

Influence of Work Discipline, Competence and Work Experience on the Performance of Palembang City Civil Service Police Members

Supriyatno

Progran Studi Ekonomi, STIE APRIN Palembang, Sumatera Selatan, Indonesia

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ABSTRACT

The aim of this research is to find out how the performance of Civil Service Police Unit members is influenced by their work discipline, competence and experience. This research uses quantitative methods. The object of this research is a Civil Servant (PNS) in the City Civil Service Police Unit Palembang. The population in this study was 128 people and samples 97 people were taken using Probability techniques Sampling and sampling use the Slovin formula. This research using multiple linear regression analysis. Data collection techniques used, namely using a questionnaire with a Likert Scale model and observation. At a relevance level of 5% it shows that partial work discipline has a significant effect on employee performance by 50%, hypothesis testing obtained $t_{count} > t_{table}$ or $(18.499 > 1.985)$. Motivation work has a significant effect on employee performance by 29%, hypothesis testing obtained $t_{count} > t_{table}$ or $(10.582 > 1.985)$. Work discipline and motivation Simultaneous work has a significant effect on employee performance with regression equation $Y = 7.541 + 0.504.X1 + 0.293.X2$ and the contribution of influence amounting to 94%, the hypothesis test obtained $F_{count} > F_{table}$ or $(689.742 > 3.09)$.

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Corresponding Author:

Supriyatno

Faculty of Economics, STIE APRIN Palembang

Jl. Baladewa, Padang Selasa, Bukit Lama, Kec. Ilir Barat I, Kota Palembang, Sumatera Selatan, 30139

Email: supriyatno74.palembang@gmail.com

1. INTRODUCTION

To meet the challenges posed by the ever-evolving needs of modern businesses, it is important for employees to have the skills and expertise necessary to do their jobs well. Here, however, it is more important to have the right mix of work experience and capacity to function well in the company. The people in an organization, especially the motivated and unmotivated, are the main determinant of a company's success. Failure to meet the criteria set by the business by its employees will result in the company's failure to achieve its goals.

Employees are the most valuable asset to an organization because their work is critical to the success of the business. "Employees are a supporting factor in a company or agency, because with employees who have the company's qualification standards, the company's productivity will be maintained and increased," wrote (Abadi, 2021:12).

(Moehersono, 2019:95) states that performance is defined as the level of achievement of the implementation of an organization's strategic planning in realizing the organization's goals,

objectives, vision and mission as outlined through the determination of the organization's mission, strategy and policies. A person's performance is the end result of his efforts in carrying out his responsibilities, which in turn is influenced by his background, training, attitudes and the nature of his workplace.

Several elements are considered when formulating rules to improve member performance, because they have an impact on employee performance. Although intrinsic motivation is a major component in how well an employee does their job, it is not the only one. Performance is influenced by a number of factors, including effort, skill, and previous experience.

In this study, the researchers will focus on three characteristics - job happiness, competence, and work experience - that influence member performance. Other factors that influence performance are motivation, effort, ability, and experience. Work discipline reflects a person's feelings towards his work and everything he encounters in the work environment (Anoraga, 2019:18-24).

Discipline The aim of work as a management activity is to ensure that all members of an organization or company follow all relevant rules and regulations, and to punish those who do not.

Competence One definition of competency is the capacity to use one's abilities in a way that meets the specific requirements of the job. Competency, according to (Wibowo, 2016), is "closer to applied ability or capability," which leads to peak performance from leaders, authorities, and workers. Sedarmayanti which was published in 2017.

A worker's work results are influenced by their level of work experience (Rofi'i, M. 2019). The longer an employee works at a company, the more diverse and extensive his work experience will be, and this can be a benchmark for his tenure.

A company's ability to achieve its goals can be supported by competent and experienced workers. Why? Because the combination of the two will result in outstanding performance at work, which in turn will contribute to the company's success.

