

Competence, motivation, and work discipline as determinants of employee performance in public library services

Fitri Dzakiyatul Innayah*, Ismiyati Ismiyati

Office Administration Education, Universitas Negeri Semarang, Semarang, Indonesia

Email: fitridzakiyatul@students.unnes.ac.id

Abstrak

Penelitian ini mengkaji bagaimana kinerja karyawan dipengaruhi oleh disiplin kerja, motivasi, dan kompetensi. Sebanyak 91 karyawan menjadi sampel dalam penelitian kuantitatif dengan desain kausalitas. Untuk menentukan kondisi awal kinerja karyawan, 10 karyawan ikut serta dalam pengumpulan data eksploratif. Kuesioner, wawancara, dan dokumen digunakan untuk mengumpulkan data. Dengan menggunakan SPSS 26, penelitian ini mencakup persentase deskriptif, regresi linier berganda, dan uji asumsi klasik. Hasil menunjukkan bahwa masing-masing dari ketiga faktor tersebut, yang secara keseluruhan berkontribusi sebesar 57,7%, secara signifikan memengaruhi kinerja karyawan. Kompetensi dan disiplin kerja memiliki dampak yang positif dan signifikan terhadap kinerja ketika dianalisis secara terpisah, sedangkan motivasi tidak memiliki efek yang dapat dibedakan. Hasil penelitian menyarankan agar perusahaan meningkatkan pelatihan karyawan, menciptakan lingkungan kerja yang kondusif, dan menetapkan kebijakan gaji yang transparan untuk pekerjaan lembur.

Kata kunci: etika kerja; manajemen sumber daya manusia; perilaku organisasi; sektor publik

Abstract

This study examines the influence of competence, motivation, and work discipline on employee performance at the Library and Archives Service of Tegal City and Regency. A quantitative causal design was employed with a total population of 91 employees. Prior to the main data collection, ten employees participated in exploratory interviews and questionnaires to establish baseline performance conditions; these individuals were subsequently excluded from the primary analysis to minimize response bias. Data from the remaining 81 respondents were collected via a closed-format questionnaire distributed through Google Forms and analyzed using IBM SPSS Statistics 26. Analyses included descriptive statistics, classical assumption tests, and multiple linear regression. The results show that competence, motivation, and work discipline jointly account for 57.7% of the variance in employee

* *Corresponding author*

Citation in APA style: Innayah, F.D., & Ismiyati I. (2026). Competence, motivation, and work discipline as determinants of employee performance in public library services. *Jurnal Informasi dan Komunikasi Administrasi Perkantoran*, 10(2), 233-241.

<https://dx.doi.org/10.20961/jikap.v10i2.108657>

performance. When examined independently, competence and work discipline each exerted a positive and significant effect on performance, whereas motivation did not reach statistical significance. These findings suggest that organizations should strengthen employee competency through targeted training, enforce consistent workplace discipline, and improve physical work conditions to enhance overall productivity.

Keywords: human resource management; organizational behavior; public sector organizations; work ethics

Received September 02, 2025; Revised February 27, 2026; Accepted March 31, 2026; Published Online March 02, 2026

<https://dx.doi.org/10.20961/jikap.v10i2.108657>

Introduction

Every organization requires resources to achieve its objectives. Human resources serve to coordinate and optimize other organizational resources in pursuit of institutional goals (Wirawan, 2009). They constitute a critical asset for both public and private sector organizations, as high-quality human capital is indispensable for the accomplishment of defined organizational targets. Human resources also exert a considerable influence on the behavioral patterns of each organizational member. Given the dynamic nature of contemporary work environments and evolving societal expectations, organizations are increasingly compelled to deliver services that are both effective and efficient. The success of any organization is therefore closely linked to its capacity to manage its human resources effectively, with each member expected to optimize their skills, abilities, and knowledge to enhance overall performance.

Employee performance is a critical determinant of organizational success in both public and private sectors. According to Wirawan (2009), performance may refer to the output of an organization, its operational tools, its management functions (such as production, marketing, or finance), or the productivity of individual employees. As a public service institution, the Library and Archives Service of Tegal City and Regency bears an essential responsibility to deliver services that are effective and efficient. However, observations conducted at these agencies indicate that employee performance has not been fully optimized. Interviews with the Head of the Personnel Sub-Division revealed issues including tardiness, a lack of initiative in task completion, and insufficient proficiency in digital technology, particularly among senior staff. Exploratory questionnaires administered to ten employees revealed that 80% of respondents failed to meet established job standards, 90% acknowledged recurring tardiness, and 70% reported difficulty completing tasks independently. These concerns suggest underlying deficiencies in work discipline, competence, and motivation that may collectively impair overall employee performance.

