

EFFECT OF MANAGERIAL ABILITY, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN A MULTINATIONAL ORGANIZATION

Nia Kurnia¹, Deviari Damalita²

^{1,2}sekolah tinggi ilmu ekonomi cirebon

¹Email: niakurnia670@gmail.com

ABSTRACT

This study uses a quantitative approach to see the causal relationship of several factors that influence employee performance. The population in this study were the employees of the Dinas Pendidikan dan Kebudayaan Kabupaten Kuningan Regency totaling 61 employees. Data were collected by questionnaire and document study, after which the data were tested for validity and reliability. The results showed that Managerial Ability, Motivation and Work Discipline had an effect on employee performance simultaneously. The Multiple Determination Coefficient in this study uses the adjusted R square value because the independent variables in this study are more than 2 in estimating the influence of the two independent variables studied. From the adjusted R Square value data of 0.583, Although the influence of the independent variable on the dependent variable is included in the medium classification. According to the author's suggestion, it should be further improved, especially in terms of managerial ability from the leadership, then the motivation that must be increased and no less important is Work Discipline from the employees themselves, so this will have an impact on increasing employee performance.

Keywords: *Managerial Ability, Motivation, Work Discipline and Employee Performance*



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INTRODUCTION

Education is the most important and fundamental thing in human life as one of the efforts to improve the quality of human life in the present and in the future, because through education, humans can develop patterns of thinking and various potentials they have, and have views to realize life expectations. better. Education is the main key to creating superior quality citizens so that a country can compete with other countries in the era of globalization. In connection with efforts to prepare increasingly qualified human resources, the government of the Republic of Indonesia has given considerable attention to the world of education by working hard to improve the quality of national education. Improving the quality of education is the goal of national education development and is an integral part of efforts to improve the quality of Indonesian people as a whole. The real step taken by the government is the drafting

of Law Number 20 of 2003 concerning the National Education System.

The Office of Education and Culture is an implementing element of government affairs in the field of education and culture led by a Head of Service who is under and responsible to the regional head through the regional secretary on the <https://jdihn.go.id/> page. Likewise, the Kuningan Regency Education and Culture Office is located under and is responsible to the Regent through the regional secretary. The leadership of the head of service is an important factor that determines whether an organization in an educational institution is running or not. Thus the head of the service will certainly be the person who is responsible for determining the success or failure of the institution he leads. It is not surprising that in carrying out their daily duties, their performance will be in the spotlight of various parties. The head of the service in realizing the goals of the institution he leads certainly cannot work alone. All existing resources in educational institutions must support the work programs that have been designed during their leadership period. To mobilize all resources, service heads really need expertise so that these resources can be deployed optimally. Therefore, it cannot be denied that a leader must have expertise, especially managerial abilities.

Aside from being a leader, the head of department also acts as a manager. As a manager of an organization, the head of service needs to have certain abilities in carrying out his duties and authorities. These managerial abilities are conceptual skills, human relations skills, and technical skills. With these three skills, it is hoped that the head of the service can carry out his managerial duties to the fullest which in the end will also affect employee motivation. One of the most difficult aspects facing management in all organizations today is how to get their employees to work efficiently. In essence, human resources are one of the assets and play an important role in the success of a company or agency. Employees are an important factor in every organization both in achieving organizational or company goals effectively and efficiently. An organization not only expects capable, competent and skilled employees, but most importantly they want to work hard and want to achieve maximum work results.

The success of an office can also be seen from managerial ability to improve office performance, which can be achieved depending on employee performance. Seeing the importance of managerial ability, motivation and work discipline for improving employee performance, in this case the Kuningan Regency Education and Culture Office also needs to pay attention to this in order to improve the performance of its employees. The quality of human resources at the Kuningan Regency Education and Culture Office is seen from the educational background. From the educational background of the employee. Various levels of employee education ranging from adequate educational background and high positions to low education and low positions. When compared in terms of adequate education and inadequate education, it will be much different, both in terms of the way of thinking, choosing work methods that are easier in accordance with company regulations.

The quality of education possessed by these employees has not been matched by existing technical capabilities, as there are still employees who do not understand work procedures so that there are still jobs that do not meet expectations. In addition, employees lack the

conceptual ability to innovate because the work they do is only routine, making it difficult to create new ideas. Therefore, the higher the quality of the employee's ability is expected to be the higher the employee's performance. This encouragement has great power in determining employee attitudes at work. If the influence it causes is big, then the motivation to work is big too. In the organization motivation has an important role because it directly relates to the human element in the company. The right motivation will be able to advance and develop the company. Employee absenteeism can be the basis for measuring motivation, the more employees who are absent means the level of their motivation to complete their work is lower and has an impact on employee performance.