Work discipline is defined as an order or regulation issued by the management of an organization to ensure that members of the organization comply with applicable regulations. This process leads to a series of behaviors that demonstrate the values of obedience, order and discipline, as stated by (Wahjono et.al.,2020:140) and (Afandi, 2021:11).

(Afandi, 2021: 21) states that work discipline has several dimensions and indicators. One of them is time observance, which includes things like being punctual, making good use of time, and never being absent or not working. Another dimension is work responsibilities, which include things such as meeting all organizational or company regulations, goals and deadlines, as well as making daily work reports.

(Both Kasmir, 2019:192) and (Afandi, 2021:65) agree that employees' work environment is shaped by the room, floor plan, facilities, facilities and infrastructure, as well as the relationships they have with co-workers. For example, Kasmir states that the presence of air conditioning, adequate lighting, and other such factors can influence how well employees perform assigned tasks.

Lighting, windows, color schemes, decoration, noise levels, air temperature and humidity are some of the factors identified by (Afandi, 2021:71-72) as indicative of the nature of the workplace. To ensure public security and enforce regional regulations, the Palembang City Government relies on the Palembang City Civil Service Police Unit.

Researchers found that in January 2025, the Palembang City Civil Service Police Unit had problems with staff work discipline during field work procedures. In such situations, inefficient labor can be blamed for common outcomes in the field. Idling, talking, eating, smoking, and resting at inappropriate times are examples of employee behavior that lead to less productive work or poorer work results. Things that make members of the Civil Service Police Unit less competent, disciplined and experienced in their work.

The competency level of each employee is important; for example, you may have noticed that some workers are assigned to tasks outside their expertise, while others are capable of completing the work. This indicates that their assignments are not based on their actual abilities, which can lead to a decline in discipline in the workplace. a person's competence as an innate quality that correlates with a person's efficiency at work, Author: (Spencer and Spencer, 2017).

Employee performance can be improved by addressing the underlying causes of lack of discipline in the workplace, which include elements such as job satisfaction, competence, and experience. An employee's work experience is enhanced by the length of time he or she has worked. According to (Mangkunegara, 2014: 21-31), work experience has a significant effect on employee

performance. The more experience a person has in a position, the more skilled he or she will be in that position and the more capable he or she will be in carrying out his or her responsibilities.

Research by (Heru Riyadi, et al. 2017), proves that there is an influence communication, work motivation and competence on lecturer performance Private Tourism College in West Java. This is also in line with phenomenon put forward in the research, which states the relationship between communication problems, work motivation and competence low results in suboptimal performance. Likewise with (Lydia Novi Yanti's research, 2019), too proves the influence of competence, motivation and communication on employee performance at the District Public Works and Spatial Planning Service West Bandung. So based on previous research it makes it clear there is a relationship between the variables of motivation, competence and communication on employee performance, so that it can be used as a basis for support current research.

Kinerja pegawai Satuan Polisi Pamong Praja Kabupaten Karawang belum optimal. Beberapa faktor penyebab yang ditemukan, diduga disiplin dan motivasi kerja merupakan faktor penting yang paling dominan pengaruhnya. Oleh karenanya masalah yang dirumuskan meliputi bagaimana disiplin, motivasi kerja dan kinerja pegawai Satpol PP Kabupaten Karawang. Apakah terdapat korelasional antara disiplin dan motivasi kerja serta pengaruh dari disiplin dan motivasi kerja terhadap kinerja pegawai Satpol PP Kabupaten Karawang baik secara parsial maupun simultan (Sofiyanti, N., & Nawawi, A. 2017). Research from (Rismayadi, B., & Pertiwi, W. 2024) shows that employee performance can be partially influenced significantly and positively by work discipline, partial employee performance can be significantly and positively influenced by work motivation, employee performance can be influenced simultaneously by discipline and work motivation.