Competence, as defined by Wibowo (2014), refers to the behavioral norms applicable to different organizational levels, encompassing the traits, knowledge, and skills required for individuals to execute their responsibilities effectively and meet established performance targets and quality standards. Wirawan (2009) further posits that employees with high role competency are more likely to work diligently toward the achievement of organizational objectives, thereby enhancing overall performance. This position is corroborated by Wahida et al. (2023), whose findings demonstrate that competence exerts a positive and significant effect on employee performance, suggesting that improvements in competence translate into higher levels of worker productivity. Conversely, Eka et al. (2024) found that competence may have a negative and negligible impact on employee performance under certain conditions.

Rivai and Sagala (2013) define motivation as the set of attitudes and values that predispose individuals to pursue particular goals consistent with their personal aspirations. Similarly, Robbins (2006) characterizes motivation as the desire to engage in activities that test one's capacity to fulfill

personal needs. Work motivation may be further understood through the lens of Maslow's hierarchy of needs, which posits that individuals are driven to satisfy five levels of need: physiological, safety, social, esteem, and self-actualization. High levels of motivation are therefore considered a key driver of improved organizational performance, as motivated employees tend to invest greater effort in their work.

Rivai and Sagala (2013) further argue that motivation encourages employees to work toward their goals, thereby enhancing worker performance and ultimately contributing to the attainment of organizational objectives. Hapsoro et al. (2022) corroborate this view, reporting a positive relationship between motivation and employee performance. Similarly, Kusumaningsih and Tahwin (2022) found that motivation significantly improved employee performance, reinforcing the importance of motivational factors in organizational settings. However, Marjaya and Pasaribu (2019) reached opposing conclusions, finding that motivation had little bearing on performance outcomes.

Work discipline also exerts a significant influence on employee conduct. Hasibuan (2007, p. 193) defines discipline as an individual's awareness of and willingness to comply with social norms and organizational policies. Work discipline promotes consistent, high-quality outputs by cultivating habitual practices that ensure tasks are completed on time and within established parameters. When work discipline is high, employee performance is likely to improve and service quality is more reliably maintained.

The significance of work discipline for employee performance has been confirmed by Febrianti and Susilowati (2023), who demonstrated a meaningful relationship between the two variables. Furthermore, Mulyono et al. (2025) identified a positive and significant correlation between work discipline and employee performance. Conversely, Muna and Isnowati (2022) reported that work discipline had a negative and negligible effect on employee performance in a different organizational context.

The present study draws on Wirawan's (2009) performance evaluation model to examine the variables influencing employee performance. This theoretical framework posits that employee performance emerges from the interaction of internal employee factors, internal organizational environmental factors, and external organizational environmental elements.

The study is distinctive in that it investigates three independent variables competence, motivation, and work discipline within the context of a public sector organization in the library and archives sector, a domain that has received comparatively limited scholarly attention. Existing research on these determinants typically focuses on corporate or private sector settings. Moreover, unlike earlier studies that employed the performance frameworks of Kasmir or Mangkunegara, this study adopts the performance indicators proposed by Robbins (2006). To provide a more comprehensive empirical contribution to the understanding of determinants affecting employee performance in regional public services, the study was conducted across two administrative jurisdictions a city and a regency within the same service sector.

The research questions guiding this study are as follows: (1) Does competence significantly affect employee performance? (2) Does motivation significantly affect employee performance? (3) Does work discipline significantly affect employee performance? (4) Do competence, motivation, and work discipline jointly affect employee performance at the Library and Archives Service of Tegal City and Regency?

The researchers hypothesize that employee performance is substantially influenced by competence, motivation, and work discipline. Specifically, higher levels of competence are expected to improve performance, and stronger motivation and work discipline are anticipated to produce similar positive effects. This study accordingly investigates the extent to which these three factors influence employee performance at the Library and Archives Service of Tegal City and Regency.

