



Analysis of the Influence of Competence and Motivation on Employee Performance through Work Discipline as an Intervening Variable

Resi Zelfi Evany^{1*}, Djatmiko Noviantoro², Sari Sakarina³

¹⁻³ Master of Management Study Program, Faculty of Economics and Business, Universitas Tridinanti, Indonesia

Email: zelfievan@gmail.com^{1*}, drmikosemsi2@gmail.com², sarisakarina@univ-tridinanti.ac.id³

*Corresponding Author: zelfievan@gmail.com

Abstract. *This study aims to analyze the influence of competence and work motivation on employee performance with work discipline as an intervening variable. The study used a quantitative approach with a survey method by distributing questionnaires to employees. The study population was all 135 employees with a census sampling technique. Data were analyzed using path analysis to determine the direct and indirect effects between research variables. The variables studied included competence, work motivation, work discipline, and employee performance. The results showed that competence and work motivation had a significant effect on work discipline. Work motivation and work discipline were also proven to have a significant effect on employee performance, while competence had a relatively weak effect on performance. In addition, work discipline was proven to be able to mediate the influence of competence and work motivation on employee performance. The findings of this study indicate that increasing competence and work motivation will be more effective in improving employee performance if supported by a good level of work discipline. This study provides an empirical contribution to the development of human resource management studies, particularly regarding the role of work discipline as an intervening variable in the relationship between competence, work motivation, and employee performance.*

Keywords: *Competence; Employee Performance; Intervening Variables; Work Discipline; Work Motivation.*

1. BACKGROUND

Human resources (HR) are a crucial factor in an organization because their success is largely determined by the quality and performance of their employees. Organizations with competent, motivated, and disciplined human resources will be able to achieve their goals effectively and efficiently. Therefore, human resource management is a strategic aspect that must be considered by every organization, both in the public and private sectors (Hasibuan, 2019).

In the current era of bureaucratic reform and improving the quality of public services, government agencies are required to enhance the professionalism of their staff and the quality of their organizational performance. Employees, as the primary implementers of organizational activities, are expected to work effectively and efficiently, and be oriented toward providing quality public services. This aligns with Mangkunegara's (2020) opinion, which states that employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.

Employee performance is one of the main indicators in assessing an organization's success in achieving its stated goals. Good performance is influenced not only by individual technical abilities but also by various other factors such as employee competence, work motivation, and work discipline.

The Palembang Class II Railway Engineering Center is a Technical Implementation Unit under the Ministry of Transportation, playing a strategic role in implementing technical tasks in the field of railway infrastructure and safety. Based on Ministerial Regulation Number 36 of 2022, the Railway Engineering Center is tasked with improving, developing, managing, maintaining, and supervising the implementation of railway infrastructure and safety within its jurisdiction. In carrying out these duties, the organization's success is greatly influenced by the performance of its employees as operational implementers.

Based on the performance report of BTP Class II Palembang employees in 2023 and 2024, it appears that although the majority of employees were in the good performance category, several indicators experienced a decline. In 2023, the main indicator showed a score of 96% in the good category, but in 2024, this dropped to 89%, with an 11% needing improvement category. Several work behavior indicators, such as harmony, loyalty, and collaboration, also experienced a decline. This situation indicates that there are still issues that need attention in human resource management at the agency.

One factor that can influence employee performance is competence. Competence is a combination of knowledge, skills, abilities, and attitudes that an individual possesses to perform work effectively. According to Suhariandi (2019), competence is a person's ability to integrate knowledge, skills, attitudes, and work experience to optimally perform tasks. Meanwhile, Mathis and Jackson (2021) state that competence is a basic individual characteristic related to a person's ability to perform work, thus producing superior performance.

Besides competence, another factor influencing employee performance is work motivation. Motivation is a drive that arises from within or outside the individual, driving someone to take action to achieve a specific goal. According to Mangkunegara (2020), work motivation is a condition that drives employees to achieve organizational goals through optimal task execution. Employees with high work motivation tend to have high work enthusiasm, commitment to the organization, and a desire to achieve better work results.

This is also reinforced by research by Robbins and Judge (2020) which states that work motivation has a close relationship with employee performance, because motivation can encourage individuals to work harder, be more disciplined, and have greater responsibility for their work.

Besides competence and motivation, work discipline is also a crucial factor influencing employee performance. Work discipline is a form of employee awareness and willingness to comply with all applicable regulations and norms within the organization. According to

Mangkunegara (2020), work discipline is a management action to enforce organizational standards so that employees can work in an orderly, organized, and responsible manner.

Good work discipline reflects an employee's professional attitude in carrying out their duties and responsibilities. Employees with strong work discipline are able to utilize their work time effectively, comply with organizational regulations, and carry out their work according to established procedures. Conversely, low work discipline can impact employee performance and hinder the achievement of organizational goals (Hasibuan, 2019).

Based on employee attendance data from BTP Class II Palembang in 2025, approximately 30% of employees still arrived late, and approximately 18% left early. This situation indicates that employee discipline still needs to be improved to ensure optimal organizational performance.

Thus, improving employee performance depends not only on employee competence and work motivation, but also on the level of work discipline implemented within the organization. Work discipline can act as an intervening variable linking competence and motivation to employee performance.

2. THEORETICAL STUDY

Employee performance is a crucial aspect in determining an organization's success in achieving its stated goals. Performance reflects an individual's level of success in carrying out the tasks and responsibilities assigned by the organization. According to Anwar Prabu Mangkunegara (2020), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. This demonstrates that performance is measured not only by the quantity of work completed but also by the quality of the work produced by the employee. Therefore, employee performance is an important indicator in assessing an individual's contribution to organizational success.

Another view is put forward by Stephen P. Robbins and Timothy A. Judge (2020), who state that employee performance is the level of individual success in completing their work according to standards set by the organization. These standards are usually related to work targets, service quality, and effectiveness in carrying out tasks. Therefore, employee performance can be influenced by various factors, such as the individual's ability, motivation, and work attitude. Employees with high ability and motivation tend to demonstrate better performance than those with low levels of ability and motivation.

One factor that can influence employee performance is competence. Competence is a person's ability, encompassing the knowledge, skills, and attitudes necessary to perform a job

effectively. According to Wibowo (2019), competence is the ability to perform a job based on the necessary skills, knowledge, and work attitudes. Competence indicates the extent to which an individual has the capacity to complete assigned tasks professionally. In an organizational context, competence is a crucial factor because it can determine the quality of employee performance in carrying out their duties.

Furthermore, Lyle M. Spencer and Signe M. Spencer (2018) explain that competence is a basic individual characteristic related to the effectiveness of job performance. These characteristics include a person's motives, traits, self-concept, knowledge, and skills. Individuals with high competence are typically able to work more effectively, make accurate decisions, and complete tasks with optimal results. Therefore, improving employee competence through training and development is an important strategy implemented by organizations to improve employee performance.

Besides competence, another factor that influences employee performance is work motivation. Work motivation is the drive that arises from within a person to perform a task in order to achieve a specific goal. According to Malayu SP Hasibuan (2019), work motivation is the driving force that creates a passion for work, encouraging them to collaborate effectively to achieve organizational goals. Motivation can stem from internal factors such as the desire to achieve, as well as external factors such as rewards, incentives, and a supportive work environment. Employees with high work motivation typically work with more enthusiasm, responsibility, and strive to deliver the best work results for the organization.

Meanwhile, according to Stephen P. Robbins and Timothy A. Judge (2020), motivation is a process that explains a person's intensity, direction, and persistence in achieving a goal. Intensity relates to how much effort a person exerts, direction relates to the desired goal, while persistence indicates how long an individual can maintain their efforts. In an organizational context, high work motivation will encourage employees to perform optimally, thereby increasing overall productivity and organizational performance.

Another factor that is no less important in influencing employee performance is work discipline. Work discipline is the attitude and behavior of employees in complying with the regulations and norms applicable within the organization. According to Malayu SP Hasibuan (2019), work discipline is a person's awareness and willingness to comply with all organizational regulations and applicable social norms. Work discipline reflects the level of employee compliance with established rules by the organization, such as punctuality, responsibility for work, and adherence to work procedures. Employees with high work discipline will be able to carry out their duties more orderly and responsibly.

Good work discipline will encourage employees to work more effectively and efficiently, thereby improving organizational performance. Disciplined employees tend to be highly committed to their jobs, able to manage their time effectively, and adhere to established work standards. Conversely, poor work discipline can lead to various problems within the organization, such as delays in work completion, low productivity, and decreased service quality. Therefore, organizations need to create a human resource management system that can improve employee work discipline.

Several previous studies have shown that competence, work motivation, and work discipline are important factors influencing employee performance. Research conducted by Suhariandi (2019) indicates that competence has a positive influence on employee performance. Furthermore, research presented by Anwar Prabu Mangkunegara (2020) states that work motivation has a significant influence on improving employee performance. Meanwhile, Stephen P. Robbins and Timothy A. Judge (2020) explain that employee performance is influenced by ability, motivation, and work attitude within an organization. The results of this study indicate that improving competence, motivation, and work discipline can significantly contribute to improving employee performance.

Although various previous studies have discussed the influence of competence and work motivation on employee performance, most of these studies only examined the direct effect between these variables. Research that places work discipline as an intervening variable in the relationship between competence and motivation on employee performance is still relatively limited. Therefore, this study was conducted to analyze the influence of competence and motivation on employee performance, with work discipline as an intervening variable, to provide a more comprehensive understanding of the factors influencing employee performance.

Based on theoretical foundations and previous research, it can be understood that competence and work motivation are factors that can influence work discipline and employee performance. Employees with high competence will be more able to carry out tasks effectively and professionally, while high work motivation will encourage employees to work with more enthusiasm and responsibility. Work discipline also plays an important role in strengthening the relationship between competence and motivation with employee performance, because work discipline can ensure that employees carry out tasks in accordance with the rules and standards set by the organization. Therefore, in this study, work discipline is positioned as an intervening variable that links competence and motivation to employee performance.

Based on this framework, the hypothesis proposed in this study is that competence and motivation influence work discipline, competence and motivation influence employee performance, work discipline influences employee performance, and competence and motivation influence employee performance through work discipline as an intervening variable. This hypothesis is expected to explain the relationship between the variables studied so that it can contribute to the development of human resource management studies, especially those related to improving employee performance in organizations.

3. RESEARCH METHODS

This research was conducted at the Class II Palembang Railway Engineering Center, considering that the institution has a sufficient number of employees and is relevant to the variables studied, namely competence, work motivation, work discipline, and employee performance. The research activities were carried out through several stages including the preparation of a research proposal, data collection, data processing and analysis, and the preparation of a research report. The research design used a quantitative approach with an explanatory research method. According to Sugiyono (2019), a quantitative approach is used to examine the relationship between variables expressed in numerical form and analyzed using statistical techniques. The explanatory research method is used to explain the causal relationship between competence and motivation on employee performance with work discipline as an intervening variable.

The population in this study was all employees working at the Class II Palembang Railway Engineering Center, totaling 135 people. According to Sugiyono (2019), a population is a generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and then conclusions drawn. Given the relatively limited population size, this study used a total sampling or census technique, namely all members of the population were used as research respondents. By using this technique, it is hoped that the data obtained can describe the actual conditions of the population being studied so that the research results can provide a more accurate picture of the relationship between research variables.

The data source used in this study is primary data obtained directly from respondents. According to Sugiyono (2019), primary data is data collected directly by researchers from primary sources through research instruments. Data collection was carried out using a closed questionnaire given to employees as research respondents. The research instrument used a Likert scale with five levels of answers, namely strongly agree, agree, neutral, disagree, and

strongly disagree with a score range of 1 to 5. The use of the Likert scale aims to measure the attitudes, perceptions, and opinions of respondents towards the variables of competence, work motivation, work discipline, and employee performance in a more structured manner, thereby facilitating the process of quantitative data processing.

The variables in this study consist of competency, work motivation, work discipline, and employee performance. Employee performance is defined as the work results achieved by employees in carrying out the tasks and responsibilities given by the organization. According to Kasmir (2019), performance is the work results and work behavior achieved by a person in carrying out tasks within a certain period. Work motivation is an internal drive that encourages employees to work optimally, as explained by Muhammad Busro (2018). Competence is the ability possessed by employees which includes knowledge, skills, and work attitudes as stated by Wibowo (2017), while work discipline is employee awareness in complying with organizational regulations according to Malayu SP Hasibuan (2017). Data analysis in this study used the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach processed using SmartPLS software. This method is used to test direct and indirect relationships between research variables through the stages of outer model analysis, inner model analysis, and hypothesis testing using bootstrapping techniques.

4. RESULTS AND DISCUSSION

Analysis Results

The analysis stages in this study included descriptive analysis and inferential statistical analysis using the Partial Least Squares (PLS) method. Descriptive analysis was used to describe the characteristics of the research respondents, while inferential analysis was used to examine the relationships between the research variables.

The PLS analysis process involves two main stages: outer model testing and inner model testing. The outer model test aims to verify the validity and reliability of the indicators in measuring the research constructs. Furthermore, the inner model test is conducted to determine the relationships between latent variables and to test hypotheses using path coefficients and indirect effects.

Descriptive Demographic Data of Respondents

The respondents in this study were 135 employees at BTP Class II Palembang. All distributed questionnaires were returned and processed. Respondent characteristics were analyzed based on gender and educational level.

Respondent Characteristics Based on Gender

The majority of respondents were male, 90 people (67%), while 45 respondents were female (33%). The dominance of male employees at BTP Class II Palembang is due to the nature of the work, which is heavily related to technical supervision of railway facilities and infrastructure in the field. This activity requires high job mobility and technical operational competence, thus requiring a greater human resource requirement from male workers.

Organizationally, BTP Class II Palembang consists of the main office in Palembang and service units in Prabumulih, Lahat, and Tanjung Karang which have an important role in implementing railway operational supervision.

Respondent Characteristics Based on Education Level

The results of the study showed that the majority of respondents had a Diploma III (D3) education level of 68 people or 50%, followed by Bachelor's (S1) of 47 people or 35%, Master's (S2) of 12 people or 9%, and High School of 8 people or 6%.

The predominance of Diploma III graduates is driven by organizational needs for employees with technical and practical skills in the railway sector. Diploma III graduates generally possess applied competencies relevant to the task of supervising railway facilities and infrastructure in the field.

Descriptive Statistical Analysis

Descriptive analysis was conducted to determine respondents' perceptions of research variables including employee performance, work discipline, competence, and work motivation.

Determination of respondent answer categories using a Likert scale with the following intervals:

Table 1. Descriptive Statistical Analysis.

Category	Average value
Low	1.00 – 2.33
Currently	2.34 – 3.67
Tall	3.68 – 5.00

Employee Performance Variables

The analysis results show that the average value of the employee performance variable is 3.69, which is in the high category. This indicates that BTP Class II Palembang employees generally have good performance.

However, several indicators remain below the overall average, such as understanding work targets, work initiative, and accuracy in work. This condition may be caused by

suboptimal communication regarding work targets and limited employee competency development programs.

Work Discipline Variable

The average value of the work discipline variable was 3.71, which is in the high category. This indicates that employees have demonstrated compliance with organizational rules and procedures.

However, several indicators still need improvement, particularly regarding compliance with organizational regulations and achievement of work targets. This situation may be influenced by the suboptimal implementation of the reward and punishment system and the unequal understanding of organizational work standards among employees.

Competency Variables

The average competency variable score was 3.79, which is in the high category. This indicates that employees possess sufficient abilities and skills to carry out their duties.

However, several indicators, such as work efficiency, technical skills, and timely completion of work, still need improvement. This may be due to limited training programs and employee placements that are not fully aligned with their areas of expertise.

Work Motivation Variables

The average value of the work motivation variable was 3.90, which is in the high category. This indicates that employees are well motivated to carry out their work.

However, indicators related to work environment comfort and work facilities remain below the overall average. This indicates that improvements to the work environment and organizational facilities are still needed to increase employee motivation.

Inferential Statistical Analysis

The inferential analysis in this study uses the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS software.

The analysis was carried out in two stages, namely:

- a. Outer Model to test the validity and reliability of indicators
- b. Inner Model to test the relationship between variables and research hypotheses

Outer Model Analysis

Convergent Validity Test

Convergent validity testing is conducted by examining the loading factor values of each indicator. An indicator is considered valid if its loading factor value is > 0.70 .

The results of the analysis show that all indicators have a loading factor value above 0.70 so that all indicators are declared valid and suitable for use in research.

In addition, the Average Variance Extracted (AVE) value of each construct is also above 0.50, so it can be concluded that the model has met the convergent validity requirements.

Discriminant Validity Test

Discriminant validity was tested using the Fornell-Larcker Criterion and HTMT (Heterotrait-Monotrait Ratio) methods. The test results show that the square root of the AVE value for each variable is greater than the correlation between the other constructs. Furthermore, the HTMT value is also below 0.90.

Thus, it can be concluded that the research model has good discriminant validity.

Reliability Test

Reliability testing is carried out by looking at the Cronbach's Alpha and Composite Reliability values.

The test results showed that all variables had Cronbach's Alpha and Composite Reliability values greater than 0.70. This indicates that all indicators in this study have a good level of consistency, thus declaring the research instrument reliable.

Inner Model Analysis

Coefficient of Determination (R²)

The analysis results show that the R-Square value for work discipline is 0.460. This means that work competence and motivation can explain 46% of the variation in work discipline, while the remainder is influenced by other factors outside the study.

Meanwhile, the R-Square value of performance is 0.559, which shows that competence, work motivation, and work discipline are able to explain variations in employee performance by 55.9%.

Effect Size (F²)

The results of the analysis show that:

- a. Work discipline has a big influence on employee performance.
- b. Competence has a stronger influence on work discipline than directly on performance.
- c. Work motivation also has a fairly strong influence on work discipline.

This shows that work discipline plays an important role as an intervening variable in improving employee performance.

Hypothesis Testing

Hypothesis testing was conducted using bootstrapping with a significance level of 5% ($T > 1.96$).

The results of the study show that:

- 1) Competence has a positive and significant influence on work discipline.
- 2) Work motivation has a positive and significant effect on work discipline.
- 3) Competence has a positive influence on employee performance.
- 4) Work motivation has a positive and significant effect on employee performance.
- 5) Work discipline has a positive and significant impact on employee performance.

In addition, the results of the indirect effect show that work discipline is able to mediate the influence of competence and work motivation on employee performance.

This shows that increasing competence and work motivation will be more effective in improving employee performance if followed by increasing work discipline.

The Influence of Competence on Work Discipline

The results of the study indicate that competence has a positive and significant effect on employee work discipline. This is demonstrated by a coefficient of 0.380, a t-statistic of 3.073, and a p-value of 0.002 (< 0.05). This means that the higher an employee's competence, the better their work discipline in carrying out their duties.

Good competence will improve employees' understanding of the tasks, responsibilities, and work procedures applicable within the organization. Employees with adequate skills and knowledge tend to be more compliant with regulations and more responsible in carrying out their work. This aligns with Spencer & Spencer's (1993) opinion, which states that competence is a basic individual characteristic that influences effectiveness and performance in the workplace.

The Influence of Work Motivation on Work Discipline

The results of the study indicate that work motivation has a positive and significant effect on work discipline, with a coefficient value of 0.436, a T-statistic of 3.434, and a P-value of 0.001 (< 0.05). This indicates that the higher the employee's work motivation, the higher the level of employee work discipline.

Work motivation encourages employees to work more diligently, comply with regulations, and strive to achieve established work targets. Highly motivated employees demonstrate a more responsible work attitude and commitment to the organization. This finding aligns with the motivation theory proposed by Hasibuan (2019), which states that work

motivation can increase employee enthusiasm, responsibility, and discipline in carrying out their work.

The Influence of Competence on Employee Performance

The results of the study indicate that competence has a positive and significant effect on employee performance, with a coefficient value of 0.176, a T-statistic of 1.840, and a P-value of 0.042 (<0.05). This indicates that increasing employee competence will impact employee performance.

Good competency enables employees to complete their work more effectively and efficiently, and in accordance with established standards. Employees with adequate knowledge, skills, and abilities tend to produce better quality work. This aligns with Mangkunegara's (2020) opinion, which states that competency is a crucial factor influencing employee performance within an organization.

The Influence of Work Motivation on Employee Performance

The results of the study showed that work motivation had a positive and significant effect on employee performance, with a coefficient value of 0.272, a T-statistic of 1.977, and a P-value of 0.041 (<0.05). This means that the higher an employee's work motivation, the better their performance.

Work motivation plays a role in encouraging employees to be more productive, maintain high work morale, and strive to achieve the work targets set by the organization. Motivated employees demonstrate a stronger commitment to their work, thereby improving overall performance. This finding aligns with the theory of Robbins & Judge (2017), which states that motivation is a crucial factor influencing employee work behavior and performance.

The Influence of Work Discipline on Employee Performance

The results of the study indicate that work discipline has a positive and significant effect on employee performance, with a coefficient value of 0.440, a T-statistic of 2.995, and a P-value of 0.003 (<0.05). This indicates that better employee work discipline leads to higher performance.

Work discipline reflects employee compliance with regulations, work procedures, and responsibilities assigned by the organization. Employees with high levels of discipline are more organized in their work, able to utilize their time effectively, and complete tasks according to established targets. This aligns with Sutrisno's (2019) opinion, which states that work discipline is a crucial factor influencing employee performance.

The Role of Work Discipline as an Intervening Variable

The research results show that work discipline can mediate the influence of competence and work motivation on employee performance. This is demonstrated by the results of the indirect effect test, which shows that competence and work motivation have an indirect influence on performance through work discipline.

These findings indicate that improving work competence and motivation not only directly impacts performance but can also improve work discipline, ultimately strengthening employee performance. Thus, work discipline plays a strategic role in bridging the relationship between competence and work motivation and employee performance.

5. CONCLUSION AND SUGGESTIONS

Based on the research results and discussion, it can be concluded that competence and work motivation have a positive influence on employee performance with work discipline as an intervening variable. Competence is proven to have a significant influence on work discipline, which shows that employees with good abilities, knowledge, and skills tend to have a higher level of discipline in carrying out their duties. Work motivation also has a significant influence on work discipline, so that the higher the employee's internal drive to work, the better the discipline in carrying out work responsibilities. In addition, competence has an influence on employee performance although it is relatively not too strong, while work motivation and work discipline are proven to have a significant influence on improving employee performance. The results of this study also show that competence and work motivation can improve employee performance through work discipline, which means discipline plays a role as an important factor that strengthens the relationship between individual abilities, work drive, and employee performance achievement as explained by Malayu SP Hasibuan regarding the importance of discipline in human resource management.

Based on these findings, several suggestions can be provided to improve employee performance within organizations. For agencies, more systematic efforts are needed to improve employee competency through training, education, and professional development programs so that employee work capabilities can continue to develop. Furthermore, organizations also need to strengthen work motivation through a reward system, incentives, and recognition of employee performance to encourage higher work morale. Enforcing work discipline also needs to be carried out consistently to create an orderly and responsible work culture. Meanwhile, for future researchers, it is recommended to expand the research by adding other variables that have the potential to influence employee performance, such as leadership style, organizational

culture, work environment, and workload to provide a more comprehensive understanding of the factors that influence employee performance within an organization.

REFERENCE

- Armstrong, M. (2016). *Armstrong's handbook of human resource management practices*. Kogan Page.
- Busro, M. (2018). *Human resource management theories*. Prenadamedia Group.
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw Hill.
- Dessler, G. (2017). *Human resource management*. Pearson Education.
- Flippo, E. B. (2015). *Personnel management*. McGraw Hill.
- Ghozali, I., & Latan, H. (2018). *Partial least squares concepts, techniques, and applications using the SmartPLS 3.0 program*. Diponegoro University Publishing Agency.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.
- Hasibuan, M. S. P. (2017). *Manajemen sumber daya manusia*. Bumi Aksara.
- Ivancevich, J. M. (2016). *Human resource management*. McGraw Hill.
- Kasmir. (2019). *Manajemen sumber daya manusia (Teori dan praktik)*. Rajawali Pers.
- Luthans, F. (2017). *Organizational behavior*. McGraw Hill.
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2001). *Human resource management*. Thomson Learning.
- Noor, J. (2017). *Metodologi penelitian: Skripsi, tesis, disertasi, dan karya ilmiah*. Kencana.
- Pandi, A. (2021). *Human resource management: Concept and implementation*. Deepublish.
- Priansa, D. J. (2018). *Perencanaan dan pengembangan sumber daya manusia*. Alfabeta.
- Rivai, V., & Sagala, E. J. (2017). *Manajemen sumber daya manusia untuk perusahaan*. Rajawali Pers.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior*. Pearson Education.
- Sedarmayanti. (2017). *Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil*. Refika Aditama.
- Siagian, S. P. (2018). *Manajemen sumber daya manusia*. Bumi Aksara.
- Sinambela, L. P. (2018). *Manajemen sumber daya manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sutrisno, E. (2019). *Manajemen sumber daya manusia*. Kencana.
- Uno, H. B. (2018). *Teori motivasi dan pengukurannya*. Bumi Aksara.
- Wibowo. (2017). *Manajemen kinerja*. Rajawali Pers.