



Antecedents and Consequences of State Civil Apparatus Performance at The Paser Regency Regional Secretariat

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ARTICLE INFO

Keywords: Discipline, Incentives, Motivation, Work Stress, Leadership Style

Received : 3 September

Revised : 19 September

Accepted: 19 October

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ABSTRACT

This study aims to analyze the factors that influence the performance of the State Civil Apparatus at the Regional Secretariat of Paser Regency. The type of research used is quantitative research. Data collection technique used is to use a questionnaire. The population in this study were all State Civil Apparatuses within the Regional Secretariat of Paser Regency, namely 168 people. The sampling technique used was Simple Random Sampling and succeeded in determining a total of 63 samples. The data analysis used was multiple linear regression data analysis using the Smart PLS (SEM) calculator. The results showed that discipline has a significant effect on performance, the path coefficient value is 0.884 and the P value is 0.000 (<0.05), incentives have a significant effect on discipline, the path coefficient value is -0.173 and the P value is 0.297 (> 0.05), the work environment has a significant effect on discipline, the path coefficient value is -0.168 and the P value is 0.401 (> 0.05), motivation has a significant effect on discipline performance, the path coefficient value is 0.024 and the P value is 0.706 (> 0.05), work stress has a significant effect on motivation, the path coefficient value is 0.101 and the P value is 0.612 (> 0.05), organizational culture has a significant effect on motivation, the path coefficient results are 0.509 and the P value is 0.000 (<0.05) and leadership style has a significant effect on motivation, with a path coefficient result of 0.148 and the P value is 0.380 (> 0.05). Therefore, it is hoped that the leadership of the Paser Regency Regional Secretariat will pay attention to various determinants of employee performance

INTRODUCTION

Human resources as one of the main factors in its development must have superior performance to determine the quality of performance of a state civil servant, according to Pasolong (2013) states that the quality of human resources is a workforce that has high knowledge, skills and ethical competence in carry out their duties. The aim is to ensure the sense of responsibility and ability of ASN based on their competencies.

The performance appraisal system for state civil servants that has been used so far still shows several deficiencies, so it has not been able to accurately measure the achievements of ASN. A government service can be said to be successful if the performance of the civil servant is good. Concurring to Ndraha (2012) states that the quality of human assets that are able to form not as it were comparative esteem, but moreover the esteem of competition-generation-innovation by utilizing the most elevated vitality such as intelligence, creativity, and creative ability, is not exclusively utilizing unrefined vitality such as crude materials, arrive, water, physical labor, and so on.

The Paser Regency Government Agencies Performance Report (LKjIP) for 2020, shows that there are 7 (seven) targets whose performance achievement reached $\geq 100\%$. Targets that have been successfully achieved with efficient resources indicate that budget efficiency has reached a fairly high level. This condition is in line with the principles of effectiveness and efficiency of good governance, one of which is the efficient management of budgetary resources in achieving development goals and objectives. From the data above, it was also obtained that the average performance achievement of the Paser Regency Government in 2020 was 85.05%, while the average budget realization achievement was 90.89%. Even though the data has a very good reputation, of course the leadership still expects even more maximum achievement for all indicators that have not reached 100% performance.

The first factor discussed in this research is discipline. The lack of performance achievement can be affected by the decreasing level of employee discipline. The behavior in the form of compliance and obedience of Regional Secretariat employees has decreased because one of them is the inaccuracy of arriving at the office when working, in this case regarding work absences, absent work breaks and absences from work going home. ASN delays in arriving at the office in numbers from year to year show significant improvement. However, the Regional Secretariat has still not been able to reach the no-delay figure.

The second factor is incentives. The incentive calculation system is only guided by position and class and basically this calculation is a separate pros and cons for ASN in Paser Regency, because with this calculation there is no difference in incentives for employees who are lazy and diligent. Employees who always finish work on time and always arrive on time with employees who cannot complete work and who often come late.

The third factor is the work environment. The work environment is also able to influence the level of discipline. Other researchers conducted by (Dewi, 2008) stated that the work environment has a positive effect on the level of discipline. A good and mutually supportive work environment can certainly

create a significant level of discipline. Situations and conditions of a work environment which are the forces that surround and have a potential influence on the agency. In the Regional Secretariat of Paser Regency, the arrangement of the rooms is still not well organized, and too many employees in one room can reduce work concentration.

The fourth figure is inspiration. Giving inspiration to each representative will specifically influence worker execution, as is the case with inquire about (Tarik et al, 2014) at an organization in Pakistan appearing a critical relationship between work inspiration and worker execution. Likewise, at the Regional Secretariat of Paser Regency, every employee needs to be given motivation. Giving motivation is not all closely related to finance. There are only a number of employees who feel they lack motivation, from the apparatus where they work. For example, individual or group awards for doing a good job and on time.

The fifth figure is work stretch. Rachel, (2018) put forward the comes about of the think about that work stretch encompasses a negative and critical impact on worker performance. This clarifies that on the off chance that work push increments, it'll reduce representative execution potential and if, conversely, work push diminishes, it'll increment worker execution potential. Within the Territorial Secretariat of Paser Rule, representatives tend to involvement work stretch since the work environment isn't conducive and the sort of work is repetitive.

