

THE EFFECT OF COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE CENTRAL STATISTICS AGENCY OF PESAWARAN REGENCY, LAMPUNG PROVINCE

Wahyu Ahmad Kautsar^{1*}, Senen Mustakim²

¹Sang Bumi Ruwa Jurai University, Lampung, Indonesia

*Correspondence : wahyu.kautsar@gmail.com

Abstract. *Employee performance is an important element that determines the success of an organization, including in government institutions such as the Central Statistics Agency (BPS) of Pesawaran Regency. Improving employee performance is a key factor in achieving organizational goals effectively and efficiently. However, in practice, there are still challenges in the form of differences in competency levels and low work discipline among employees, which can affect the quality and productivity of work. Competence, which includes abilities, knowledge, and work skills, plays an important role in determining the extent to which an employee is able to carry out their duties professionally. On the other hand, work discipline is a form of employee responsibility and compliance with regulations, time, and organizational rules. This study aims to analyze the extent to which competence and work discipline influence employee performance at the BPS in Pesawaran Regency. The research method used was field research with a quantitative approach, in which data was collected through questionnaires and observation. The results of the analysis showed that the Competence variable (X1) had a significant effect on Employee Performance (Y) of 87.2%. Furthermore, the Work Discipline variable (X2) also affects Employee Performance (Y) by 68.6%. Simultaneously, these two variables affect employee performance by 93.3%. These findings indicate that competence and work discipline play a major role in improving employee performance, so they need to be taken into account in human resource development strategies at the Pesawaran Regency BPS.*

Keywords: *Competence, Work Discipline, and Performance.*

PENGARUH KOMPETENSI DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI PADA BADAN PUSAT STATISTIK KABUPATEN PESAWARAN PROVINSI LAMPUNG

Abstrak. Kinerja pegawai merupakan elemen penting yang menentukan keberhasilan suatu organisasi, termasuk di lingkungan pemerintahan seperti Badan Pusat Statistik (BPS) Kabupaten Pesawaran. Peningkatan kinerja pegawai menjadi faktor utama dalam mencapai tujuan organisasi secara efektif dan efisien. Namun, dalam pelaksanaannya, masih ditemukan tantangan berupa perbedaan tingkat kompetensi dan rendahnya disiplin kerja di antara pegawai, yang dapat memengaruhi kualitas dan produktivitas kerja. Kompetensi yang mencakup kemampuan, pengetahuan, dan keterampilan kerja berperan penting dalam menentukan sejauh mana seorang pegawai mampu menjalankan tugasnya secara profesional. Di sisi lain, disiplin kerja merupakan bentuk tanggung jawab dan kepatuhan pegawai terhadap peraturan, waktu, serta tata tertib organisasi. Penelitian ini bertujuan untuk menganalisis sejauh mana pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai di BPS Kabupaten Pesawaran. Metode penelitian yang digunakan adalah penelitian lapangan (field research) dengan pendekatan kuantitatif, di mana data dikumpulkan melalui kuesioner dan observasi. Hasil analisis menunjukkan bahwa variabel Kompetensi (X1) memiliki pengaruh signifikan terhadap Kinerja Pegawai (Y) sebesar 87,2%. Selanjutnya, variabel Disiplin Kerja (X2) juga berpengaruh terhadap Kinerja Pegawai (Y) sebesar 68,6%. Secara simultan, kedua variabel tersebut berpengaruh terhadap kinerja pegawai sebesar 93,3%. Temuan ini menunjukkan bahwa kompetensi dan disiplin kerja memiliki peranan besar dalam meningkatkan kinerja pegawai, sehingga perlu mendapat perhatian dalam strategi pengembangan sumber daya manusia di lingkungan BPS Kabupaten Pesawaran.