Employee skills and competencies in completing work tasks correlate with their level of work experience. One way to evaluate a candidate's work experience is to look at their level of education, certifications, and experience in their field. Another way is to consider how long they have been with an organization. He will become more adept at his job as he gains experience. The amount of information and expertise a person has acquired can be used as a measure of their level of experience. Researchers from the Palembang City Civil Service Police Unit have found that many members still lack the necessary skills due to a lack of work experience. This especially happens to new employees who have not yet mastered the assigned tasks, and for whom the implementation and understanding of these tasks is a significant challenge. As a result, employee performance at work becomes below standard.

In addition, there are a number of elements that influence employee work experience. It would be difficult to list every quality that employers look for in a candidate, but there are certainly a number of additional aspects that may come into play depending on the situation. Here are some things to consider: 1) First, a person's history, including school, courses, training, and employment. To describe what someone has done in the past. 2) Interests and talents, to measure a person's talents and areas of interest. 3) Needs and attitudes to predict one's strengths and duties. 4) Capacity to evaluate and analyze through the use of analytical and manipulative skills. 5) Capacity to perform the technical elements of the assignment, as evaluated by technical skills and abilities.

In this research, a problem formulation was obtained, namely "How is the influence of job satisfaction on performance, the influence of competence on performance, the influence of work experience on performance, what factors most dominantly influence the performance of Palembang City Satpol PP members?" This research aims to provide a better understanding of the factors that influence the performance of Satpol PP members. By understanding these factors, it is hoped that more effective efforts can be made to improve their performance in maintaining public order and enforcing regional regulations. Based on the above, researchers are interested in conducting research in the Palembang City Civil Service Police Unit for the reason "The Influence of Job Satisfaction, Competence and Work Experience on the Performance of Palembang City Civil Service Police Members".

2. METHOD

The performance of members of the Palembang City Civil Service Police Unit was examined in quantitative descriptive research using a survey method. This aims to understand the influence of job satisfaction, competency and experience on performance. In order to keep the research focused,

this research only examines one problem related to job satisfaction, competence and work experience.

By outlining the steps that must be taken to measure a construct or variable, an operational definition gives importance to the concept or variable. A researcher's operational definition is a guidebook that outlines the steps that must be taken to measure or manipulate a variable (Kerlinger, 2006).

This research uses quantitative methods. The object of this research is a Civil Servant (PNS) in the City Civil Service Police Unit Palembang. The population in this study was 128 people and samples 97 people were taken using Probability techniques Sampling and sampling use the Slovin formula.

According to Arikunto in Septianto (2010) stated that validity is a measure that shows the level of validity and validity of a situation instrument. A valid instrument has high validity, conversely, if the instrument is less valid then its validity is low. To find out whether the questionnaire used is valid or invalid, then the r obtained (r calculated) is consulted with (r table) then the instrument is said to be valid, and if r count $\geq r$ table then the instrument is said to be valid, if r count $\leq r$ table then the instrument is said to be invalid. To test validity in ordinary research using program assistance, namely SPSS with Pearson correlation method or product moment correlation.

Reliability testing is an instrument that is trusted as a reliable tool used in collecting research data. According to Arikunto in Septianto (2010) a good instrument will not be tendentious. Instrument Good ones will produce reliable data. According to Eko Aria in Septianto (2010) reliability is intended to determine the level internal consistency (internal consistency) of respondents' answers to the instrument to measure the variables of remuneration, motivation, job satisfaction and performance employee. A measurement instrument that produces the alpha coefficient Cronbach's less than 0.6 is considered poor, 0.6 - 0.79 is acceptable acceptable and above 0.8 is good.

3. RESULTS AND DISCUSSION

3.1 Results of Multiple Linear Analysis

To predict, according to Sugiyono, how the value of the dependent variable will vary in response to changes in the value of the independent variable, multiple linear regression analysis is used. For this type of analysis, which involves a dependent variable (Y) and two or more independent variables (X1 and X2), the formula used is to determine the strength of the relationship between all independent variables in relation to the related variables.