This can be caused by various factors, for example the lack of interaction between leaders and employees, because it is known that leaders can influence their employees so they will be motivated to complete a job to achieve good performance. However, when employees perceive that carrying out work only as a routine, performance tends to decrease. It can be seen that there is a decrease in performance by seeing that there are still people who do not complete work on time, there are still employees who go in and out of the office during working hours for personal matters without valid information. But in this study, the authors only focus on two main factors, namely: related to managerial ability, motivation and work discipline in relation to employee performance. In this case the Kuningan Regency Education and Culture Office, as an institution engaged in the field of education services in Kuningan Regency, should have employees who are passionate and highly motivated to work and carry out their work effectively and efficiently, to then ultimately show high performance in efforts to realize the mission and goals that have been set.

In connection with the above, motivation is a very important issue in an organization, because it can improve employee performance. So that management's ability to provide motivation will greatly determine success or failure in achieving company goals. By looking at these factors, namely managerial ability, motivation and work discipline are important aspects in generating employee performance. Will create a conducive working climate so that it can synergize by increasing employee morale or enthusiasm to achieve organizational goals, especially at the Kuningan Regency Education and Culture Office. Then comes the thought of how all of these factors are mutually sustainable so as to affect employee performance.

METHOD

This research uses a type of quantitative research, because this research is presented with numbers and calculations using statistical methods. According to Sugiyono (2016: 28), quantitative data is data in the form of numbers or qualitative data that is scored (scoring). The population in this study were all employees at the Kuningan Regency Education and Culture Office, totaling 154 people. To determine the size of the sample taken from the research population using the formula proposed by Slovin in Mustafa (2010: 90) with a 90% confidence level with a value of $e = 10\%$ is as follows:

$$n = \frac{154}{1 + 154 \cdot (0.1)^2} = 60,6299 \approx 61$$

Table 1. Operational Variables

Variable	Dimension	Indicator	Questioner	Scale
Managerial Ability	Plannaing	Short Term and Long Term Planning	- Does the Head of Service make a short term plan?	Ordin al
Managerial ability is the ability to manage a business such as planning, organizing, providing motivation, monitoring and evaluating.	Implementati on	Involve others in the preparation of plans	- Does the Head of Service make a long-term plan?	
			- Does the Head of Service involve the team in preparing the plan?	
			- Did the head of the agency and the team draw up a strategic plan as a reference for the work plan?	
		Leadership	- Does the head of service apply the principle of the right man in the right place?	
			- Does the head of the agency determine the annual plan that includes human resource development?	
		Sensitivity to chang	- Does the head of the service analyze the factors of strengths, weaknesses, opportunities and threats?	
		Creating a conduciv	- Does the head of the	

Variable	Dimension	Indicator	Questioner	Scale
	Coordinate	Use of progress	service create security and order?	
		Technology for Enhancement management	- Does the head of the agency determine the annual plan covering technology equipment?	
		optimal staff empowerment	- Does the head of service give assignments according to educational background?	
		Involve staff in organizational development	- Does the head of service create an effective and efficient organizational structure?	
		monitoring program implementation	- Does the head of the agency carry out a supervision program for the tasks assigned to staff?	
		Evaluation of task implementation	- Does the head of the service follow up on the results of the supervision?	
Motivation Riduwan (2006: 210) says motivation is a power or force that arises from within students to provide readiness so that the goals that have been set are achieved.	Wages/Salary	Reward system	- What is the wage system in the office, is it appropriate or not?	Ordinal
	Incentives Giving	Material Incentives	- Are the incentives you receive match your performance?	
			- Do you get non-material incentives from the office?	
		Non-material incentives	- Are you an optimistic person in the office? - Are you an active person in the office?	

Variable	Dimension	Indicator	Questioner	Scale
	Maintain self esteem	Optimistic	- Are you one of those who dare to face challenges? - Are you one of those who are open in the office?	
		Active and expressive	- Have you met your spiritual needs while working in the office?	
		Dare to face challenges	- Are your needs for economic participation met?	
	Meet spiritual needs	Be open	- Are the employees who work in your office the placement is appropriate?	
	Meet the needs of Economic participation	Spiritual	- Does working in the office create a sense of security for your future?	
		Economy	- Are you one of those people who pay attention to the environment in which you work?	
	Placing employees in the appropriate place	Corresponding	- Are you among those who pay attention to opportunities for advancement?	
	Creates a sense of security in	Safe	- Is there healthy competition in your office?	