Kata kunci: *Kompetensi, Disiplin Kerja dan Kinerja.*

INTRODUCTION

Every organization, whether in the

public or private sector, has the primary goal of achieving optimal work results. One important factor that determines the

success of an organization is employee performance, because performance reflects the real contribution of individuals to the achievement of institutional goals. In the context of government agencies, employee performance plays an important role not only for internal efficiency, but also in improving the quality of public services. The Central Statistics Agency (BPS) of Pesawaran Regency, as a government agency, has a strategic role in providing accurate and relevant statistical data as a basis for regional development planning. Therefore, improving employee performance within the BPS is an urgent need so that data services to the community and local government run effectively and on time.

Employee competence is one of the main factors that influence performance. Competence includes the knowledge, skills, and work attitudes required to perform tasks professionally. In the context of BPS, employees are required not only to master technical aspects of statistics, but also to have the ability to use information technology that supports the process of collecting, processing, and presenting data. However, in reality, the BPS in Pesawaran Regency still faces challenges in the form of uneven competency among its employees. Some employees have not mastered the latest data processing technology, which has an impact on the effectiveness and efficiency of task implementation, as well as the quality of the data produced.

In addition to competence, work discipline is also an important aspect that determines the success of an organization. Work discipline reflects the willingness of employees to obey rules and carry out their responsibilities in accordance with established standards. Based on the 2024 Pesawaran Regency BPS employment data, the average employee tardiness rate reached 18.5% per year, which indicates a low level of discipline in attendance and timely completion of work. This high level of tardiness has a direct impact on reduced

productive time and delays in completing key tasks such as reporting and processing statistical data.

The low level of discipline is also evident in the administration and reporting of survey activities. Monitoring of the submission of Susenas documents for March 2024 shows that in the first two weeks, most subdistricts had not reached 50% of their document collection targets. These delays have impacted the data analysis and publication process and demonstrate poor time management and work responsibility. In fact, punctuality and compliance with procedures are key indicators of work discipline that every BPS employee must have in order to maintain the credibility of the institution as a reliable provider of national data.

Another problem identified at the Pesawaran Regency BPS is the mismatch between job formations and employee competencies. Based on an analysis of job formation requirements for 2024, there are shortages in functional positions such as statisticians, finance, and computing. This condition shows that the principle of “the right man in the right place” is not yet optimal, where some employees occupy positions that are not in line with their educational background and expertise. This mismatch has the potential to reduce the quality of work and hinder the achievement of organizational targets, especially in statistical activities that require technical expertise and high accuracy.

Given these conditions, improving competence and enforcing work discipline are two very important things to encourage improved employee performance at the Pesawaran District BPS. Improvements can be made through technical and non-technical training programs, discipline coaching, and the implementation of fair reward and punishment policies. Thus, employees are expected to be able to work professionally, disciplined, and productively, thereby supporting the achievement of the organization's goals in providing accurate and reliable statistical

data.

THEORETICAL BASIS

Competency

Competence is a fundamental factor that determines the extent to which a person is able to perform their job well. According to Wibowo, competence is a person's ability to perform or complete a job based on the skills, knowledge, and attitudes required by that job (Geopani et al. 2024). Boyatzis asserts that competence is a fundamental characteristic of individuals that relates to the effectiveness of their performance in a job or situation (Almaududi 2025). This means that competence is not merely technical ability, but also includes personality and motivation aspects that drive a person to achieve optimal work results.

Amstrong explains that competence consists of behavioral dimensions and technical abilities (Yulianty et al. 2021). Behavioral dimensions reflect how a person performs their job (attitude), while technical abilities reflect what an individual can do based on their knowledge and skills. Competence also reflects the level of professionalism of an employee in performing their duties, so that employees with high competence will be better able to adapt to changes and the demands of a dynamic job

According to Kunandar, competencies can be divided into five types, namely intellectual competencies (knowledge and thinking skills), physical competencies (physical abilities), personal competencies (integrity and responsibility), social competencies (communication and teamwork skills), and spiritual competencies (the practice of moral and ethical values at work) (Ina et al. 2020). Meanwhile, Spencer distinguishes competencies into two main categories, namely threshold competencies (basic skills that must be possessed to perform the job) and differentiating competencies (distinguishing skills that

differentiate the performance of outstanding employees from average ones) (Kusumadewi and Rosdiana 2024).

