

THE EFFECT OF COMPETENCY, WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE

Yoni Haji Agung Abdillah¹, Bambang Raditya Purnomo^{2*}

¹Dr. Soetomo University Surabaya

²Dr. Soetomo University Surabaya

* Email: yoni.haji@gmail.com, bambang.raditya.purnomo@unitomo.ac.id

ABSTRACT

Based on observations made by the author at the Economic Bureau of the Regional Secretariat of the Province of East Java, there are several employee phenomena, because there are still employees who lack the characteristics of the things shown from the process of auditing reports that have not been completed on time in the process of auditing employees for Completing reports as determined by the leadership. This study examines the effect of competence, work discipline on employee performance through work motivation as an intervention variable at the Regional Secretariat of the Economy Bureau of East Java Province. The population in this study were all employees at the Regional Secretariat of the Economic Bureau of East Java Province, which opened 75 people. The sampling technique in this study is sampling (census) which is a sampling technique if all members of the population are used as samples. So the number of samples taken in this study were 75 people, namely employees at the Economic Bureau of the Regional Secretariat of East Java Province. The analytical tool used is path analysis with the help of SPSS 21.0 software. The results of the study indicate that Competence, Work Discipline, and Work Environment simultaneously and partially directly affect Employee Work Motivation, Competence, Work Discipline, Work Environment and Work Motivation simultaneously and partially directly affect Employee Performance, as well as Competence, Work Discipline, and The work environment simultaneously has an indirect effect on employee performance through work motivation.

Keywords: Competence, Discipline, Environment, Motivation, Performance

INTRODUCTION

The success of an organization is influenced by the performance of its individual employees, an organization will strive to improve the performance of its employees in the hope that the company's goals can be achieved. According to Kasmir (2016:182) that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to Kasmir (2016:189) that the factors that influence employee performance are work discipline and work environment, and furthermore according to Wibowo (2017:84) that the factor that influences employee performance is competence. Competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Wibowo 2017:271). Discipline is also needed to support the smooth running of all organizational activities so that organizational goals can be achieved optimally. According to Sutrisno (2016:97), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all company regulations and applicable social norms. According to Nitisemito (2015:38), the work environment is everything around employees and that can influence them in carrying out assigned tasks, such as cleanliness,

music, lighting, and others. Another factor that is no less important in influencing employee performance is employee work motivation within the company. Robbins (2015:49) states that work motivation is a drive that makes someone act or behave in certain ways with the possibility of fulfilling personal goals or needs at work.

The author's observations revealed several phenomena regarding employee performance, as some employees lacked responsibility for their duties, as evidenced by the untimely completion of the audit report process. This is because, in the audit report process, employees are required to complete the report as determined by the leadership. However, there are still employees who have not submitted all reports requested by the Head of General Affairs and Personnel Affairs within the specified time. Another factor affecting employee performance is work discipline. The author's observations revealed undisciplined employee behavior, as evidenced by the way many employees work, leaving their rooms during working hours before their work is finished, and employees arriving late and leaving early. The next phenomenon observed by the author is the unconducive work environment. This unconducive environment makes employees uncomfortable at work, as evidenced by the poor lighting in some employee workrooms and the back door, which serves as an entry and exit point for employees to the meeting room.

Based on the background of the problem and the formulation of the problem above, the research objectives can be formulated as follows: 1. To determine the direct influence of competence, work discipline and work environment on employee work motivation, 2. To determine the partial direct influence of competence, work discipline and work environment on employee work motivation, 3. To determine the direct influence of work motivation on employee performance, 4. To determine the direct influence of competence, work discipline and work environment on employee performance, 5. To determine the direct influence of competence, work discipline and work environment on employee performance, 6. To determine the indirect influence of competence, work discipline and work environment on employee performance through work motivation as an intervening variable

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Competence

Competence refers to the underlying behavioral characteristics that reflect the motives, personal characteristics (traits), self-concept, values, knowledge, or skills that a person brings to a workplace. Wibowo (2017:324) states that competence is the ability to carry out or perform a job based on skills and knowledge and supported by the work attitude required by the job.

Work Discipline

Hasibuan (2017:444) states that work discipline is a person's awareness or willingness to comply with all organizational or company regulations and applicable social norms.

Work Environment

The work environment is the environment or place where a person carries out their daily routine work activities as an employee (Robbins 2015:150).