Research Methods

This study was conducted at the Library and Archives Service of Tegal City and Tegal Regency. The Tegal City office is located at Jl. KH. Ahmad Dahlan No. 52, Mangkukusuman, while the Tegal Regency office is located at Jl. Ahmad Yani No. 51, Slawi. The Library and Archives

Service was selected as the research site due to observed deficiencies in staff performance and the need to evaluate the internal variables contributing to these deficiencies.

This study employed a quantitative methodology with a causal research design. This design was adopted to investigate the causal relationships between the dependent variable (employee performance) and the independent variables (competence, motivation, and work discipline). The proposed hypotheses were tested through statistical analysis of the collected data.

The study population comprised all 91 employees of the Library and Archives Service of Tegal City and Tegal Regency. A saturation sampling technique was applied. Prior to the main data collection, ten employees participated in exploratory data gathering through questionnaires and open-ended interviews to provide contextual insight into prevailing employee performance conditions. To minimize response bias, these individuals were subsequently excluded from the primary questionnaire sample. Consequently, questionnaire data were analyzed from the remaining 81 respondents, who constituted the majority of the research population.

This study employed a self-report questionnaire as the primary data collection instrument. To mitigate potential response bias, the researcher ensured respondent anonymity, maintained the confidentiality of individual responses, and used indicators that had undergone prior validity and reliability testing.

A closed-format questionnaire was distributed via Google Forms. IBM SPSS Statistics 26 was used to assess the validity and reliability of the research instrument. The questionnaire employed a five-point Likert scale with the following response options: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

Validity and reliability testing were conducted to verify the applicability of the research instrument. An instrument was considered valid if its significance level exceeded the threshold of $r > 0.70$. The results of these tests are presented in Table 1:

Table 1
Testing for validity and reliability

Variable	Validity test	Reliability test
Employee Performance (Y)	17 out of 18 statements are valid	Reliable (0,724 > 0,7)
Competence (X ₁)	All items are considered valid	Reliable (0,784 > 0,7)
Motivation (X ₂)	All items are considered valid	Reliable (0,763 > 0,7)
Work Discipline (X ₃)	All items are considered valid	Reliable (0,838 > 0,7)

The data analysis employed multiple linear regression using IBM SPSS Statistics 26. Prior to the primary analysis, the researcher conducted a series of prerequisite tests including tests of normality, heteroscedasticity, multicollinearity, and linearity alongside descriptive statistical analysis. Following the successful completion of these prerequisite tests, hypothesis testing was carried out to evaluate the acceptance or rejection of each proposed hypothesis. The testing procedure comprised partial tests (t-tests), a simultaneous test (F-test), a simultaneous coefficient of determination (R^2), and a partial coefficient of determination (r^2).

Result and Discussion

Research Result

Prerequisite tests were conducted prior to hypothesis testing. These tests addressed normality, heteroscedasticity, multicollinearity, and linearity.

The normality test employed the Kolmogorov–Smirnov method, yielding a significance value of $p = .200$, which exceeds the threshold of $\alpha = .05$. This result confirms that the data are normally distributed. The heteroscedasticity test, conducted using the Glejser test, produced significance values of $p = .557$ for the competence variable, $p = .771$ for the motivation variable, and $p = .508$ for the work discipline variable. All three values exceeded .05, indicating the absence of heteroscedasticity. The multicollinearity test yielded VIF values of 3.067 for competence, 2.994

for motivation, and 2.406 for work discipline, all of which fall below the critical threshold of 10, indicating no evidence of multicollinearity among the independent variables.

The linearity tests confirmed statistically linear relationships between each independent variable and employee performance. Specifically, the linearity significance values were $p = .000$ for all three predictors, while the deviation-from-linearity values were $p = .449$ for competence, $p = .595$ for motivation, and $p = .736$ for work discipline all exceeding .05, thereby supporting linearity. Table 2 presents the results of the multiple linear regression analysis, including the regression equation.