Table 1. Multiple Linear Regression Coefficient Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	39.093	6.395		6.113	.000
1 Disiplin Kerja (X ₁)	.056	.106	.063	.534	.595
Kompetensi (X ₂)	.012	.114	.013	.108	.914
Pengalaman Kerja (X ₃)	-.155	.114	-.155	-1.362	.177

3.2 Results of Coefficient of Determination Analysis

From the results of testing the coefficient of determination which has been carried out on existing data, the following results were obtained:

Table 2. Results of Coefficient of Determination Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.165 ^a	.027	-.011	9.154

a. Predictors: (Constant), Pengalaman Kerja, Kompetensi, Disiplin Kerja

Dependent Variable: Kinerja

Sumber : Data Primer yang diolah, 2023

The results show that the corrected R-squared value is 0.011, or 1.1%, according to Table 2. The strength of the relationship between the three variables in the regression model is shown by the higher Adjusted R Square value. Work discipline, skills and experience factors explain 1.1% of the performance variable. The remaining 98.9% is caused by factors outside the scope of this research.

3.3 Hypothesis Test Results

To some extent, the purpose of hypothesis testing is to ascertain the impact of factors such as work discipline, competence, and experience on workplace performance. The steps for carrying out partial variable testing are as follows:

- 1) Determine the null hypothesis and alternative hypothesis
 $H_0: b_1 = 0$, meaning that X_1 has no effect on Y .
 $H_a: b_1 \neq 0$, meaning that X_1 has an effect on Y .
- 2) Determine the level of significance
 research 5% (0.05), significant t table = 0.05
 If t is significant > 0.05 H_0 is accepted
- 3) Decision making based on significance
 If t Significance > 0.05 H_0 is accepted (no effect)
 If t Significance < 0.05 H_0 is rejected (there is an influence)
 If t is significant < 0.05 H_0 is rejected

The test results are as follows.

Tabel 3. Partial Test Results (t Statistical Test)

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	39.093	6.395		6.113	.000		
1							
Disiplin Kerja (X_1)	.056	.106	.063	2.534	.000	.925	1.082
Kompetensi (X_2)	.012	.114	.013	3.108	.000	.927	1.078
Pengalaman Kerja (X_3)	-.155	.114	-.155	-1.362	.177	.994	1.006

a. Dependent Variable: Kinerja Pegawai
Sumber : Data Primer yang diolah, 2023

Table shows that the t test shows that X_1 , the work discipline variable, has no effect on performance (Significant $0.5 > 0.05$). The results of the t test show that the competency variables (X_2) and work experience (X_3) have an effect on performance ($p < 0.05$ for X_2 and 0.175 for X_3).

3.4 Calculated F Test Results (Simultaneous)

The purpose of the F test is to ascertain the combined impact of work discipline, skills, and experience on workplace productivity. Step:

1. Determine the alternative and null hypothesis.
 $H_0: b_1 = b_2 = b_3 = 0$, meaning that X_1 , X_2 and X_3 together have no effect on Y .
 $H_a: b_1 \neq 0; b_2 \neq 0; b_3 \neq 0$, meaning that X_1 , X_2 and X_3 together have an effect on Y .
2. Testing Criteria 0.05
 If F is significant ≥ 0.05 then H_0 is accepted
 If F is significant < 0.05 then H_0 is rejected
 Decision: Reject or Accept H_0

The test results are as follows.

Table 4. Simultaneous Test Results (F Statistical Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.187	3	59.729	.713	.547 ^b
	Residual	6368.763	76	83.800		
	Total	6547.950	79			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Pengalaman Kerja, Kompetensi, Disiplin Kerja

Sumber : Data Primer yang diolah, 2023

It can be concluded that the performance of the Civil Service Police Unit is significantly influenced by work discipline, competence and experience simultaneously because $F_{count} > F_{table}$ ($0.713 > 2.84$) and significance < 0.05 ($0.547 > 0.05$) based on a significance level of 0.05, we can reject H_0 .

This section discusses a partial test between work discipline, competency and experience on the performance of members of the Civil Service Police Unit, based on the findings of the SPSS coefficients output in the t-test mentioned previously.