Work Motivation

Robbins (2015:49) states that work motivation is a drive that drives a person to act or behave in certain ways with the potential to fulfill personal goals or needs at work.

Employee Performance

Bernardin and Russel (2016:379) define performance as follows: "Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period." This means that performance is the output produced by an employee as a result of assigned work within a specific time or period.

Research Hypothesis

- H1: Competence, work discipline, and the work environment simultaneously have a direct effect on employee work motivation at the Economic Bureau of the Regional Secretariat of East Java Province.
- H2: Competence, work discipline, and the work environment partially have a direct effect on employee work motivation at the Economic Bureau of the Regional Secretariat of East Java Province.
- H3: Work motivation directly influences employee performance at the Economic Bureau of the Regional Secretariat of East Java Province.
- H4: Competence, work discipline, and the work environment partially have a direct effect on employee performance at the Economic Bureau of the Regional Secretariat of East Java Province.
- H5: Competence, work discipline, and the work environment simultaneously have a direct effect on employee performance at the Economic Bureau of the Regional Secretariat of East Java Province.
- H6: Competence, work discipline, and the work environment indirectly influence employee performance through employee work motivation at the Economic Bureau of the Regional Secretariat of East Java Province.

METHOD

Research Approach

The research approach used in this study can be categorized as quantitative research. According to Arikunto (2016:12), quantitative research is a research approach that uses a lot of numbers, from data collection, interpretation of the data obtained, and presentation of the results.

Operational Definition of Variables

Competence

Competence is the ability to carry out or perform a job based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2017:324). According to Sunarto et al. (2020:4), indicators for measuring Competence include: Knowledge, Understanding, Skills, and Values.

Work Discipline

Work Discipline is a form of compliance with established rules, both written and unwritten. (Prawirosentono in Elburdah, 2021:5653). According to Ilham (2019:508), indicators for measuring Work Discipline include: Punctuality, Neat Attire, Compliance with Regulations, and Responsibility.

Work Environment

The Work Environment is the environment or place where a person carries out their daily routine work activities as an employee. (Robbins, 2015:150). According to Elburdah (2021:5652), indicators used to measure the Work Environment include: Facilities and Infrastructure, Temperature, Air Circulation, and Internet Connection.

Work Motivation

Work motivation is a drive that drives a person to act or behave in certain ways with the potential to fulfill personal goals or needs at work. (Robbins, 2015:49). Pramanik (2020:216) states that Work Motivation is measured using several indicators, including: Employee Behavior, Employee Effort, Employee Success, and Employee Rewards.

Employee Performance

Employee Performance is the output produced by employees as a result of assigned work within a specific time or period. (Bernardin and Russel, 2016:379). According to Sunarto et al. (2020:4), indicators for measuring Employee Performance include: Employee Performance Targets, Employee Discipline, and the ASN Professional Index.

Variable Measurement

The data measurement tool used to quantify the data to be analyzed from survey/direct research results via questionnaires is a Likert scale, a method that measures attitudes by expressing agreement or disagreement with a particular subject, object, or event. A four-point rating indicates the order of agreement or disagreement.

Population and Sampling Procedure

Arikunto (2016:117) states that a population is the entire research object. If someone wants to examine an element within the research area, then the research is population research. The population used in this study was all 75 employees at the Economic Bureau of the Regional Secretariat of East Java Province.

Data Types and Sources

The types of data used in this research are primary data, which is data obtained by administering questionnaires directly to respondents. Secondary data is data obtained/collected by researchers from all existing sources. Secondary data can be obtained from various sources, such as journals, books, reports, and so on. Data Collection Techniques The data collection techniques used in this study are based on how the researcher obtained the data needed for the research process. Data were obtained by distributing questionnaires containing written questions to respondents, namely employees of the Economic Bureau of the East Java Provincial Secretariat, to obtain direct responses.

RESULTS

Model Analysis

Validity Test

To determine the validity of the data from 68 respondents regarding the influence of Competence (X1), Work Discipline (X2), and Work Environment (X3) on Work Motivation (Z) and Employee Performance (Y), a validity test was used.

The validity test was aimed at four statements in the Competence (X1) variable, four statements in the Work Discipline (X2) variable, four statements in the Work Environment (X3) variable, four statements in the Work Motivation (Z) variable, and three statements in the Employee Performance (Y) variable using the SPSS 21.0 software application or computer program.