Variable	Dimension	Indicator	Questioner	Scale
	the future	Work		
	Pay attention to the work environment	atmosphere		
	Watching for opportunities to advance	Develop		
	Creating healthy competition	Fair		
Work Discipline	Work Discipline	a.Absence/Attendance	- Did you show up on time?	Ordinal
According to Rivai (2011: 824) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms.	According to Rivai (2011: 824) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms.	1. Hours to work	- What are your maximum working hours?	
		2. Time to go home from work	- Are you working overtime?	
		3. Active in office activities	- Are you active in office activities?	
		b.Compliance with obligations and Regulations	- Are your tasks always carried out properly?	
		1. Task executor	- Does your service comply with applicable regulations?	
		2. Service	- Are you very responsible for the rules?	
		3. Responsibility	- Is your work in accordance with the procedure?	
		c.Work according to procedure		
		1.Work procedures		
		2.Work atmosphere		

Variable	Dimension	Indicator	Questioner	Scale
	regulations and social norms.		- - Is your work environment very supportive of your work?	
Employee Performance According to Mangkunegara (2017: 9) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.	1.Quantity	1. 1. Speed	- Are you in finishing the job quickly?	Ordinal
		2. 2. Ability	- Are you able to finish the job on time?	
		1. Neatness	- Are you in finishing the job neatly?	
	2. Quality	2. Thoroughness	- Are you in finishing meticulous work?	
		3. Work Results	- Are the results of your work satisfying the leadership?	

RESULTS AND DISCUSSION

Table 2 Validity Test Results

Managerial Ability	Motivation	Work Discipline	Employee performance
,377**	,431**	,534**	,394**
,674**	,579**	,540**	,390**
,430**	,517**	,750**	,593**
,528**	,654**	,628**	,641**

,525**	,662**	,614**	,358**
,507**	,496**	,674**	
,419**	,582**	,471**	
,507**	,653**	,463**	
,557**	,524**	,376**	
,502**	,657**		
,292*	,464**		
,318*	,473**		
,374**	,305*		
	,297*		

Based on table 2 above, it can be explained that from the test results all statement items have $r_{count} \geq r_{table}$ 0.248 so it can be concluded that all statements tested have fulfilled the validity assumption, meaning that all statement items are valid and can be continued to measure variables in this study.

Table 2 Reliability Test Results

Variable	Cronbach's alpha	Reliable value	Note
Managerial Ability	0.699		
Motivation	0.797	0.6	High Reliability
Work Discipline	0.733		
Employee performance	0.633		

Based on table 2 above, it can be seen that all the variables in this study are reliable, this can be seen from the value of the alpha coefficient (Cronbach Alpha), which has a value of more than 0.60. The alpha coefficient value (Cronbach Alpha) of the variable Managerial Ability, Motivation, Work Discipline and Employee Performance is close to 1 which means that it has high accuracy or reliability to be used as a variable in a study.

A. Classical Assumption Test Results

1. Multicollinearity Test Results

The multicollinearity test used in this study looked at the tolerance value and variance inflation factor (VIF). The regression model is declared free of multicollinearity if the tolerance value is ≥ 0.10 or equal to the VIF value ≤ 10 .

Table 3. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	5,729	1,416		4,045	,000	
	managerial ability (X1)	,016	,032	,049	,492	,625	,733 1,364
	motivation (X2)	,122	,028	,439	4,401	,000	,737 1,357
	work discipline (X3)	,173	,039	,438	4,473	,000	,763 1,311

a. Dependent Variable: performance (Y)

From the data in table 4.13 above, it shows that the variables above have a VIF value <10, namely Managerial Ability (X1=1.364), Motivation (X2=1.357), and Work Discipline (X3=1.311) and Managerial Ability value (X1=0.733) Motivation (X2=0.737) Work Discipline (X3=0.763) tolerance > 0.10. This means indicating that there is no multicollinearity problem in the regression model, so that it meets the requirements of regression analysis.

Table 4. Normality Test Results

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Managerial Ability (X1)	,069	61	,200*	,980	61	,415
Motivation (X2)	,086	61	,200*	,954	61	,022
Work Discipline (X3)	,068	61	,200*	,983	61	,563
Performance (Y)	,146	61	,003	,964	61	,072

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

a. Lilliefors Significance Correction

Based on table 4. the results of the normality test on the research variables have a normal distribution because the Asymp value. Sig.(2-tailed) with a significance of (α) > 0.05 for managerial ability (X1) (0.415 > 0.05), motivation (X2) (0.022 > 0.05), and work discipline (X3) (0.563 > 0.05), the dependent variable is Performance (Y) (0.072 > 0.05), then all variables are normally distributed.