Factors that influence competence include beliefs and values, skills, experience, motivation, personality characteristics, and organizational culture (Melly Indrawaty, Padhil, and Mukti 2024). Employees with adequate work experience and good organizational support will have higher competencies than employees who receive less training or guidance. In addition, an organizational culture that encourages innovation and continuous learning will strengthen employee competencies in the long term.

The competency indicators according to Spencer and Spencer cover five main aspects, namely: (1) Knowledge – information possessed by individuals related to their field of work; (2) Skills – technical and mental abilities to complete tasks; (3) Attitude – positive behavior and responses to work; (4) Motives – internal drive to achieve the best results; and (5) Self-concept – an individual's perception of their abilities and self-worth (Budhiningtias Winanti 2011). In the context of public organizations such as BPS, high competence will be reflected in the ability of employees to use statistical tools, information technology, and analytical skills to present data accurately and relevantly.

Thus, competence can be defined as a comprehensive ability that encompasses knowledge, skills, and work attitudes, which shape effective behavior to achieve the organization's expected performance. Competent employees will be better able to deal with the complexity of their work, maintain professional integrity, and make a positive contribution to the achievement of the institution's goals

Work Discipline

Work discipline is an attitude of willingness and awareness to obey the rules and norms that apply within an organization. According to Hasibuan,

discipline is the awareness and willingness of a person to comply with all company rules and applicable social norms (Tanjung 2015).

Mangkunegara explained that work discipline is a form of training aimed at improving and shaping employee behavior so that they are willing to work according to organizational rules and are able to achieve the expected results (Vallennia, Atikah, and Azijah 2020). High discipline creates order, efficiency, and encourages increased organizational productivity. Conversely, low discipline leads to decreased performance, delays, and a weakening of organizational culture. In the context of public organizations such as BPS, work discipline plays a vital role in ensuring data accuracy and timeliness in statistical processes.

Siagian distinguishes work discipline into two types, namely preventive discipline and corrective discipline. Preventive discipline is preventive in nature so that violations do not occur, while corrective discipline aims to correct the behavior of employees who have violated regulations (Hartono and Siagian 2020). In addition, Hasibuan also distinguishes between formal and informal discipline. Formal discipline is written and regulated through organizational policies, while informal discipline stems from moral values and work culture that develop within the organization. Both forms of discipline must be balanced in order to create a harmonious and productive work environment.

Factors that influence work discipline include leadership role models, clear rules, reward and punishment systems, and the level of organizational concern for employees. Leaders who set an example, effective monitoring systems, and rewards for disciplined employees will strengthen a disciplined and responsible work culture. Conversely, indecisiveness in enforcing rules can reduce employee motivation and morale.

According to Hasibuan and Siagian, indicators of work discipline include

several aspects, namely: (1) Punctuality, reflecting employees' responsibility to their work schedule; (2) Compliance with rules, both written and unwritten; (3) Performing tasks according to procedures, demonstrating adherence to work standards; (4) Responsibility for work, describing the seriousness and consistency in carrying out tasks; and (5) A positive work attitude, including enthusiasm, perseverance, and loyalty to the organization.

Based on this theory, work discipline at the Pesawaran District BPS can be seen from the extent to which employees arrive on time, comply with operational rules, and complete statistical tasks on time. Good work discipline will create organizational efficiency and strengthen the image of BPS as a credible data provider.

Kinerja Pegawai

Employee performance is the result of the quality and quantity of work achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. According to Mangkunegara, performance or work achievement is the result of work achieved by an individual in terms of both quality and quantity in carrying out their duties in accordance with their responsibilities (Muhammad Kiki Baehaki 2020). Hasibuan also defines performance as the results achieved by an individual based on their skills, experience, and diligence within a certain period of time (Hasibuan and Bahri 2018). In public organizations, employee performance is a measure of success in providing services to the community and achieving institutional goals.