The sixth factor figure is organizational culture. Alinvia, (2018) in his inquire about the application of a great organizational culture is critical for end of the of the organization, with the application of a organized organizational culture it'll coordinate worker execution more accurately. Since a solid culture is characterized by the core values of an organization that are emphatically embraced, well administered, and broadly shared. In any case, in reality, within the Territorial Secretariat of Paser Rule, what has gotten to be a culture is delays and the accomplishment of work targets that are not on time.

The seventh factor is leadership style. The results of research (Oznur Ozcan, 2020) in Istanbul found that organizational culture is a factor that plays an important role in both leadership style and employee performance. The leadership style shown in an organization also has a major impact on employee performance. The leadership style in the Regional Secretariat of Paser Regency tends not to overly worry about small things or violations so that employees feel that they have no negative effect on the mistakes they make. So that with the GAP phenomenon described, this study aims to analyze the factors that influence the performance of the State Civil Apparatus at the Regional Secretariat of Paser Regency.

LITERATURE REVIEW

Theory Service Manager (Service Manager)

Donaldson and Davis (1991) proposed in "Toward a Stewardship Hypothesis of Administration" which depicts stewardship hypothesis as a circumstance where administration isn't spurred by person objectives but or maybe centers on their fundamental goals for the advantage of the organization. The hypothesis expect that there's a solid connect between organizational

satisfaction and victory. The victory of the organization reflects the increment within the group's primary benefits and administration. Expanding gather benefits will eventually maximize person interface within the bunch organization.

Human Resource Management

Human resources according to Almasdi (2016) are the intellectual potential and human productivity in it that need to be strengthened and explored and improved in order to make the best use of it for the good of social life.

Performance

Performance is a condition of a group where there are clear and fixed goals that are considered important and integrated with individual goals (Panggabean, 2014). Anggakara (2010) states that performance includes factors related to input, behavior, results, and final results. Requirements for creating performance are the duties and positions one carries out in accordance with one's abilities and interests.

Work Discipline

Hasibuan (2019) states that teach is one's mindfulness and readiness to comply with all appropriate company directions and social standards. Latainer in Sutrisno (2019) characterizes: teach may be a drive that creates inside the employee's body and causes workers to alter intentionally to choices, directions, and tall values from work and behavior.

Incentive

Incentives are defined as adequate compensation for employees who have achievements above predetermined standards. Incentives are a motivating factor for employees to work better so that employee performance can increase (Mayangsari, 2013).

Hariandja (2002) explains that incentives are a form of payment that is directly related to performance and profit sharing to employees as a result of increased productivity or reduced costs.

Work Environment

According to Danang Sunyoto (2012), the work environment is everything that exists around the workforce and can affect them in carrying out the tasks given, such as cleanliness, music, lighting, and others.

According to Basuki and Susilowati (2005), the work environment is everything around the workplace that can influence individuals or groups in carrying out their activities, either directly or indirectly.

Motivation

According to Mangkunegara (2010) motivation is formed from the attitude (attitude) of employees in dealing with working conditions in the company (situation). Encouragement is a condition or energy that encourages employees to be directed or focused on achieving the company's organizational goals.

Work Stress

Veithzal,et al (2015) expressed that work push could be a circumstance of pressure that makes a physical and mental lopsidedness, which influences feelings, thought forms, and the condition of an worker.

Mangkunegara in Rico et al (2017) states that work push may be a feeling of weight experienced by workers in managing with work assignments. In the interim, concurring to Beehr and Newman, work weight itself could be a circumstance that emerges from the interaction between people and work and is characterized by human changes that constrain them to take off their typical capacities.

Organizational Culture

According to Rivai and Mulyadi (2012) said that organizational culture is a framework that guides daily behavior and decision-making for employees, and directs their actions to achieve company goals. Organizational culture is a pattern of beliefs and values that are owned by the company, which are understood, internalized, and practiced by the company, so that these patterns have a distinctive meaning and become the basis for rules of conduct within the company.

Leadership Style

Concurring to Hasibuan in Fahmi, et al (2014) uncovered that authority fashion could be a rule that's run by somebody when attempting to influence the activities of others in understanding with his perceptions. Pioneers ought to consider the foremost reasonable administration fashion, to be specific a authority fashion that optimizes execution, and is adaptable in adjusting to all conditions inside the organization.

Relationship Between Variables

Concurring to Malayu (2003) that teach is the foremost vital agent work of human asset administration since the superior the worker teach, the higher the execution an representative can accomplish.

Agreeing to inquire about conducted by Intan Rata et al (2010), that the level of discipline of an worker encompasses a positive impact on ASN execution.

Ha1: The discipline variable has a significant effect on performance

Siagian (2010) explains that incentives are given to encourage high work productivity for employees.

Inquire about conducted by Andini Aquasita et al, (2016) states that there's a positive relationship between motivating force factors and work teach with a solid level of relationship within the solid category. The theory test appears that factually there's an impact of motivating force efficiency on worker teach.