Based on the results of the validity test, all statement items across all variables were declared valid, as the Pearson correlation (r) value was greater than 0.30.

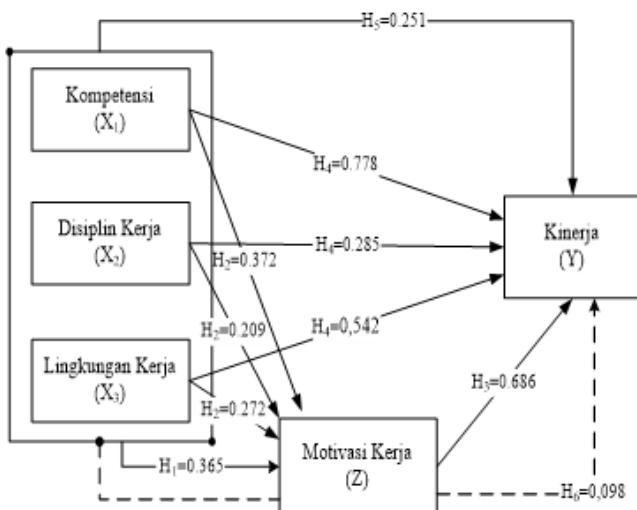
Reliability Test

To determine the accuracy of the data from 54 respondents regarding the influence of Competence (X1) and Work Discipline (X2) on Work Motivation (Z) and Employee Performance (Y), a reliability test was conducted using SPSS 21.0.

Based on the reliability test results, it can be seen that the variables Competence (X1), Work Discipline (X2), Work Environment (X3), Work Motivation (Z), and Employee Performance (Y) are reliable, as the resulting α is greater than or equal to 0.60.

Path Analysis

The following is a diagram of the path analysis test results with path coefficient values or standardization for each variable.



From the figure, it can be seen that:

1. If the variables Competence (X1), Work Discipline (X2), and Work Environment (X3) change, it will cause a change in Work Motivation (Z). A positive sign indicates that if Competence (X1), Work Discipline (X2), and Work Environment (X3) increase, Work

Motivation will also increase, and conversely, if Competence decreases, Work Motivation will also decrease. The coefficient value between (X1, X2, X3) and (Z) is 0.365.

2. If the variable Competence (X1) changes, it will cause a change in Work Motivation (Z). A positive sign indicates that if Competence increases, Work Motivation will also increase, and conversely, if Competence decreases, Work Motivation will also decrease. The coefficient value between (X) and (Z) is 0.372.
3. If the variable Work Discipline (X2) changes, it will cause a change in Work Motivation (Z). A positive sign indicates that higher Work Discipline leads to higher Work Motivation, and conversely, lower Work Discipline leads to lower Work Motivation. The coefficient between (X) and (Z) is 0.209.
4. A change in the Work Environment variable (X3) will cause a change in Work Motivation (Z). A positive sign indicates that a better Work Environment leads to higher work motivation, and conversely, a worse Work Environment leads to lower work motivation. The coefficient between (X) and (Z) is 0.272.
5. A change in the Work Motivation variable (Z) will cause a change in Employee Performance (Y). A positive sign indicates that higher Work Motivation leads to higher employee performance, and conversely, lower Work Motivation leads to lower employee performance. The coefficient between (X) and (Z) is 0.26.
6. A change in the Competence variable (X1) will cause a change in Employee Performance (Y). A positive sign indicates that greater competence leads to higher employee performance, and conversely, lower competence leads to lower employee performance. The coefficient value between (X) and (Y) is 0.778.
7. A change in the Work Discipline variable (X2) will lead to a change in Employee Performance (Y). A positive sign indicates that higher work discipline leads to higher employee performance, and conversely, lower work discipline leads to lower employee performance. The coefficient value between (X) and (Y) is 0.285.
8. A change in the Work Environment variable (X3) will lead to a change in Employee Performance (Y). A positive sign indicates that a better work environment leads to higher employee performance, and conversely, a worse work environment leads to lower employee performance. The coefficient value between (X) and (Y) is 0.542.
9. If the variables Competence (X1), Work Discipline (X2), Work Environment (X3) and Work Motivation (Z) change, it will cause changes in Employee Performance (Y). A positive sign indicates that if Competence (X1), Work Discipline (X2), Work Environment (X3) and Work Motivation (Z) are higher, Employee Performance (Y) will also be higher, and vice versa if Competence (X1), Work Discipline (X2), Work Environment (X3) and Work Motivation (Z) are lower, Employee Performance (Y) will also be lower. The coefficient value between (X1, X2, X3, Z) and (Y) is 0.251.
10. If the variables Competence (X1), Work Discipline (X2) and Work Environment (X3) change, it will cause changes in Work Motivation (Z) and its impact causes changes in Employee Performance (Y). A positive sign indicates that if Competence (X1), Work Discipline (X2) and Work Environment (X3) are higher than Work Motivation and Employee Performance will also be higher, and vice versa if Competence is lower than Work Motivation and Employee Performance will also be lower. This shows that Competence (X1), Work Discipline (X2) and Work Environment (X3) have an indirect effect on Employee Performance (Y) through Work Motivation (Z) of 0.250.