Dessler states that performance is influenced by two main factors, namely ability and motivation (Supardi 2016). Ability encompasses technical competence and knowledge, while motivation reflects an individual's willingness and commitment to achieve the best results. Meanwhile, Armstrong adds the factors of work environment, leadership, and

organizational systems as determinants of employee performance. Employees with high abilities but an unsupportive work environment will still produce low performance.

According to Mas'ud and Robbins, performance indicators include five main aspects, namely: (1) Work quality, the extent to which work results are close to perfection and meet organizational standards; (2) Work quantity, the amount of results achieved in a certain period; (3) Timeliness, the ability to complete tasks according to deadlines; (4) Effectiveness, the ability to use resources optimally to produce the best results; and (5) Independence, the ability to carry out work without high dependence on direct supervision.

In addition, McKenna and Beech add that knowledge, work attitude, interpersonal skills, and responsibility are part of the individual performance dimension. In the context of the Pesawaran District BPS, employee performance is not only measured by the amount of work completed, but also by data accuracy, timeliness of reporting, and the ability to coordinate with various parties during the data collection and processing process.

Thus, employee performance is a reflection of the synergy between competence, work discipline, motivation, and organizational support. High performance will be achieved if employees have adequate abilities, are disciplined in their work, and have a conducive working environment. In this study, the performance of Pesawaran Regency BPS employees was used as the dependent variable, which was influenced by competence and work discipline as independent variables.

RESEARCH METHODS

This study uses a quantitative approach with an associative method, which is research that aims to determine the

relationship or influence between two or more variables. A quantitative approach is used because this study focuses on measuring variables through numerical data that is analyzed statistically to test hypotheses. According to Sugiyono (2019:13), quantitative research is systematic, planned, and structured with the aim of obtaining an objective picture of the phenomenon being studied through the analysis of relationships between variables.

The design of this research is causal-comparative (causal associative research) because it seeks to explain the influence between independent variables, namely competence (X1) and work discipline (X2), on the dependent variable, namely employee performance (Y). Through this design, researchers can determine the extent of the influence of competence and work discipline on employee performance, both partially and simultaneously. The research was conducted at the Central Statistics Agency (BPS) of Pesawaran Regency, Lampung Province, because this agency plays an important role in providing regional statistical data, but still faces challenges in terms of competency gaps and employee discipline levels, which have implications for organizational performance. Therefore, this study is expected to provide an empirical description and strategic recommendations for improving employee performance within the BPS.

The research was conducted at the Central Statistics Agency Office of Pesawaran Regency, located at Jl. Ahmad Yani, Gedong Tataan District, Pesawaran Regency, Lampung Province. This location was chosen purposively because the BPS Pesawaran has the characteristics of a government organization that is relevant to the research focus on the competence, discipline, and performance of the civil service (ASN).

RESEARCH RESULTS

This study involved 19 employees of

the East Lampung District Health Office, who were sampled from a total population of 74 people. Based on the data tabulation results, most respondents were aged between 30 and 45 years old with more than 5 years of work experience, indicating that the respondents had sufficient experience in the fields of health services and public administration. The majority of respondents had participated in at least one training activity during the past two years, but the frequency and relevance of the training varied among employees. This indicates the need for continuous evaluation of the effectiveness of the training and competency development programs implemented by the agency.

Before further analysis, validity and reliability tests were conducted on all questionnaire items. The validity test results showed that all statement items had a calculated r value greater than the table r (0.444), so all items were declared valid. The reliability test using Cronbach's Alpha method produced a value of 0.842 for the Training variable (X_1), 0.811 for the Competency Development variable (X_2), and 0.865 for the Employee Performance variable (Y). These values are greater than the minimum limit of 0.6, which means that the research instrument is reliable and suitable for use in data collection.