Table 5. Heteroscedasticity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,934	,772		1,210	,231
	Managerial Ability (X1)	,037	,018	,304	2,100	,040
	Motivation (X2)	,007	,015	,070	,486	,629
	Work Discipline (X3)	-,049	,021	-,332	-2,339	,023

a. Dependent Variable: Abs_RES

Based on table 5 all variables have a significance value (Sig) greater than 0.05 (...> Sig 0.05) namely (X1=0.040) (X2=0.629) (X3=0.023) so it can be concluded that the regression model on this study did not occur heteroscedasticity,

A. Results of Multiple Linear Regression Analysis

Table 6. Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,729	1,416		4,045	,000
	Managerial Ability (X1)	,116	,032	,149	2,492	,002
	Motivation (X2)	,122	,028	,439	4,401	,000
	Work Discipline (X3)	,173	,039	,438	4,473	,000

a. Dependent Variable: performance (Y)

Based on table 6 above, the constant value is 5.729

The regression equation for predicting or predicting the effect of managerial ability (X1), motivation (X2) and work discipline (X3) simultaneously on performance (Y) variables is as follows.

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3$$

$$Y = 5,729 + 0,116X_1 + 0,122X_2 + 0,173X_3$$

Hasil analisis regresi linear berganda yang masih berbentuk angka dapat dijelaskan dalam bahasa yang sederhana yaitu sebagai berikut:

- **Konstanta(α)**

The results of multiple linear regression analysis which are still in the form of numbers can be explained in simple language as follows:

- Constant(α)

Based on table 4.16, it shows that the variables Managerial Ability, Motivation and Work Discipline have a positive relationship with the increase in Employee Performance at the Kuningan District Education Office. Where the value of Employee Performance is 5.729, it shows that if the variables of Managerial Ability (X1), Motivation (X2) and Work Discipline (X3) are equal to zero then the performance variable is 5.729. increasing Managerial Ability, Motivation and Work Discipline will affect Employee Performance.

- β_1

It is known that the regression coefficient value of the Managerial Ability variable affects Employee Performance at the Kuningan District Education Office of 0.116 or has a positive effect, which means that if the Managerial Ability Variable increases by 1 unit, then Employee Performance will also increase by 0.116 units, if Performance decreases by 1 unit it will decrease Managerial Ability of 0.116 units.

- a. β_2

It is known that the regression coefficient of the motivation variable affects employee performance at the Kuningan District Education Office of 0.122 or has a positive effect, which means that if the motivation variable increases by 1 unit, employee performance will increase by 0.122 units. It is better if motivation decreases by 1 unit, it will reduce employee performance by 0.122 units.

- b. β_3

It is known that the regression coefficient of the Work Discipline variable affects Employee Performance at the Kuningan District Education Office of 0.173 or has a positive effect, which means that if the Work Discipline variable increases by 1 unit, employee performance will increase by 0.173 units. Conversely, if Work Discipline decreases by 1 unit, it will reduce employee performance by 0.173 units or 17.3%..

A. Hypothesis Testing Results

1. Partial test results or t test

a. Effect of Managerial Ability on Employee Performance

Based on Table 4.16 above, the coefficient of tcount is 2.492 while the value of ttable with degrees of freedom $df = n - k$ ($61 - k = 58$) is 1.67. Based on these criteria, it shows that $t_{count} 2.492 > t_{table} 1.67$ indicates that the Managerial Ability variable (X1) influences the Employee Performance variable (Y).

Based on the significance criteria, $Sig \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig α value is 0.002, this shows that there is a significant influence. This shows that variable X1 (Managerial Ability) has a positive and significant effect on variable Y (Employee Performance). For every α value of 5.729 there is a t table value of X1 of 2.492, $X_2 = 0$, $X_3 = 0$. So it can be concluded

that partially there is a positive and significant influence of the Managerial Ability variable on Employee Performance at the Kuningan District Education Office.

b. The Effect of Motivation on Employee Performance

Based on Table 4.16 above, the coefficient of tcount for the motivation variable (X3) is 4.401, while the ttable value with degrees of freedom $df = n - k$ ($61 - k = 58$) is 1.67. Based on these criteria, it shows that $tcount\ 4.401 > ttable\ 1.67$ indicates that the motivation variable (X2) has an effect on the employee performance variable (Y).