DISCUSSION

Discussion

1. The Simultaneous Effect of Competence, Work Discipline, and Work Environment on Motivation

The results of this study demonstrate that competence, work discipline, and the work environment have a direct influence on work motivation in the Economic Bureau of the East Java Provincial Secretariat. This is evident from the t-value of 2.330, with a significance level of 0.023 ($p < 0.05$).

Based on these results, it can be concluded that competence, work discipline, and the work environment have a direct influence on work motivation in the Economic Bureau of the East Java Provincial Secretariat. Higher employee competence, higher work discipline, and a better work environment will increase employee work motivation in the Economic Bureau of the East Java Provincial Secretariat, and vice versa.

2. The Partial Effect of Competence, Work Discipline, and the Work Environment on Work Motivation

a. The Influence of Competence on Work Motivation

The results of this study demonstrate that competence has a direct influence on work motivation in the Economic Bureau of the Regional Secretariat of East Java Province. This is evident in the t-value of 3.607, with a significance level of $(0.001) \leq 0.05$. Based on these results, it can be concluded that higher competence leads to higher employee performance in the Economic Bureau of the Regional Secretariat of East Java Province. Conversely, lower competence leads to lower employee performance in the Economic Bureau of the Regional Secretariat of East Java Province.

This is consistent with Wibowo's (2017:324) statement, which states that competence is the expertise possessed by a person in carrying out a job. Another supporting theory is the theory presented by Sutrisno (2016:202), who states that competence is defined as the behavior, expertise, and abilities possessed by a person in carrying out their duties.

b. The Effect of Work Discipline on Work Motivation

The results of this study demonstrate that work discipline has a direct influence on work motivation in the Economic Bureau of the East Java Provincial Secretariat. This is evident from the t-value of 2.330, with a significance level of 0.023 ($p < 0.05$). Based on these results, it can be concluded that higher work discipline leads to higher employee performance in the Economic Bureau of the East Java Provincial Secretariat. Conversely, lower work discipline leads to lower employee performance in the Economic Bureau of the East Java Provincial Secretariat.

This finding aligns with the research conducted by Wijaya and Laily (2021:15), which shows that work discipline influences motivation. This study demonstrates that work discipline influences motivation at PT. Kereta Api Indonesia (Persero) UPT. Balai Yasa Surabaya Gubeng. To date, employees have been able to implement work discipline effectively. Work discipline reflects employee compliance with work standards and regulations. Therefore, employees with good work discipline will remain motivated to complete all

their work optimally. The higher the level of employee discipline, the higher their work motivation will be.

c. The Influence of the Work Environment on Work Motivation

The results of this study demonstrate that the work environment has a direct influence on work motivation in the Economic Bureau of the East Java Provincial Secretariat. This is evident in the t-value of 2.507, with a significance level of 0.014 ($p < 0.05$). Based on these results, it can be concluded that a more comfortable work environment will increase employee motivation in the Economic Bureau of the East Java Provincial Secretariat. Conversely, a less comfortable work environment will decrease employee motivation in the Economic Bureau of the East Java Provincial Secretariat.

This is consistent with the results of research conducted by Wijaya and Laily (2021:15), which showed that the work environment influences motivation. This explains the influence of the work environment on motivation at PT. Kereta Api Indonesia (Persero) UPT. Surabaya Gubeng Development Center.