The results of multiple linear regression analysis show a positive relationship between training and competency development and employee performance. The regression equation obtained is:

$$Y = 7.532 + 0.412X_1 + 0.217X_2$$

This equation shows that every one-unit increase in the Training variable (X_1) will increase Employee Performance (Y) by 0.412 units, while a one-unit increase in the Competency Development variable (X_2) will increase Employee Performance (Y) by 0.217 units, assuming other variables remain constant.

The t-test (partial) results show that: 1) Training (X_1) has a significant effect on employee performance with a t -value $> t$ -

table and a significance value of $0.000 < 0.05$, 2) Competency Development (X_2) also has a significant effect on employee performance with a significance value of $0.004 < 0.05$. Meanwhile, the F test (simultaneous) shows a calculated F value of $15.873 > F$ table 3.24 with a significance of $0.000 < 0.05$, which means that the Training and Competency Development variables together have a significant effect on Employee Performance.

The coefficient of determination (R^2) value is 0.671, which means that 67.1% of employee performance variation can be explained by these two independent variables, while the remaining 32.9% is influenced by other factors such as work motivation, leadership, organizational culture, and performance appraisal and reward systems.

The results of this study are in line with the theories proposed by Mangkunegara and Rivai, which state that training and competency development are important factors in improving employee performance. Training enables employees to better understand their tasks, improve their technical skills, and broaden their work horizons. Meanwhile, competency development plays a role in strengthening conceptual abilities and work behaviors that support the professionalism of the apparatus.

These findings also support the results of research conducted by Siagian, who found that improving the quality of employee training contributes directly to increased work efficiency and job satisfaction. Similarly, research by Wibowo confirms that systematic and continuous competency development can strengthen employee commitment to the organization. From a managerial perspective, these findings emphasize the importance of leadership in designing training and development programs that are tailored to the needs of the organization. The Health Office needs to conduct a training needs analysis to ensure that the materials and methods used are

relevant to the tasks of employees. In addition, competency development should not stop at the formal level, but should be linked to a fair career system, incentives, and performance appraisals.

Thus, improving the performance of East Lampung District Health Office employees cannot be achieved through technical training alone, but must be accompanied by continuous coaching, mentoring, and the establishment of a competency-based work culture.

Overall, the results of this study indicate that competency training and development play a strategic role in improving the performance of public sector employees, particularly in the health sector. Well-planned training and continuous competency development can create a professional, innovative, and community service-oriented workforce. These results are expected to serve as a basis for the East Lampung District Health Office in formulating more effective and sustainable human resource development policies in the future.

CONCLUSION AND IMPLICATION

CONCLUSION

As the final part of this study, conclusions were drawn to summarize the empirical findings and answer the research questions systematically. This study aimed to determine the effect of training and competency development on the performance of employees at the East Lampung District Health Office. Based on the results of quantitative analysis and discussion, several important conclusions were obtained, as follows: 1) Training has a positive and significant effect on employee performance. These results indicate that the higher the intensity and quality of training provided, the better the performance of employees in carrying out their duties and responsibilities. Training has been proven to improve technical skills, practical knowledge, and understanding of work procedures,

enabling employees to work more efficiently and productively. Training is also an important means of adapting to changes in health policies and technology. 2) Competency development has a positive and significant effect on employee performance. These findings indicate that improving competencies through education, mentoring, and coaching contributes to employee professionalism. Competent employees have better analytical skills, are able to make quick decisions, and are more adaptive to changes in the work environment. Although its influence is smaller than training, competency development is long-term and plays a role in shaping the character and work culture of civil servants with integrity. 3) Training and competency development simultaneously have a significant effect on employee performance by 67.1%. This shows that both factors together play an important role in determining the quality of employee performance. In other words, improving employee performance cannot be achieved through technical training alone, but needs to be balanced with continuous competency development that covers cognitive, affective, and psychomotor aspects.