3.5 The influence of work discipline on performance

H_0 is acceptable because, as shown in table 4.16, $t_{count} 0.534 \geq t_{table} -2.02108$. The findings show that significance is $0.595 > 0.05$, which means that H_0 is accepted, because the significant value is compared with the significance threshold. The research results show that the performance of Civil Service Police Unit members is not significantly influenced by the job satisfaction variable.

This research did not find a statistically significant relationship between performance and work discipline variables. In terms of work, activities carried out by employees such as being on time, using time well, following procedures and rules, working independently, taking the initiative, being creative, not depending on other people in making decisions, being willing to accept the consequences for mistakes, consistently wearing work uniforms according to schedule, and the firmness of leadership, all contribute to routine and monotonous work. Apart from that, there is no competition between employees to meet sales targets, and employees are not required to be creative because all policies have been regulated by the government, reducing the number of challenges that can lead to job satisfaction.

Previous research by Mariska (2011) entitled "The influence of work stress and job satisfaction on the performance of local daily newspaper employees" found that there was no significant influence of work discipline variables on performance, this is consistent with the results of this study.

How each person perceives the impact of work discipline on their performance is crucial. According to Wijono (2010:126) who quotes Locke's thesis, a person's work discipline is very subjective. An individual's perception of the gap or conflict between their aspirations and their achievements determines the emergence of discipline. In larger workspaces, for example, those who suffer from "phobia" in smaller workspaces will likely feel "restless" and unhappy.

3.6 The influence of competency on performance

H_0 is rejected because $t_{count} -1.362 > t_{table} 2.02108$, as shown in table 4.16. The null hypothesis (H_0) is rejected because the data shows that the significance threshold is $0.177 < 0.05$, compared to the significant value. One possible conclusion is that there is a statistically significant relationship between staff competency and performance.

The research above shows that employee competency significantly influences the function of the Civil Service Police Unit. A proven track record is a good measure of skill. Most of the staff have worked here for more than a decade, as seen in table 4.3. The majority of respondents have worked in the Civil Service Police Unit for a long period of time, which indicates that the staff have extensive expertise in their respective fields.

Research by Angga & Susi (2015) entitled "The Influence of Competency, Commitment and Career Development on Employee Performance at PT Bank Rakyat Indonesia (Persero) Pekanbaru Regional Office" and Suparno and Sudarwati (2014) both confirm the existence of a positive and significant influence between competency and employee performance, and the findings of this research are consistent with these findings.

The argument put forward by Wibowo (2016: 288) supports this idea, stating that the characteristics of the business environment in the future will be characterized by rapid

technological and societal transformation. There are two competing priorities: keeping up with technological advances and the increasing importance of corporate social responsibility. More knowledgeable human resources are becoming important as the information economy changes, which in turn requires knowledge workers. According to Wibowo (2016: 280), human resource capabilities are becoming more important for executives, managers and workers in dealing with this situation (Spencer and Spencer, 1993: 343).

3.7 The influence of work experience on performance

Table 4.16 shows that $t_{count} 0.108 > t_{table} 2.02108$, which means the null hypothesis (H_0) is rejected. H_0 was rejected because the data showed that the significance threshold was $0.018 < 0.05$, as determined by comparing the significance values. Work experience does influence employee performance, which means H_2 is correct. The above analysis leads us to believe that the level of expertise of staff in Civil Service Police Unit service offices is significantly correlated with their level of productivity.

According to previous research, such as "The Influence of the Physical Work Environment and Job Stress on Employee Performance at UPT. Motor Vehicle Testing of the Denpasar City Transportation Service" (2015) and "The Influence of Job Stress and Job Satisfaction on Employee Performance in the Sales Force Section of UD Surya Raditya Negara" (2014), likewise, stress in the workplace has a detrimental impact on productivity.