3. The Effect of Work Motivation on Employee Performance

The results of this study demonstrate that work motivation has a direct influence on employee performance in the Economic Bureau of the East Java Provincial Secretariat. This is evident in the t-value of 64.741, with a significance level of 0.000 ($p < 0.05$). Based on these results, it can be concluded that higher work motivation leads to higher employee performance in the Economic Bureau of the East Java Provincial Secretariat. Conversely, lower work motivation leads to lower employee performance.

This aligns with Suprihanto's (2016:16) statement that a person's work performance or achievement depends on their motivation for the work they do. The higher a person's motivation to perform a task, the higher their performance level. Conversely, the lower a person's motivation to perform a task, the lower their performance level. Sufficient work motivation will make employees more enthusiastic about their work, which ultimately leads to improved employee performance. Conversely, low work motivation leads to decreased employee performance, making it difficult to achieve company goals. Motivation does indeed directly influence employee performance.

4. The Partial Effect of Competence, Work Discipline, and Work Environment on Employee Performance

a. The Effect of Competence on Employee Performance

The results of this study demonstrate that Competence has a direct effect on employee performance in the Economic Bureau of the East Java Provincial Secretariat. This is evident from the t-test of 7.877, with a significance level of 0.000 ($p < 0.05$). Based on these results, it can be concluded that higher competency leads to higher employee performance in the Economic Bureau of the East Java Provincial Secretariat. Conversely, lower competency leads to lower employee performance in the Economic Bureau of the East Java Provincial Secretariat. This aligns with Suryadana et al.'s (2014: 32) statement that competency is a fundamental characteristic of an individual uniquely related to effective reference criteria and/or superior performance in a job or situation. Competence is the personal aspects of an employee that enable them to achieve superior performance. These personal aspects include traits, motives, value systems, attitudes, knowledge, and skills. Competencies guide behavior, which in turn leads to performance. Employee performance can be built or influenced by the competencies possessed by employees. The higher the competency

possessed by employees in an organization, the greater the potential for them to improve their performance. Employee competency is explicitly related to performance.

b. The Influence of Work Discipline on Employee Performance

The results of this study demonstrate that work discipline (X2) has a direct influence on employee performance in the Economic Bureau of the East Java Provincial Secretariat. This is evident from the t-value of 3.526, with a significance level of 0.001 ($p < 0.05$). Based on these results, it can be concluded that higher work discipline leads to higher employee performance in the Economic Bureau of the East Java Provincial Secretariat. Conversely, lower work discipline leads to lower employee performance.

This aligns with Pranata's (2020:42) statement that the relationship between discipline and performance is the sixth most important operative function of human resource management because the better an employee's discipline, the higher their performance. Employee discipline influences employee performance. The better the employee's discipline, the better their performance.

c. The Influence of the Work Environment on Employee Performance

The results of this study demonstrate that the Work Environment has a direct influence on Employee Performance at the Economic Bureau of the East Java Provincial Secretariat. This is evident from the t-value of 6.094, with a significance level of 0.000 ($p < 0.05$). Based on these results, it can be concluded that a more comfortable work environment will lead to higher employee performance at the Economic Bureau of the East Java Provincial Secretariat. Conversely, a less comfortable work environment will lead to lower employee performance at the Economic Bureau of the East Java Provincial Secretariat.

According to Runtunuwu et al., as cited in Ilham (2019:507), everything physical and non-physical around employees that can influence employee performance is called the work environment. A good work environment can be said to be good if employees feel happy, calm, and safe in carrying out their duties. Cleanliness, comfort, safety, and security can support smooth work flow. Improved work quality and work enthusiasm are the impacts of a positive work environment for the relevant agency.

5. The Simultaneous Effect of Competence, Work Discipline, and Work Environment on Employee Performance

The results of this study demonstrate that Competence, Work Discipline, and Work Environment have a direct influence on Employee Performance in the Economic Bureau of the East Java Provincial Secretariat. This is evident from the calculated F value of 42.095, with a significance level of 0.000 ($p < 0.05$). Based on these results, it can be concluded that higher competency, higher work discipline, and a more comfortable work environment will lead to higher employee performance in the Economic Bureau of the East Java Provincial Secretariat. Conversely, lower competency, lower work discipline, and a less comfortable work environment will lead to lower employee performance in the Economic Bureau of the East Java Provincial Secretariat.