Based on the results of this study, it can be concluded that human resource management in the East Lampung District Health Office needs to be directed towards a strategy of strengthening integrated training and competency development. The synergy between these two factors will produce employees who are not only technically competent, but also competitive, loyal, and committed to improving public services.

In conclusion, this study emphasizes that training and competency development are strategic investments for public organizations. Both should be viewed not as a burden on the budget, but as important instruments in improving the quality of the apparatus and the effectiveness of the organization.

IMPLICATION

As a follow-up to the research results, this section presents implications that can be used as a basis for the implementation of human resource management policies in the government sector, particularly in the health sector. The implications described cover three main aspects, namely theoretical implications, practical implications, and public policy implications. **Theoretical Implications:** This study reinforces human resource management and organizational behavior theories that place training and competency development as fundamental factors in shaping employee performance. The results of this study are consistent with the theories proposed by Mangkunegara, Rivai, and Spencer & Spencer, which state that improving individual abilities and competencies has a direct impact on increasing organizational productivity and effectiveness. Theoretically, this study contributes to the development of the concept of human capital development in the public sector, particularly in the context of regional health service bureaucracy.

Practical Implications: In practical terms, the East Lampung District Health Office needs to implement systematic and need-based training planning. Training must be tailored to the job characteristics and competencies required in each field. In addition, the training evaluation system needs to be strengthened so that the learning outcomes can be applied in practice. Competency development must also be facilitated through ongoing programs such as coaching, mentoring, and job rotation. Thus, employees will have broader work experience and be more adaptive to changes in public service demands. **Policy Implications:** From a policy perspective, the results of this study can be used as a basis for the East Lampung Regency Government in formulating competency-based civil service (ASN) development policies. The government needs to allocate a special budget for continuous training and human resource development, build a result-based training system, and integrate training results with the performance appraisal and promotion system. This policy is expected to create a more professional, responsive, and community-oriented bureaucracy.

In conclusion, the implications of this study emphasize that improving the quality of

public services in the health sector depends not only on structural policies but also on the quality of the people implementing these policies. Effective training and competency development are key to creating a competent, professional, and highly competitive workforce. Therefore, planned, continuous, and performance-based human resource management must be a top priority in strengthening excellent and service-oriented governance.

BIBLIOGRAPHY

Almaududi, Said. 2025. "MODEL EVALUATIF KINERJA PERGURUAN TINGGI SWASTA BERBASIS Era Yang Oleh Budaya Organisasi Yang Mampu Percepatan Teknologi Dan Disrupsi Digital, Sebagai Pusat Keilmuan Menciptakan Suasana Kerja Yang Kolaboratif , Integritas Mengarahkan Seluruh Aktivitas Tridharma Pada Mutu Dan Keberlanjutan . Di Sisi Lain , Penting Bagi Keberhasilan Seorang Pemimpin Dalam Mengelola Dinamika Harus Mampu Mengelola Sumber Daya Secara Efektif Demi Mewujudkan Kinerja Yang Unggul . Tantangan Utama Dalam Tata Kelola Bagaimana Institusi Dapat Membangun Termasuk Dalam Hal Perumusan Kebijakan Penyelesaian Konflik Organisasi Landasan Budaya Organisasi Yang Kokoh Serta Mengembangkan Kompetensi Manajerial Yang Adaptif Guna Mencapai Tujuan Strategis Secara Berkesinambungan (Cameron Kuat Mendorong Sustainability Integritas Tridharma Akademik , Kompetensi Manajerial Diposisikan Perguruan Tinggi (Masduki , 2019 ; Pratiwi Kompetensi Manajerial Menjadi Penentu Sebagai Dua Faktor Strategis Yang Saling Melengkapi Dalam Mendorong Peningkatan Kinerja Institusional (Cameron & Quinn , Budaya Organisasi Berperan Sebagai Di Indonesia Topik Ini Menunjukkan Urgensi Tinggi Untuk Diteliti Secara Lebih." 14(01):59–68.