Based on the significance criteria, $Sig\ \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the $sig\ \alpha$ value for the motivational variable (X2) is 0.000, this shows that there is a significant influence. This shows that variable X2 (Motivation) has a positive and significant effect on variable Y (Employee Performance). For every α value of 5.729 there is a ttable value of X2 of 4.401, $X_1 = 0$, $X_3 = 0$. So it can be concluded that partially there is a positive and significant influence of the variable Motivation on Employee Performance at the Kuningan District Education Office.

c. The Effect of Work Discipline on Employee Performance

Based on Table 4.16 above, the coefficient of tcount for the motivation variable (X3) is 4.401, while the ttable value with degrees of freedom $df = n - k$ ($61 - k = 58$) is 1.67. Based on these criteria, it shows that $tcount\ 4.473 > ttable\ 1.67$ indicates that the Work Discipline variable (X3) has an effect on the Employee Performance variable (Y).

Based on the significance criteria, $Sig\ \alpha < 0.05$ means that H_0 is rejected and H_a is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the $sig\ \alpha$ value for the Work Discipline variable (X3) is 0.000, this shows that there is a significant influence. This shows that variable X3 (Motivation) has a positive and significant effect on variable Y (Employee Performance). For every α value of 5.729 there is a ttable value of X3 of 4.473, $X_1 = 0$, $X_2 = 0$. So it can be concluded that partially there is a positive and significant effect of the Work Discipline variable on Employee Performance at the Kuningan District Education Office.

d. Results of Analysis of the Coefficient of Determination (R^2)

Determination analysis is used to find out how big the percentage of the independent variable (X) is on the dependent variable (Y). The magnitude of the percentage influence of all independent variables on the value of the dependent variable can be seen from the magnitude of the coefficient of determination (R^2) in the regression equation. (Duwi Priyanto, 2010). The coefficient of determination seen from the calculation results using the SPSS version 25 for windows program can be seen in the following table:

Table 7. Results of the Analysis of the Coefficient of Determination (R^2)

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	,763 ^a	,583	,561	1,435	2,255

a. Predictors: (Constant), work discipline (X3), motivation (X2), managerial ability (X1)

b. Dependent Variable: performance (Y)

Based on table 7 above, R Square (R^2) shows the coefficient of determination (KD). The R^2 value of 0.583 means that the percentage contribution of the variable managerial ability (X1), motivation (X2) and work discipline (X3) simultaneously to the performance variable (Y) is 58.30%. While 46.70% is influenced by other factors.

CONCLUSION

1. Based on the results of the partial test (t test) the effect of managerial ability on performance shows that $t_{count} (2.492) > t_{table} (1.67)$ and sig value $(0.002) < 0.05$ this shows that H_1 is accepted and H_0 is rejected, meaning that there is a significant influence partially, there is a positive and significant influence between the Managerial Ability variable (X1) and the Performance Variable (Y) at the Kuningan District Education Office of 0.116 Units.
2. Based on the results of the partial test (t test) the effect of motivation on performance shows that $t_{count} (4.401) > t_{table} (1.67)$ and sig value $(0.000) < 0.05$ this shows that H_2 is accepted and H_0 is rejected, meaning that there is an influence partially, there is a positive and significant influence between the Motivation variable (X2) and the Performance Variable (Y) at the Kuningan District Education Office of 0.122 Units.
3. Based on the results of the partial test (t test) the effect of Work Discipline on Performance shows that $t_{count} (4.473) > t_{table} (1.67)$ and sig value $(0.000) < 0.05$ this shows that H_3 is accepted and H_0 is rejected meaning that there is partially, there is a positive and significant influence between the Work Discipline variable (X3) and the Performance Variable (Y) at the Kuningan District Education Office of 0.173 Units.
4. Based on the results of the Simultaneous test (Test F) the effect of Jerical Ability, Motivation and Work Discipline on Performance shows that $F_{count} (26.527) > t_{table} (2.77)$ and sig value $(0.000) < 0.05$ this shows that H_4 is accepted and H_0 is rejected, meaning that there is a simultaneous (together) positive and significant influence between the variables of managerial ability (X1), motivation (X2) and work discipline (X3) with the performance variable (Y) at the Kuningan District Education Office. And based on the results of the analysis of the coefficient of Determination R Square is worth 0.583, this shows that the influence of the independent (Independent) variable on the Dependent variable is 58.3%,

the remaining 46.7% is influenced by other factors beyond the Managerial Ability factor, and Motivation. Based on the classification of how much influence the independent variable has on the dependent variable, it is included in the moderate classification.

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