3.8 The Influence of Work Discipline, Competence and Work Experience on the Performance of Employee Members of the Palembang City Civil Service Police Unit

After testing the validity of the model using the ANOVA test, the result was that the equation obtained could explain the influence of the work discipline, competency and work experience variables on the performance variable with a regression $F = 0.713$ and significance = 0.547, where the significance was < 0.05 . This shows that Y is influenced by work discipline (X_1), competence (X_2), and experience (X_3) together. $R = 0.27$ shows a weak correlation between competence, work discipline, and experience with performance. There is little evidence of a relationship or correlation between job satisfaction and the three independent factors mentioned above, as indicated by this value. Derived from the square of the R value (0.27^2), the R Square value, also known as the coefficient of determination, is 0.165. Workplace characteristics related to competence, experience, and discipline accounted for 53.9% of the variance in performance, while variables related to the psychological contract and spirituality accounted for the remaining 46.1%. Rahmadiani and Jusriadi (2018) aim to show the impact of competency, discipline and work experience on the performance of PT Zulu Alpha Papa personnel in Makassar City, and their findings are consistent with our research. Their findings show a strong positive relationship between competency and employee performance, with a coefficient value of 0.228 and a p -value of $0.039 < 0.05$. This shows that when workers' competence increases, their performance also increases. Work experience does not have a significant impact on employee performance ($P = 0.195 > 0.05$, coefficient value 0.146), indicating that employee job satisfaction does not influence employee performance. The variable that has the most influence on employee performance is work discipline (beta value of 0.618), greater than other variables. Work discipline has a significant positive effect on employee performance ($P = 0.002 < 0.05$, coefficient value 0.554).

The form of performance measurement depends on the nature and process of the work, but can be tangible (with easily visible measuring instruments or standards) or intangible (not easily measured) in accordance with organizational or company standards. Several elements and situations, both internal and external to employees, influence the performance produced by employees for an organization. According to Mangkuprawira and Hubeis (2007), performance is when an individual and his company achieve their goals through the implementation of predetermined procedures in a controlled environment.

Meanwhile, according to Mangkunegara (2022), performance is defined as the quantity and quality of work results obtained by an employee when he carries out his obligations in accordance with the responsibilities given. According to Hasibuan (2022), producing commodities and services requires sacrifice of services, body and mind as a reward for certain achievements.

4. CONCLUSION

The conclusion of this research is that the influence of work discipline, competence and work experience on the performance of members of the Palembang City Civil Service Police Unit (Satpol PP) is that these three factors have a positive and significant influence on the performance of Satpol PP members. This means that the higher the level of work discipline, competence and work experience of Satpol PP members, the better their performance will be in carrying out their duties and responsibilities. Therefore, it is important for local governments to continue to strive to improve these three factors through various training, coaching and human resource development programs. At a relevance level of 5%, it shows that partially work discipline has a significant effect on employee performance by 50%, hypothesis testing obtained t count $>$ t table or $(18.499 > 1.985)$. Work motivation has a significant effect on employee performance by 29%, hypothesis testing obtained t count $>$ t table or $(10.582 > 1.985)$. Work discipline and work motivation simultaneously have a significant effect on employee performance with the regression equation $Y = 7.541 + 0.504$.

SUGGESTION

Suggestions from research regarding the influence of job satisfaction, competence and work experience on the performance of members of the Palembang City Civil Service Police Unit (Satpol PP), can be summarized as follows: High job satisfaction can increase the motivation and dedication of Satpol PP members, thereby having a positive impact on their performance. Satpol PP leaders need to create a pleasant work atmosphere, provide appreciation and ensure the welfare of their members. Competencies that are relevant to the duties and responsibilities of Satpol PP are very important. Periodic training and competency development can improve members' abilities in carrying out their duties, such as enforcing regional regulations, public order and disaster management. Work experience provides a deeper understanding of the dynamics of the field and the challenges faced by Satpol PP. Experienced members can serve as mentors to new members, sharing their knowledge and skills. The results of this research can be used as a basis for conducting periodic performance evaluations. By evaluating factors that influence performance, Satpol PP can identify areas that need improvement and take appropriate corrective action. By implementing these suggestions, it is hoped that the performance of Palembang City Satpol PP members can improve, so that services to the community can be more optimal

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