This also aligns with the research findings of Sunarto et al. (2020:17), which found that competence, work discipline, and the work environment simultaneously influence employee performance. All independent variables in this study partially and simultaneously influence performance. This is evidenced by the test results conducted in this study. It can be seen that competence, work discipline, and the work environment are all factors that influence employee performance.

6. The Effect of Competence, Work Discipline, and Work Environment on Employee Performance through Work Motivation

Competence, Work Discipline, and Work Environment influence Work Motivation with a significance level of 0.000 ($p < 0.05$), and Work Motivation influences Employee Performance with a significance level of 0.000 ($p < 0.05$). Therefore, it can be concluded that Competence, Work Discipline, and Work Environment indirectly influence Employee Performance through Work Motivation at the Economic Bureau of the Regional Secretariat of East Java Province.

This also aligns with the results of research conducted by Wijaya (2021:17) which concluded that based on the results of the previous analysis, to answer the problem formulation, work discipline significantly influences employee performance. Therefore, it is concluded that increasing work discipline will further improve employee performance. Compensation has a significant effect on employee performance, so it is concluded that the higher the compensation, the higher the employee performance. Work discipline has a significant effect on motivation, so it is concluded that the higher the work discipline, the higher the employee motivation. Compensation has a significant effect on motivation, so it is concluded that the higher the compensation, the higher the employee motivation. Motivation has a significant effect on employee performance, so it is concluded that the higher the motivation, the higher the employee performance. Work discipline has a significant indirect effect on employee performance through motivation, so it is concluded that motivation plays a role in mediating the relationship between work discipline and employee performance. Compensation has a significant indirect effect on employee performance through motivation, so it is concluded that motivation plays a role in mediating the relationship between compensation and employee performance.

CONCLUSION

From the results of the hypothesis proof and discussion that are in accordance with the objectives of the hypothesis using path analysis, it can be concluded that (1) Competence (X1), Work Discipline (X2), and Work Environment (X3) simultaneously have a direct effect on Employee Work Motivation (Z) at the Economic Bureau of the Regional Secretariat of East Java Province, (2) Competence (X1), Work Discipline (X2) and Work Environment (X3) partially have a direct effect on Employee Work Motivation (Z) at the Economic Bureau of the Regional Secretariat of East Java Province, (3) Work Motivation (Z) directly affects Employee Performance (Y) at the Economic Bureau of the Regional Secretariat of East Java Province, (4) Competence (X1), Work Discipline (X2) and Work Environment (X3) partially have a direct effect on Employee Performance (Y) at the Economic Bureau of the Regional Secretariat of East Java Province, (5) Competence (X1), Work Discipline (X2), and Work Environment (X3) simultaneously has a direct influence on Employee Performance (Y) at the Economic Bureau of the Regional Secretariat of East Java Province and (6) Competence (X1), Work Discipline (X2), and Work Environment (X3) have an indirect influence on Employee Performance (Y) through Work Motivation (Z) at the Economic Bureau of the Regional Secretariat of East Java Province.

REFERENCE

Arikunto, Suharsimi, 2016, *Prosedur Penelitian : Suatu Pendekatan Praktek*, Edisi Revisi, Cetakan Kedelapan, Renika Cipta, Jakarta

Azwar Saifudin, 2016, *Reliabilitas dan Validitas*, Pustaka Pelajar, Yogyakarta.

Bernardin dan Russel. 2016. *Human Resources Management* (terjemah: Agus Maulana). Penerbit Binarupa Aksara. Jakarta.

Cascio, Wayne F, 2016, *Managing Human Resources: Productivity. Quality Work of Life. Profits*. Fourth Edition. New York : Mc Graw-Hill. Inc.

Davis dan Newstrom, 2017, *Perilaku Dalam Organisasi*, Edisi 7, Penerbit Erlangga, Jakarta.

Dharma, Agus, 2017, *Manajemen Supervisi*, Cetakan Keenam, Raja Grafindo Persada, Jakarta.

Dessler, Gary, 2017, *Managemen Personalia (Terjemahan)*, Penerbit: Erlangga. Jakarta.