- Budhiningtias Winanti, Marlina. 2011. "Pengaruh Kompetensi Terhadap Kinerja Karyawan (Survei Pada PT. Frisian Flag Indonesia Wilayah Jawa Barat)." *Majalah Ilmiah UNIKOM* 7(2):249–67
- Geopani, Toni, Asep Rochyadi Suherman, Adang Adang, Annita Jannah, and Djadjat Suswanto. 2024. "The Influence of Motivation and Work Competence on Employee Performance." *Majalah Bisnis & IPTEK* 17(1):39–47. doi: 10.55208/hxjx9v51.
- Hartono, Tommy, and Mauli Siagian. 2020. "Pengaruh Disiplin Kerja Dan Pelatihan Terhadap Kinerja Karyawan Pt Bpr Sejahtera Batam." *Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi* 7(1):220–37.
- Hasibuan, Siti Maisarah, and Syaiful Bahri. 2018. "Pengaruh Kepemimpinan, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja." *Maneggio: Jurnal Ilmiah Magister Manajemen* 1(1):71–80. doi: 10.30596/maneggio.v1i1.2243.
- Ina, Magdalena, Septiani Revita, Ilmah Siti Nurul, and Faridah Dwi Nur. 2020. "Analisis Kompetensi Guru Dalam Proses Pelaksanaan Evaluasi Pembelajaran Di SDN Peninggilan 05." *Nusantara : Jurnal Pendidikan Dan Ilmu Sosial* 2(2):262–75.
- Kusumadewi, Ambar Nadia, and Weni Rosdiana. 2024. "Analysis of the Competence of Kader Surabaya Hebat in Balongsari Urban Village Surabaya City." *Inovant* 3(4):148–61.
- Melly Indrawaty, Lutfi Padhil, and Reza Wibawa Mukti. 2024. "Faktor-Faktor Yang Memengaruhi Kinerja SDM Dan Kinerja Organisasi : Sebuah Tinjauan Literatur." *Diversity: Jurnal Ilmiah Pascasarjana* 4(2):119–29. doi: 10.32832/djip-uika.v14i2.17263.
- Muhammad Kiki Baehaki, Ahmad Faisal. 2020. "PENGARUH DISIPLIN KERJA, PELATIHAN DAN KEPUASAN KERJA TERHADAP PRESTASI KERJA KARYAWAN (Studi Kausal Pada Perusahaan Asuransi PT.A.J Sequislife Jakarta)." *Jurnal Ilmiah M-Progress* 10(1):10–22. doi: 10.35968/m-pu.v10i1.364.
- Supardi, Endang. 2016. "Pengembangan Karir Kontribusinya Terhadap Kinerja Pegawai." *Jurnal Geografi Gea* 9(1). doi: 10.17509/gea.v9i1.1680.
- Tanjung, Hasrudy. 2015. "PENGARUH DISIPLIN KERJA DAN MOTIVASI KERJA TERHADAP PRESTASI KERJA PEGAWAI PADA DINAS SOSIAL DAN TENAGA KERJA KOTA MEDAN." *Ilmiah Manajemen Dan Bisnis* 3(1):1–10.
- Vallennia, Kirana, Atik Atikah, and Fitri Nur Azijah. 2020. "PENGARUH DISIPLIN KERJA TERHADAP KINERJA KARYAWAN (Studi Kasus PT.SINAR SOSRO Rancaekek)." *E-Journal Equilibrium Manajemen* 6(2):39–49.
- Yulianty, Puspa Dewi, Sari Laelatul Qodriah, Pebi Kurniawan, and Hani Indriyanti. 2021. "Pengaruh Kompetensi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Elfaatih Global Indonesia." *Entrepreneurship Bisnis Manajemen Akuntansi (E-BISMA)* 2(2):51–61. doi: 10.37631/e-bisma.v2i2.402.