Table 2
Findings from Multiple Linear Regression Analysis

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	10,887	5,805		1,875	,065
Competence	,326	,143	,290	2,274	,026
Motivation	,267	,141	,239	1,901	,061
Work Discipline	,253	,090	,317	2,807	,006

(Source: Primary data processed 2025)

As shown in Table 2, the multiple linear regression equation is expressed as follows:

$$Y = 10,887 + 0,326 X_1 + 0,267 X_2 + 0,253 X_3 + e$$

The regression coefficients are interpreted as follows: (1) the constant value of 10.887 indicates the predicted level of employee performance when all three independent variables are set to zero; (2) the regression coefficient for competence (X_1) is 0.326, indicating a positive relationship with employee performance (Y), such that a one-unit increase in competence is associated with a 0.326-unit increase in employee performance, holding other variables constant; (3) the regression coefficient for motivation (X_2) is 0.267, indicating a positive relationship with employee performance, such that a one-unit increase in motivation corresponds to a 0.267-unit increase in employee performance, with other variables held constant; and (4) the regression coefficient for work discipline (X_3) is 0.253, indicating a positive relationship with employee performance, such that a one-unit increase in work discipline is associated with a 0.253-unit increase in employee performance, holding other variables constant. The results of the F-test (simultaneous test) are presented in Table 3.

Table 3
Concurrent Test Outcomes (F Test)

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	1042,787	3	347,596	37,347	,000 ^b
<i>Residual</i>	716,645	77	9,307		
<i>Total</i>	1759,432	80			

Table 3 presents the results of the simultaneous significance test (F-test), which evaluates whether the independent variables jointly exert a significant effect on the dependent variable. The calculated F value of 37.347 exceeds the critical F table value of 2.72. The significance value for the combined effect of competence (X_1), motivation (X_2), and work discipline (X_3) on employee performance (Y) is $p = .000 < .05$. Accordingly, the three independent variables are found to simultaneously and significantly influence employee performance, leading to the acceptance of H_4 . Table 4 presents the results of the partial tests (t-tests):

Table 4
Partial Test Results (t-Test)

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	
(Constant)	10,887	5,805		1,875	,065
Competence	,326	,143	,290	2,274	,026
Motivation	,267	,141	,239	1,901	,061
Work Discipline	,253	,090	,317	2,807	,006

As shown in Table 4, the t-test assesses the partial effect of each independent variable on the dependent variable. The competence variable yielded $t(77) = 2.274$, $p = .026$, which exceeds the critical t-table value of 1.991. Consequently, H_0 is rejected and H_1 is accepted, indicating that competence exerts a positive and significant influence on employee performance at the Library and Archives Service of Tegal City and Regency. The motivation variable yielded $t(77) = 1.901$, $p = .061 > .05$. Accordingly, H_0 is accepted and H_2 is rejected, indicating that motivation does not exert a statistically significant influence on employee performance, despite the positive direction of the coefficient. The work discipline variable yielded $t(77) = 2.807$, $p = .006$, which exceeds the critical t-table value of 1.991. Therefore, H_0 is rejected and H_3 is accepted, indicating that work discipline exerts a positive and significant influence on employee performance at the Library and Archives Service of Tegal City and Regency. Table 5 presents the results of the simultaneous coefficient of determination (R^2) test:

Table 5
Results of the Simultaneous Determination Coefficient Test (R^2)

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
,770 ^a	,593	,577	3,05075

Table 5 presents the results of the simultaneous coefficient of determination test. The adjusted R^2 value of .577 indicates that 57.7% of the variance in employee performance is attributable to the independent variables competence, motivation, and work discipline combined. The remaining 42.3% is accounted for by other factors not included in the present model. This effect size is classified as moderate. Table 6 presents the results of the partial coefficient of determination (r^2) test.

Table 6
Results of the Partial Determination Coefficient Test (r^2)

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>Sig.</i>	<i>Correlations</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>		<i>Zero-order</i>	<i>Partial</i>	<i>Part</i>
(Constant)	10,887	5,805		1,875	,065			
Competence	,326	,143	,290	2,274	,026	,708	,251	,165
Motivation	,267	,141	,239	1,901	,061	,695	,212	,138
Work Discipline	,253	,090	,317	2,807	,006	,699	,305	,204

As shown in Table 6, the partial coefficient of determination results indicate the following: (1) competence has a partial correlation value of .251, yielding a partial r^2 of $(.251)^2 \times 100\% =$

6.30%, indicating that competence independently accounts for 6.30% of the variance in employee performance; (2) motivation has a partial correlation value of .212, yielding a partial r^2 of $(.212)^2 \times 100\% = 4.49\%$, indicating that motivation independently accounts for 4.49% of the variance in employee performance, though this effect is not statistically significant; and (3) work discipline has a partial correlation value of .305, yielding a partial r^2 of $(.305)^2 \times 100\% = 9.30\%$, indicating that work discipline independently accounts for 9.30% of the variance in employee performance. Among the three predictors, work discipline exerts the strongest independent influence on employee performance at the Library and Archives Service of Tegal City and Tegal Regency.