Elburdah Risza Putri, 2019, Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT Arena Agro Andalan, *Dosen Program Studi Manajemen STIE Mahkota Tricom Unggul Vol. 13 No. 2 Desember 2020*

Ghozali, Imam, 2018, *Aplikasi Analisis Multivariante dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro

Gibson, Ivancevich, Donelly, 2015, *Organisasi: Perilaku, Struktur, Proses, Jilid 2, Edisi Ke Dua*, Jakarta, Penerbit Binarupa Aksara, Jakarta

Gomes, Luis R. Balkin. David B. and Cardy. Robert, 2015, *Managing Human Resources*. Prentice Hall International.

Hamalik Oemar, 2015, *Manajemen Pelatihan Ketenagakerjaan (Pendekatan Terpadu)*, Cetakan Kedua, Bumi Aksara, Jakarta.

Handoko, T. Hani, 2018, *Manajemen Personalia Dan Sumber Daya Manusia*. Yogyakarta BPFE

Hasibuan, Malayu. 2017, *Manajemen Personalia Dan Sumber Daya Manusia*. Jakarta. Bumi Aksara.

Kasmir, 2016, *Manajemen Sumber Daya Manusia (Teori dan Praktik)*, PT.Rajagrafindo Persada, Depok

Mangkunegara, Anwar Prabu, 2017, *Perilaku Konsumen*, Penerbit: PT Eresca Bandung.

Nitisemito, Alex S. 2017. *Manajemen Personalia (Manajemen Sumber Daya Manusia)*, Edisi ketiga, Penerbit : Ghalia Indonesia. Jakarta.

Notoadtmojo, Soejidjo. 2016, *Pengembangan Sumber Daya Manusia*. Jakarta: Rhineka Cipta

Pramanik Nuniek Dewi, 2020, Pengaruh komunikasi organisasi dan motivasi terhadap kinerja freelance di Jagoketik.com (*The impact of organizational communication and motivation on freelancer performance in Jagoketik.com*)

Pranata Sungguh Ponten, 2020, Pengaruh Disiplin Kerja Dan Kompetensi Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara II (Persero) Sei Semayang, <http://ejurnal.binawakya.or.id/index.php/MBI> Vol.15 No.11 juni 2021 Open Journal Systems

Rivai, Veithzal. 2016, *Manajemen Sumber Daya Manusia untuk Perusahaan*. Edisi Kedua. Jakarta : Penerbit PT. Raja Grafindo Persada.

Robbins, Stephen R., 2015, *Perilaku Organisasi*, Edisi Ketiga, Prentice Hall International Edition.

Saydam, Gouzali, 2017. *Manajemen Sumber Daya Manusia, Suatu pendekatan Mikro*, Djambatan, Jakarta.

Siagian, Sondang P, 2016, *Organisasi, Kepemimpinan dan Perilaku Administrasi*. Jakarta. Gunung Agung.

Simamora, Henry, 2017, *Manajemen Sumberdaya Manusia*. Cetakan Pertama. Penerbit STIE YKPN. Yogyakarta.

Sugiyono, 2016, *Metode Penelitian Kuantitatif Kualitatif Dan R & D*, Penerbit Alfabeta, Bandung

Sukardi, 2018, *Metodologi Penelitian Pendidikan*, Jakarta: PT Bumi Aksara

Sunarto Ading, Derita Qurbani, dan Shelby Virby, 2020, Pengaruh Kompetensi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pada PT Anugrah Bersama Sejahtera Depok, *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, Vol.4, No.1 , November 2020

Suprihanto, John. 2017, *Penilaian Pelaksanaan Kerja dan Pengembangan Karyawan*. Yogyakarta : BPFE Yogyakarta.

Sutrisno, Edy, 2016, *Manajemen Sumber Daya Manusia*, Cetakan Ketiga, Kencana Prenada Media Group, Jakarta.

Suryadana, Liga, 2016, Pengelolaan SDM Berbasis Kinerja.Bandung: Alfabeta

Tohardi, Ahmad. 2016. *Pemahaman Praktis Manajemen Sumber Daya Manusia*. Universitas Tanjung Pura. Bandung. Mandar Maju

Wibowo. 2017. *Manajemen Kinerja (Edisi ke 3)*. Penerbit: Rajawali Pers. Jakarta

Wijaya Langda Aditya, dan Nur Laily, 2021, Pengaruh Disiplin Kerja Dan Kompensasi Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening,