

The Effect Of Work Competency And Work Discipline On Employee Performance At Klari District Office

Erika Cahyani¹, Asep Jamaludin^{2*}, Nandang³

^{1,2,3} Universitas Buana Perjuangan Karawang

^{*2} asepjamaludin@ubpkarawang.ac.id, ¹ Mn20.erikacahyani@mhs.ubpkarawang.ac.id,

³ nandang@ubpkarawang.ac.id

ABSTRACT

Submitted: 02-13,2025 **Purpose of the study** — This study aims to determine and analyze the partial and simultaneous effects of work competence and work discipline on the performance of employees of the Klari sub-district office.

Accepted: 03-10,2025 **Research method**— This type of research uses a quantitative approach and is conducted using a questionnaire method. The sample of this study amounted to 40 employees using the saturated total sampling formula. The analysis model used in this study is a multiple regression analysis model using the F test and t test.

Published: 03-12,2025 **Result**— The results of this study indicate that there is a partial effect of work competence on employee performance and a partial effect of work discipline on employee performance. Additionally, there is a simultaneous influence of work competence and work discipline on the performance of employees of the Klari sub-district office.

Conclusion— The conclusion of this study is the importance of improving work competence and employee discipline to improve performance at the Klari District Office.

Keywords: *Single spacing, justify alignment, italic, 3-5 keywords.*



This work is licensed under a [Attribution 4.0 International \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)

INTRODUCTION

Human resource management is an important factor that controls the progress or decline of an organization. Every organization wants and tries to get human resources that can realize and achieve the goals of the organization. An organization is a consciously coordinated social unit with a reactive identified boundary, working continuously to achieve goals (Shinta & Siagian, 2020). Human resource management is a very valuable asset and has the most

important role in an organization/company, because the success of an organization is largely determined by the human element (Saputra & Wibawa, 2018). One of the factors that can affect employee performance is competence. Competence according to Purwanto (2016) is a requirement for the ability to carry out a position. Syahroni (2016) states that competence is a collection and characteristics possessed by an employee in the form of knowledge, skills and attitudes/behaviors needed in carrying out their job duties so that the employee can carry out their job duties professionally, effectively, and efficiently. Competence is the ability to carry out or do a job that is based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2018).

The existence of competence and work discipline is one of the factors that affect employee performance. Performance is a description of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, vision, and mission of an organization as stated in the formulation of an organization's strategic scheme (Gerung et al., 2022; Wibowo, 2017).

The Klari District Office is tasked with organizing government affairs, coordinating work programs to strengthen village communities, as well as organizing security and implementing regional and district regulations, maintaining public facilities and other policies coordinating the implementation of tasks ordered by the Regent. Because the Klari District Office has a very strategic mission, namely improving the performance of proportional and professional village and sub-district apparatus, the Klari District Office is obliged to always perform at high levels. The following work competence phenomenon is related to the discipline and performance of Klari District Office employees. The employee has not been able to complete the work according to the specified quantity and quality. In addition, there are still many employees who are not disciplined, such as coming to work late or leaving the office during working hours.

Employees of the Klari District Office have diverse educational backgrounds. Based on 40 employee respondents, 31 respondents (77.5%) have a high school or equivalent degree, 6 respondents (15%) have a bachelor's degree, and 3 respondents (7.5%) have a master's degree. The sub-district head feels the need to improve the quality of human resources because the majority of employees only have a high school education background. Leaders often have difficulty providing direction and communicating regarding work.

Table 1. Education of employees of the Klari District Office

Education	Amount
SLTA	31
S1	6
S2	3
Total	40

Source: Klari District, 2024

Conducting observations and interviews with employees in Klari District showed that there were several staff members who had not been placed according to their abilities and the mismatch of education with the workload imposed, which caused staff to feel uneasy at the work location.

It is known that the incident at the Klari District Office still had many employees who were less disciplined in terms of time discipline, attendance and also job responsibilities. This indicates that the level of discipline at the Klari District Office is quite high which will affect employee performance. To prove the problems related to the variables to be studied, a pre-research questionnaire was conducted consisting of indicators regarding these variables.

Table 2. Employee work discipline pre-research questionnaire

Question	Yes	No
Do you follow the rules regarding absence and presence set by the Klari sub-district office?	60%	40%
Do you maintain discipline in terms of meeting deadlines for completing work?	60%	40%
Do you comply with the working and rest hours set by the sub-district office?	65%	35%
Do you always provide quality services to the community?	75%	25%
Do you comply with the rules in carrying out your work at the sub-district office?	70%	30%

Source: Data processed by researchers, 2024

The results of the table can be seen that the work discipline of Klari sub-district office employees is below the realization of work achievement, because work discipline is an operative function in human resource management because the higher the level of employee discipline, the higher the achievement of work performance, and creating quality employees. Because Klari Sub-district is one of 30 sub-districts in Karawang Regency, the issue of performance is very important for the Klari Sub-district Office. The performance of employees there greatly influences the success of managing the region, especially regarding regional autonomy.

To prove the problems related to the variables to be studied, a pre-research questionnaire was conducted consisting of indicators regarding these variables.

Table 3. Employee performance pre-research questionnaire

Question	Yes	No
Do you consistently complete your tasks according to the deadlines that have been set?	80%	20%
Do you understand your duties and responsibilities well in the Klari sub-district office?	75%	25%
Are you able to complete the amount of work assigned within the specified time?	75%	25%
Are you able to work under tight time pressure to achieve work quantity targets	65%	35%
Do you have a clear work plan to achieve work quantity targets	60%	40%

Based on the results of the table, it appears that the performance of Klari sub-district office employees is below the realization of work achievement, this is also based on Government Regulation No. 46 of 2011 concerning the evaluation of civil servant work achievements, with an employee's work achievement value ranging from 51% to 60% being called less than good. Then 61% to 75% is sufficient, 76% to 90% is good. In the implementation of previous research by Hanaou (2023), the results showed that work competence has a positive and significant influence on employee performance. Furthermore, in the implementation of research by Ichsan et al (2020), the results showed that work discipline has a positive and significant influence on employee performance. Then, in the previous study by Nataliyanti (2022), the results showed that work competence and work discipline together have a positive and significant influence on employee performance. Based on the three, the researcher found a research gap in the form of a focus on the problem of implementing the main tasks and functions by the Klari Sub-district Office which is not optimal, reinforced by the fact that work realization has not reached the set time target. Therefore, the researcher found a phenomenon of lack of employee performance effectiveness. Based on this performance phenomenon, the researcher tries to provide a solution to improve employee performance through various factors that are considered crucial, namely work competence and work discipline. Based on these problems, the author is interested in learning more about work competence and work discipline of employees at the Klari District Office and how this affects employee performance. Research Objectives: 1. To understand and explain the influence of work competence on the performance of employees at the Klari District Office, 2. To understand and explain the influence of work discipline on the performance of employees at the Klari District Office, 3. To understand and explain work competence and work discipline on the performance of employees at the Klari District Office.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Literature Review

Grand Theory (Management)

Management is a combination of knowledge and the art of managing the use of human resources and other assets optimally in order to achieve goals (Hasibuan, 2019). According to Sulistyorini in Susan (2019) the origin of the word management comes from the English word "management" with the verb "to manage", meaning to manage. From this description, it can be synthesized that management is a process of utilizing or a framework of thinking through a planning activity with an effective resource usage procedure to achieve target provisions to achieve a goal.

Middle Theory (Human Resource Management)

Human Resource Management is a continuous procedure with the aim of preparing the right people for the company, group, and ensuring that the organization has the right people and locations when they need them (Kaehler & Grundei, 2019). Human Resource

Management involves the procedure of planning, organizing, managing, supervising HR activities, recruitment, development, payroll, integration, maintenance, and release in order to achieve various personal, corporate, and community goals (Tamsah, 2021). Thus, HR management can be defined as the procedure for using employees, including receiving, using, improving, and maintaining existing human resources to help determine organizational activities as part of achieving their goals.

Applied Theory

Work competency

Important characteristics of individuals that directly affect or can predict optimal performance are called competencies. Outstanding performers do more and produce better results than policy assessors. According to Wibowo (2018) Competence is the ability to carry out work, which is based on skills and insight, also supported by adjustments to work attitudes on the task. In other words, competence reflects expertise and insight that emphasizes professionalism as a crucial matter in that field. Meanwhile, according to Sutrisno & Zuhri (2019), competence is skill-based expertise and insight that is supported by the work environment and applied to the implementation of obligations at the workplace, by paying attention to predetermined work requirements. Meanwhile, competence according to Emron et al (2018) competence refers to a person's expertise in carrying out tasks appropriately and having advantages based on insight, expertise, and attitude. Based on research by Wibowo (2018), it was revealed that there are four indicators for measuring competence, including: 1) Work Skills, 2) Education, 3) Insight, 4) Expertise.

Work discipline

As stated in Agustini (2020) Work discipline is an attitude of obeying company regulations and norms aimed at fostering employee dedication to achieving company goals. Discipline includes a regular, controlled lifestyle as a skill from awareness of trust, identity, and individual value goals. In conclusion, work discipline is an attitude of compliance with rules and norms in an organization to foster employee dedication to achieving company goals.

Based on Agustini (2020) In principle, there are many indicators that can influence the level of employee discipline in an organization. Some indicators of discipline include: 1) Presence level, 2) Work mechanism, 3) Obeying the leader's directions, 4) Work awareness, 5) Responsibility. Meanwhile, (Rivai, 2018) explains that work discipline has various dimensions, including: 1) Presence, 2) Obeying work rules, 3) Obeying work standards, 4) Working orderly.

Employee Performance

Based on Nataliyanti (2022) Employee performance is the level of employee performance achievement that is measured and contributes to the company. Based on (Mangkunegara, 2018) it is defined as employee work performance measured based on the quality and total results that have been achieved when carrying out obligations to adjust the responsibilities given. Existing human resources are very effective in achieving company goals. If employees work well, the organization is also expected to work well. Empowerment of human resources is closely related to employee performance because it is a measure of how efforts are made to achieve high levels of productivity in the company. Employee performance is the result of a procedure that is directed and assessed over a certain period of time according to previously determined regulations or agreements. Based on Edison et al (2016) Employee performance is a consequence of a procedure that refers to and is evaluated within a specific period of time according to previously determined rules or agreements.

Based on Afandi (2016) employee performance indicators include: 1) Level of work results, 2) Quality of work results, 3) Efficiency in carrying out obligations, 4) Work discipline, 5) Initiative, 6) Accuracy, 7) Leadership, 8) Honest, 9) Creative.

B. Hypothesis Development

To understand how competence affects employee performance in the Klari sub-district office, a framework that identifies the work competencies required. The framework also emphasizes the importance of improving competence through training, learning, and work experience, which can improve the quality and relevance of employee competence to the ever-growing demands of the job. This framework is a conceptual structure that explains how employee performance in the Klari sub-district office correlates with their performance in carrying out tasks related to their work. This framework explains how dynamic and relevant work competencies, consisting of knowledge, skills, and behaviors possessed by employees in the Klari sub-district office, can contribute to improving their performance, both in terms of efficiency, quality of work, and productivity levels. In previous studies conducted by Emron et al (2018) and Tumanggor & Girsang (2021), it was found that work competence had a positive and significant effect on employee performance.

This framework identifies work discipline as compliance, order, and consistency in carrying out organizational tasks and policies. High work discipline can have a positive impact on the performance of sub-district office employees by increasing efficiency, reducing errors, and ensuring compliance with procedures and policies. Overall, good work discipline has a positive impact on the overall performance of the sub-district office organization, including operational efficiency, service quality, and the organization's reputation in the eyes of the public. According to previous research conducted by Ichsan et al (2020), it was found that work discipline on employee performance had a positive and significant effect.

This framework identifies work competence as a combination of insight, expertise, and attitudes of sub-district office employees to carry out their obligations effectively. Meanwhile, work discipline is defined as compliance, order, and consistency in carrying out organizational tasks and policies. The relationship between work competence and work discipline has a significant impact on the overall performance of the sub-district office organization, including operational efficiency, service quality, and the organization's reputation in the eyes of the public. According to previous research conducted by Manalu & Napitupulu (2023), it was found that work competence and work discipline on employee performance had a positive and significant effect.

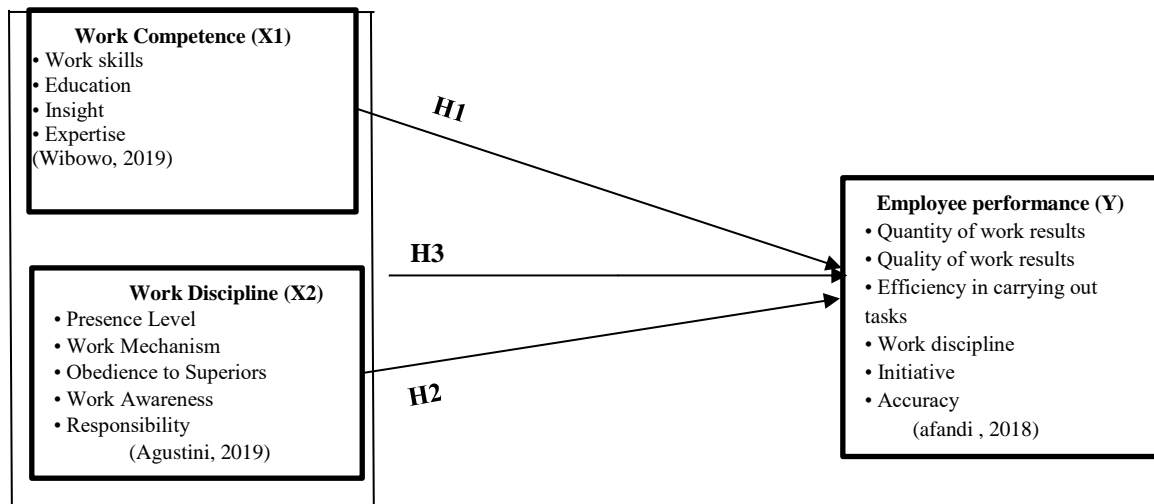


Figure 1. Research Paradigm

Based on the framework of thought, the following research hypotheses are formulated:

- H1: There is a partial influence of work competence on the performance of employees at the Klari sub-district office.
- H2: There is a partial influence of work discipline on the performance of employees at the Klari sub-district office.
- H3: There is a partial influence of work competence and work discipline on the performance of employees at the Klari sub-district office.

METHOD

Research Design

This study uses a quantitative descriptive method. To find samples, researchers use multiple linear regression models to determine the number of samples to be studied. And data collection using questionnaires.

Population

According to Sumanto (2018) population is a group of people where a researcher can generalize the results of their research. The population used by the researcher is employees at the Klari sub-district office and in this study the researcher used all population employees as samples with a total of 40 employees.

Sample

The method of determining samples in research applies saturated sampling, which is a method by making all subjects in the population as research samples. Based on the opinion of Sugiyono (2019) sample data taken from all population data is called saturated sampling.

Sampling Technique

The sampling technique is a sampling technique to determine the sample to be used in the study. The sampling technique used by means of statistical calculations is using the total sampling formula, namely a sampling technique where the number of samples is the same to determine the number of respondents.

Data Collection Technique

This study used interviews, observations, and questionnaires. The questionnaire was used to find out the opinions of respondents. In this case, respondents only need to respond to questions by choosing from the alternative answers provided. The questionnaire was given to respondents directly to the employees of the Klari sub-district office.

Data Sources

The data sources in this study use primary data and secondary data. Primary data were obtained directly based on a survey conducted on employees of the Klari sub-district office, where the agency was the object of this study. Primary data can be obtained from observations, interviews, and questionnaires. While secondary data is supporting data obtained from research such as history, profile of the Klari Sub-district Office, journals related to research variables, and previous research results.

RESULTS AND DISCUSSION

A. RESULTS

Validity Test

Table 4. Validity Test Results

Variables	Statement	Total Pearson Correlation	R table	Status
Kompetensi kerja (X1)	X1.1	0,520	0,312	Valid
	X1.2	0,662	0,312	valid
	X1.3	0,538	0,312	valid
	X1.4	0,613	0,312	valid
	X1.5	0,656	0,312	valid
	X1.6	0,521	0,312	valid

Variables	Statement	Total Pearson Correlation	R table	Status
	X1.7	0,637	0,312	valid
	X1.8	0,575	0,312	valid
	X1.9	0,642	0,312	valid
	X1.10	0,566	0,312	valid
	X2.1	0,540	0,312	Valid
	X2.2	0,563	0,312	Valid
	X2.3	0,550	0,312	Valid
	X2.4	0,671	0,312	Valid
Disiplin kerja (X2)	X2.5	0,530	0,312	Valid
	X2.6	0,538	0,312	Valid
	X2.7	0,549	0,312	Valid
	X2.8	0,549	0,312	Valid
	X2.9	0,515	0,312	Valid
	X2.10	0,526	0,312	Valid
	Y1.1	0,715	0,312	Valid
	Y1.2	0,828	0,312	Valid
	Y1.3	0,760	0,312	Valid
	Y1.4	0,802	0,312	Valid
Kinerja Pegawai(Y)	Y1.5	0,694	0,312	Valid
	Y1.6	0,858	0,312	Valid
	Y1.7	0,482	0,312	Valid
	Y1.8	0,793	0,312	Valid
	Y1.9	0,846	0,312	Valid
	Y1.10	0,746	0,312	Valid

Source: Processed Researcher Results SPSS 27, 2024

Based on the research table obtained from each item of the variable statement is stated valid. The number obtained from the total Pearson correlation > r table (formula $df: 40 - 38$) is 0.312, then the variable can be said to be valid.

Reliability Test

Table 5. Reliability Test Results

Variable	Crombach' Alpha	N of Items
Work Competence (X1)	.770	10
Work Discipline (X2)	.743	10
Employee Performance (Y)	.757	10

Source: Processed Researcher Results SPSS 27, 2024

Based on the reliability test, the value of each questionnaire obtained Cronbach' Alpha > 0.6 so that the variable can be categorized as Reliable.

Normality Test

Table 6. Results of the Kolmogorov-Smirno Normality Test

			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		3.10499826
Most Extreme Differences	Absolute		.096
	Positive		.095
	Negative		-.096
Test Statistic			.096
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.455
	99% Confidence Interval	Lower Bound	.442
		Upper Bound	.468

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

In the table of results of the Normality Test with the Kolmogorov-Smirnov test model, the data obtained a sig level value greater than 0.5, namely 0.200. This can be said that the variables are normal and fulfill the normality assumption.

Multiple regression analysis partial t test

Table 7. Results of multiple regression analysis partial t test

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	28.940	7.821		3.700	.001
	Work competency	-.009	.099	-.015	2.329	.002
	Discipline in Work	.357	.182	.319	4.947	.002

a. Dependent Variable: Employee Performance

Based on the results of the coefficients table, the calculated t is $2.329 > t \text{ table } 2.026$ and the significance value (sig.) $0.02 < 0.05$, the conclusion is that work competence (X1) has a significant influence on employee performance (Y).

And based on the results of the coefficients table, the calculated t is $4.947 > t \text{ table } 2.026$ and the significance value (sig.) $0.02 < 0.5$, the conclusion is "Work Discipline (X2) has a significant influence on employee performance (Y)."

Multiple regression analysis simultaneous F test

Table 8. Results of multiple regression analysis simultaneous F test

		ANOVA ^a				
		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41,500	2	20,750	4,076	.001 ^b
	Residual	376,000	37	61385620010,162		
	Total	417,500	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Work Competence

Based on the results of the annova table output, the calculated F is $4.076 > F \text{ Table } 3.24$ and the significance value is $0.01 < 0.5$, the conclusion is "work competence (X1) and work discipline (X2) have a significant effect on employee performance (Y)."

Determination Coefficient Test

Table 9. Results of the determination coefficient test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,315 ^a	,009	,051	3,18781

a. Predictors: (Constant), Work Discipline, Work Competence

Based on the output results in the model summary table, the Adjusted R Square value (determinant coefficient) is 0.051, meaning "the influence of the independent variables (X1) and (X2) on the dependent variable (Y) is 51%."

B. DISCUSSION

The influence of work competence on employee performance

The results of the t-test data analysis show that there is a positive and significant partial influence between Competence and Employee Performance at the Klari District Office, as evidenced by a significance value of $0.02 < 0.05$. This finding supports the hypothesis that

increasing individual competence contributes to improving employee performance. The results of this study are in line with the research of Qomari & Claudia (2023), Andi (2022) and Hanaou (2023), namely that Work Competence has a significant influence on employee performance.

The influence of work discipline on employee performance

The results of the hypothesis test show that the calculated t for the work discipline variable (X2) is $4.947 > t_{table} 2.026$ and the significance value (sig.) $0.02 < 0.5$. The conclusion is that Work Discipline (X2) has a significant influence on employee performance (Y). Namely, work discipline has a positive and significant influence on employee performance at the Klari District Office. This means that the more employee work discipline increases, the more employee performance increases. This means that the research hypothesis can be accepted. The results of this study are in line with the research of Wau et al (2021), Liyas & Primadi (2019) and Ichsan et al (2020) namely that Work Discipline has a significant influence on Employee Performance.

The influence of work competence and work discipline on employee performance

Based on the results of the F test analysis in Table 5, a significance value of $0.01 < 0.05$ was found. The conclusion is that simultaneously, Competence and Work Discipline have a positive and significant influence on Employee Performance at the Klari District Office. This shows that the hypothesis is accepted. Employee performance can be influenced by the level of competence and work discipline. Employees who have a high level of competence and work discipline often show better performance, because competence provides opportunities to develop work skills, while work discipline is crucial for carrying out work programs in order to achieve predetermined goals. Through appropriate competence and high work discipline, employees will be better able to improve their performance. The results of this study are in line with the research of Andi Prayogi et al (2019), Rosalia et al (2021), Tumanggor & Girsang (2021) and Ramadhanu et al (2021), namely that Competence and Work Discipline have a simultaneous influence on Employee Performance.

CONCLUSION

Based on the results of the research conducted on the influence of work competence and work discipline on employee performance at the Klari sub-district office, the following conclusions can be drawn: 1. There is a partial influence of work competence on employee performance at the Klari sub-district office 2. There is a partial influence between work discipline on employee performance at the Klari sub-district office 3. There is a simultaneous influence of work competence and work discipline on employee performance at the Klari sub-district office.

Based on the conclusions of the results of this study, it is important to pay attention to and improve employee work competence and work discipline at the Klari sub-district office as an effort to significantly improve employee performance. By focusing on developing competence and enforcing work discipline, it is expected to create a more productive, efficient,

and quality work environment, thus providing a positive impact on achieving organizational goals and better service to the community. Suggestions for further research to explore further other factors that also influence employee performance at the Klari sub-district office, such as motivation, leadership, and work environment. By implementing these implications, it is hoped that the Klari District Office can improve overall employee performance and achieve organizational goals more effectively and efficiently.

REFERENCES

- Afandi, P. (2016). *Concept & Indicator Human Resources Management for Management Research*. . Deepublish.
- Agustini, F. (2020). *Strategi Manajemen Sumber Daya Manusia* (A. Ihdina, Ed.). UISU Press.
- Andi, A. K. (2022). Pengaruh Kompetensi Terhadap Kinerja Pegawai Di Dinas Kependudukan Dan Pencatatan Sipil Kota Tasikmalaya. *Jurnal ADMINISTRATOR*, 4(1), 1–10. <https://doi.org/10.55100/administrator.v4i1.42>
- Andi Prayogi, M., Taufik Lesmana, M., & Hakim Siregar, L. (219). *Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai*.
- Edison, E., Anwar, Y., & Komariah, I. (2016). *Manajemen Sumber Daya Manusia*. Alfabeta.
- Emron, E., Anwar, Y., & Komariyah, I. (2018). *Manajemen Sumber Daya Manusia, Edisi 3*. CV Alvabeta.
- Gerung, C. J., Dotulong, L. O. H., & Raintung, M. C. (2022). Analisis Perbandingan Kinerja PNS Dan THL Pada Dinas Pendidikan Kabupaten Minahasan Di Masa Pandemi Covid-19. In *418 Jurnal EMBA* (Vol. 10, Issue 2).
- Hasibuan, Malayu. S. (2019). *Manajemen Sumber Daya Manusia. Edisi revisi.Cetakan ke-12*. Bumi Aksara.
- Ichsan, R. N., Surianta, E., & Nasution, L. (2020). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil (PNS) Di Lingkungan Ajudan Jendral Daerah Militer (AJENDAM) - I Bukitbarisan Medan. *Jurnal Darma Agung*, 28(2), 187–210.
- Kaehler, B., & Grundei, J. (2019). *HR Governance A Theoretical Introduction*.
- Liyas, J. N., & Primadi, R. (2019). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada Bank Perkreditan Rakyat. *Al Masraf: Jurnal Lembaga Keuangan Dan Perbankan*, 2(1), 18–26.
- Manalu, O., & Napitupulu, D. (2023). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Universitas Mandiri Bina Prestasi. *Jurnal Manajemen Dan Akuntansi Medan*, 5(2), 85–89.
- Mangkunegara, A. (2018). *Manajemen Sumber Daya Manusia*. PT. Remaja Rosdakarya Offset.
- Nataliyanti. (2022). Analisis Pengaruh Kompetensi Karyawan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Rumah Sakit Umum Daerah Dokter Soedarso Di Pontianak. *Jurnal Bisma*, 7(4), 863–878.

- Hanaou, Y. (2023). Analisis Pengaruh Kompetensi, Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Badan Penanggulangan Bencana Daerah Kabupaten Alor. *Jurnal Ilmiah Wahana Pendidikan*, 9(17), 949–961. <https://doi.org/10.5281/zenodo.8395288>
- Purwanto. (2016). *Evaluasi Hasil Belajar*. Pustaka Pelajar.
- Qomari, N., & Claudia, M. (2023). Pengaruh Kompetensi Kerja Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Mediasi Di Kantor Pertanahan Kabupaten Kapuas Kalimantan Tengah. *Jurnal Wawasan Manajemen*, 11(2), 132–145.
- Ramadhanu, F., Rukmini, & Munawaroh. (2021). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil Di Dinas Tanaman Pangan Dan Hortikultura Provinsi Sumatera Utara. *Jurnal Bisnis Mahasiswa*, 163–173.
- Rivai, V. (2018). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Raja Grafindo Persada .
- Rosalia, N., Sibuea, A. M., & Syahyunan. (2021). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Aparatur Sipil Negara Di Kantor Regional VI Badan Kepegawaian Negara Medan. *Jurnal Ilmiah Maksitek*, 6(2), 258–261.
- Saputra, I. M. A., & Wibawa, I. M. A. (2018). Pengaruh Kepuasan Kerja, Keadilan Organisasional Dan Pemberdayaan Karyawan Terhadap Komitmen Organisasional Karyawan. *E-Jurnal Manajemen Unud*, 7(6), 3201–3229.
- Shinta, D., & Siagian, M. (2020). Pengaruh Komunikasi, Disiplin Kerja, Dan Insentif Terhadap Kinerja Karyawan Pada PT Citra Mandiri Distribusindo. *Jurnal Apresiasi Ekonomi*, 8(2), 338–346.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kuantitatif R & D*. (Cetakan Ke 1). CV. Alfabeta.
- Sumanto. (2018). *Teori dan Aplikasi Metode Penelitian*. Center for Academic Publishing Service (CAPS).
- Susan, E. (2019). Manajemen Sumber Daya Manusia. *Jurnal Manajemen Pendidikan Islam*, 9(2), 952–962.
- Sutrisno, & Zuhri, M. S. (2019). PKM Peningkatan Kompetensi Guru Melalui Pelatihan Penulisan Artikel Ilmiah Penelitian Tindakan Kelas. *Journal Of Dedicators Community UNISNU Jepara*, 3(1), 54–61.
- Syahroni, W. (2016). Pengaruh Penggunaan Buku Teks Berbasis Nilai Sebagai Sumber Belajar Pendidikan Kewarganegaraan Terhadap Sikap Kewarganegaraan (Civic Disposition) (Kuasi Eksperimen Terhadap Siswa Kelas VII di SMPN 5 Bandung).
- Tamsah, H. (2021). *Manajemen Sumber Daya Manusia* (R. Naim, Ed.). Mitra Cendekia Media. <https://doi.org/10.31237/osf.io/yvpue>
- Tumanggor, B., & Girsang, R. M. (2021). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada UPT Badan Pendapatan Daerah Kecamatan Gunung Malela Kabupaten Simalungun. *Jurnal Ekonomi USI*, 3(1), 42–55.
- Wau, J., Waoma, S., & Fau, F. T. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Camat Somambawa Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4(2), 203–212.
- Wibowo. (2017). *Manajemen Kinerja*. Edisi Ke-5. Rajawali Press.

Wibowo. (2018). *Budaya Organisasi Sebuah Kebutuhan untuk Meningkatkan Kinerja Jangka Panjang*. Edisi Kedua. PT Raja Grafindo Persada.