0.05, showing that the hypothesis related to the significant influence of work motivation on employee performance is accepted. Thus, the higher the work motivation that employees have, the better the performance produced. To answer the fourth hypothesis, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standar d Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Management Policy -> Job Satisfaction -> Employee Performance	0.442	0.442	0.063	7.028	0.000	Accepted

Source: Output Smart PLS, 2024

Based on the results of data analysis in Table 8 regarding the indirect influence of Management Policy on Employee Performance through the Job Satisfaction variable, it can be seen that Management Policy has a positive and significant indirect influence on Employee Performance. The Original Sample value of 0.442 shows that there is a strong influence of the Management Policy on Employee Performance through Job Satisfaction. In addition, the T-Statistic value of 7,028 > 1.96, as well as the P-Value of 0,000 < 0.05, indicate strong statistical significance.

These results indicate that the implementation of good management policies will increase job satisfaction levels, which will ultimately contribute to improving employee



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performance. In other words, Job Satisfaction acts as a mediating variable that strengthens the relationship between Management Policy and Employee Performance, making effective management policy an important factor in driving performance through increased workplace satisfaction.

3.2. Discussion

The findings in this study can be strengthened by referring to several previous studies that are relevant. In the context of the influence of Management Policy on Employee Performance, the results of this study show that Management Policy has a significant influence on Employee Performance. These findings are supported by Sartika, (2024) which found that management policies have a significant impact on improving performance through strengthening organizational procedures and regulations. The implications of these findings show that the implementation of good management policies will encourage employee performance positively. Therefore, organizations need to prioritize the development of effective management policies in human resource management strategies.

Furthermore, in the influence of Management Policy on Work Motivation, this study shows that management policy has a very strong and significant influence on employee work motivation. These results are in line with Salvano's (2023) research, which found that well-designed management policies can significantly boost employee motivation, especially in organizations with support for employee well-being. This implies that organizations need to consider management policies as a tool to increase work motivation that can have an impact on employee productivity.

In addition, the findings of this study which states that Work Motivation has a positive effect on Employee Performance are supported by the research of Angel & Irbayuni, (2024) which states that there is a positive and significant relationship between work motivation and employee performance, especially when supported by an innovative work climate and appreciation for achievement. These findings show that high work motivation has a significant contribution to performance, and organizations need to maintain a supportive work climate so that optimal performance can be achieved.

This study also found that the indirect influence of Management Policy on Employee Performance through Job Satisfaction acts as a mediating variable that strengthens the relationship between the two variables. This finding is in line with the research of Bahasoan & Dwinanda, (2022) which shows that job satisfaction functions as an intervening variable that strengthens the influence of management policies on employee performance. In other words, improving management policies can have a stronger impact on employee performance if it is supported by high job satisfaction. The implications of these results show the importance of organizations to not only improve management policies but also increase job satisfaction so that the goal of improving employee performance can be achieved.

4. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the data analysis and discussion that has been described, it can be concluded that:

1. There is a positive and significant influence between Management Policy and Employee Performance. This is shown by a T-Statistic value of $6,152 > 1.96$ and a P-Value of $0.000 < 0.05$, which indicates that the improvement of management policies will have a significant impact on employee performance.



2. Management Policy also has a positive and significant influence on Work Motivation, with a T-Statistic value of $58,557 > 1.96$ and a P-Value of $0.000 < 0.05$. This means that the implementation of good management policies will significantly encourage employee work motivation.
3. Work Motivation is proven to have a positive and significant influence on Employee Performance. This is supported by a T-Statistic value of $6,959 > 1.96$ and a P-Value of $0.000 < 0.05$, which shows that increasing employee motivation will have a positive impact on employee performance.
4. The indirect influence of Management Policy on Employee Performance through Job Satisfaction was also proven to be significant, with a T-Statistic value of $7,028 > 1.96$ and a P-Value of $0.000 < 0.05$. This shows that Job Satisfaction plays a mediating variable that strengthens the influence of Management Policy on Employee Performance, so that good management policies will contribute to improving employee performance through increasing job satisfaction.

Suggestion

Based on the findings, discussions, and conclusions of this study, the following can be suggested for institutions, students, and future researchers:

1. For Institutions, it is recommended to provide greater support in the form of access to resources and training that supports the effective implementation of Management Policies. Specific training to increase employee motivation, such as leadership or self-development training, can help employees understand the importance of management policies in improving performance. In addition, regular evaluations of policies that have been implemented can help ensure that they are always relevant and effective.
2. For students, it is recommended that they can prepare themselves by building skills related to management and work motivation. An understanding of how management policies play a role in influencing performance, as well as the ability to adapt to those policies, will be a valuable asset in the world of work. Developing interpersonal skills and the ability to work in a team will also help them be better prepared for the dynamics in a professional environment.
3. For further researchers, it is recommended to conduct further research involving other intervening variables, such as organizational culture or employee welfare factors, to enrich the understanding of the relationship between Management Policy, Work Motivation, and Employee Performance. In addition, a more in-depth study of different types of organizations and industries will help generate more comprehensive insights that can be applied to a variety of organizational contexts.

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