Discussion

The findings indicate that competence exerts a positive and significant effect on employee performance ($p = .026 < .05$). Descriptive statistical analysis revealed an overall mean percentage of 88% for the competence variable, which is classified as very high. The attitude indicator emerged as the most prominent dimension, suggesting that employees demonstrate positive workplace behaviors including accountability, initiative, and professional ethics. These results are consistent with the findings of Agustina et al. (2023) and Wahida et al. (2023), who similarly found that competence has a positive and significant effect on employee performance. The results are also theoretically supported by Wirawan's (2009) performance evaluation model, which links high employee competence to a strong work ethic oriented toward the achievement of organizational goals.

The t-test results indicate that motivation does not exert a statistically significant effect on employee performance ($t[77] = 1.901, p = .061 > .05$). Although the descriptive analysis yielded an overall mean percentage of 87% for motivation classified as very high the physiological needs indicator recorded the lowest score at 84%. The lowest-rated item corresponded to Statement 34: "The office provides work facilities (office space, drinking water, canteen, and place of worship) that support my health and comfort." This finding suggests that employees at the Library and Archives Service of Tegal City and Regency have not fully received adequate facilities that promote workplace comfort and health. The absence of a significant motivational effect on performance may reflect the structural character of public sector organizations, where formalized work systems, predetermined job assignments, and standardized operational procedures tend to exert greater influence on employee performance than individual motivational factors. In this context, employees generally fulfill their duties in compliance with established regulations and protocols rather than in response to intrinsic motivational drives. These findings corroborate the assertion of Marjaya and Pasaribu (2019) that motivation has limited bearing on performance in certain organizational settings. The results suggest that motivation functions primarily as an incentive mechanism rather than a direct performance determinant, and that employees are more likely to demonstrate engagement and satisfaction when operating in a supportive environment with positive reinforcement from supervisors.

Wirawan's (2009) performance evaluation model, which identifies internal employee factors, the internal organizational environment, and the external organizational environment as the three primary determinants of employee performance, provides the theoretical foundation for this discussion. Within this framework, motivation is classified as a component of internal employee work behavior. Organizational support and motivational reinforcement from management can therefore elevate employee morale, which in turn may enhance overall work performance.

The t-test results further indicate that work discipline exerts a positive and significant effect on employee performance, $t(77) = 2.807, p = .006 < .05$. Descriptive analysis revealed an overall mean percentage of 85% for the work discipline variable, classified as very high. The disciplinary sanction indicator recorded the highest value at 88%, suggesting that the consistent enforcement of disciplinary consequences effectively motivates employees to adhere to relevant regulations. These findings are consistent with those of Simatupang and Saroyeni (2018) and Sularmi and Stifanny (2021), who reported positive and significant correlations between work discipline and employee performance. The results are further supported by Wirawan's (2009) performance evaluation model, which positions work discipline as an internal factor that shapes employee behavioral outcomes.

Conclusion

This study demonstrates that competence and work discipline each exert a positive and significant effect on employee performance, whereas motivation does not produce a statistically significant impact. When examined collectively, however, all three variables account for a substantial proportion of the variance in employee performance at the Library and Archives Service of Tegal City and Regency. These findings support Wirawan's performance evaluation model, which emphasizes the primacy of internal employee characteristics in determining performance outcomes while acknowledging that motivational factors may not invariably serve as the primary performance driver in all organizational contexts. The findings underscore the need to enhance staff competency through systematic training programs, to strengthen workplace discipline through consistent policy enforcement, and to improve the physical work environment to support employee well-being and productivity. This study is subject to certain limitations, as it examines only three internal variables and does not account for external factors such as organizational culture, leadership quality, and the broader work environment. Future research is therefore encouraged to expand the scope of investigation to include additional variables and to encompass a wider range of public sector organizations.

References

- Agustiani, N. H., Ismiyati, I., Sholikhah, M., Hanum, H. L., & Fithra, D. (2023). The improvement of employee performance through employee competence, work facilities, work discipline, and organization communication. *Jurnal Ekonomi*, 12(04), 2565–2575. Retrieved from <https://ejournal.seaninstitute.or.id/index.php/Ekonomi/article/view/2631>
- Eka, N., Elkhori, M., Wahyu, E., & Budianto, H. (2024). Pengaruh kecerdasan emosional, self efficacy, dan kompetensi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi (studi pada Bank BTN KCS Malang) [The impact of emotional intelligence, self-efficacy, and competency on employee performance with job satisfaction as a mediating variable]. *Dimensi*, 13(2), 468–478. Retrieved from <https://www.jurnal.unrika.ac.id/index.php/jurnaldms>
- Febrianti, P., & Susilowati, I. H. (2023). Pengaruh gaya kepemimpinan, disiplin, dan motivasi kerja terhadap kinerja karyawan pada PD Intan Bestari Kabupaten Garut. *Jurnal Administrasi Bisnis*, 3. <http://103.75.24.116/index.php/jab/article/view/2002>
- Hapsoro, B. V., Tamba, M., Suratmi, T., & Nurminingsih, N. (2022). Pengaruh motivasi, pelatihan, dan pengembangan karir terhadap kinerja karyawan PT. Bhinneka Life Indonesia di Jakarta. *Jurnal Administrasi dan Manajemen*, 12(2), 166–175. <https://doi.org/10.52643/jam.v12i2.2298>
- Hasibuan, M. S. P. (2007). *Manajemen sumber daya manusia* (Ed. rev.). PT Bumi Aksara.
- Kusumaningsih, N., & Tahwin, M. (2022). Pengaruh budaya kerja dan motivasi terhadap kinerja pegawai Kantor Kecamatan Sluke Kabupaten Rembang. *BBM (Buletin Bisnis & Manajemen)*, 8(1), 38. <https://doi.org/10.47686/bbm.v8i1.457>
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh kepemimpinan, motivasi, dan pelatihan terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147. <https://doi.org/10.30596/maneggio.v2i1.3650>
- Mulyono, D., Ratnasari, S. L., Nasrul, H. W., Sutjahjo, G., Nur, I., Diana, Anggraini, T. A., Apriyulianti, S., Putri, M. N., Tawee, S., & Amin, S. (2025). Pengaruh motivasi, disiplin, pelatihan, kepuasan dan lingkungan kerja terhadap kinerja pegawai di Perwakilan Badan Kependudukan Keluarga Berencana Nasional Provinsi Kepulauan Riau. *Jurnal Dimensi*, 14, 22–32. <https://doi.org/10.33373/dms.v14i1.7333>

- Muna, N., & Isnowati, S. (2022). Pengaruh disiplin kerja, motivasi kerja, dan pengembangan karir terhadap kinerja karyawan (studi pada PT LKM Demak Sejahtera). *Jesya*, 5(2), 1119–1130. <https://doi.org/10.36778/jesya.v5i2.652>
- Rivai, V., & Sagala, E. J. (2013). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik* (Ed. ke-2). Rajagrafindo Persada.
- Robbins, S. P. (2006). *Prinsip-prinsip perilaku organisasi*. Erlangga.
- Simatupang, A. C., & Saroyeni, P. (2018). The effect of discipline, motivation and commitment to employee performance. *IOSR Journal of Business and Management*, 20(6), 31–37. <https://doi.org/10.9790/487X-2006013137>
- Sularmi, L., & Stifanny, C. (2021). Increasing the role of work discipline and job trainings on employee performance. *Mbia*, 20(1), 79–90. <https://doi.org/10.33557/mbia.v20i1.1283>
- Wahida, Azhari, A., & Asniwati. (2023). Pengaruh kompetensi, pengembangan karir dan disiplin kerja terhadap kinerja pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Barru. *JPMI: Jurnal Pelopor Manajemen Indonesia*, 2(1), 115–127. Retrieved from <https://ejournal.nobel.ac.id/index.php/jpmi/article/view/3575>
- Wibowo. (2014). *Manajemen kinerja* (Ed. ke-4). PT Rajagrafindo Persada.
- Wirawan. (2009). *Evaluasi kinerja sumber daya manusia*. Salemba Empat.