Ha2: The incentive variable has a significant effect on the discipline variable

The relationship between work environment and teach is based on the discoveries of Dewi Andriani (2010). Her inquire about uncovers that the work environment encompasses a positive impact on work teach. A comfortable work environment causes the level of concentration of representatives in work to extend, and these conditions cause worker consolation and donate birth to a readiness to extend teach in work so as to deliver worker work efficiency which can increment. A great work environment, both physical and non-physical, gives back for progressing worker execution.

Ha3: Work environment variables have a significant effect on discipline.

Latief (2012) contends that with the arrangement of solid inspiration, it can deliver great comes about or execution as well as the quality of the work that has been done. This appears that any increment in inspiration had by representatives in carrying out work will give an increment in their execution. Hence, tall work inspiration is required by organizations to move forward the execution of their representatives. Agreeing to inquire about from Nelfiane Datalamon, Daud Liando, Neni Kuamayas (2018), it appears that inspiration incorporates a positive and noteworthy impact on representative execution.

Ha4: The variable of motivation has a significant effect on ASN performance variables

From the comes about of inquire about by Timbul Sinaga (2013) 1) work push altogether influences work inspiration and inspector execution, (2) work inspiration essentially impacts inspector execution, and (3) work push and work inspiration at the same time altogether influence evaluator execution.

Ha5: The variable of work stress has a significant effect on motivation

A solid culture must have tall execution standards. Worthy and strengthened behavior must back tall execution. In expansion, a solid culture moreover creates the commitment of individuals of the organization when they acknowledge these values (Buhler: 2007).

Inquire about conducted by Krisnaldy et al, (2019) proposes that organizational culture can have a positive impact on inspiration. With a well-directed and conducive organizational culture, it brings its possess inspiration for representatives to feel more comfortable in their work environment. In case workers feel comfortable with a working environment that's upheld by a great organizational culture, efficiency will increment and ended up the cause of expanded execution.

Ha6: Organizational culture variables have a significant effect on ASN motivation.

Authority fashion is exceptionally powerful in accomplishing foreordained execution targets. The same thing was communicated by Rivai & Mulyadi (2012) Authority fashion could be a set of characteristics utilized by pioneers to impact subordinates so that organizational objectives are accomplished.

Concurring to A Dale Timple (1992) in Mangunegara (2010) that execution variables comprise of inner and outside variables. Inside components are variables related with a person's characteristics, a person's great execution is caused by having tall capacities and a difficult laborer sort. Whereas outside variables are components that impact a individual from the environment, such as behavior, states of mind, and activities of colleagues, pioneers and work climate. These inside and outside components are sorts of attribution that influence one's execution.

Ha7: The Variable of Leadership Style has a Significant Effect on ASN Motivation

METHODOLOGY

This type of research used is to use quantitative methods. This approach examines directly the nature of the relationship between researchers and respondents. The selection of quantitative research methods makes it easier for researchers to process data from respondents, so that the data obtained later is truly objective data. The research population is all State Civil Servants in the Regional Secretariat of Paser Regency. The technique used in sampling is Simple Random Sampling which produces 63 samples. This study uses primary data in the form of questionnaires and google survey media which will be distributed to the State Civil Servants of the Regional Secretariat of Paser Regency with instruments using a Likert scale. The data analysis used was multiple linear regression data analysis using the Smart PLS (SEM) calculator. Data quality is tested by testing data validity and data reliability. Then the data normality test, classical assumption test, model feasibility test, multiple linear regression test and hypothesis testing were carried out.

RESULT

Validity test

Based on the results of the analysis through Smart PLS data, it is known that many of the research variable indicators each have an outer loading value of > 0.7 . However, it seems that there are still a number of indicators that have an outer loading value < 0.7 . According to Chin, as quoted by Imam Ghozali, the outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements of convergent validity. The data shows that there are no variable indicators whose outer loading value is below 0.5, so that all indicators are declared feasible or valid for research use and can be used for further analysis.

Reliability Test

Based on the results of the analysis using smart PLS it can be seen that the constructs for all variables meet the criteria of being reliable. This is indicated by the Cronbach's alpha and composite reliability values obtained from the SmartPLS estimation results. The resulting value is > 0.70 as the criteria specified in the measurement standard.

Multicollinearity Test

Based on the results of the analysis using smart PLS it is known that the VIF value for each variable is below 10 or the VIF value is < 10 . So, it can be concluded that each exogenous variable has no relation to one another

Value Analysis of Endogenous Variables

From the results of the analysis using smart PLS, it can be said that the factors used in this study were able to influence performance by 78%, while the remaining 22% may be influenced by other factors not examined.

Path Coefficient Analysis

Based on the results of the analysis using smarth PLS path values in the range 0-1 which have a positive value on performance are the variables of discipline and motivation. This means that the higher the discipline and motivation, the higher the employee's performance. Incentives and work environment have a negative effect on discipline, meaning that the higher the incentives and work environment, the lower the employee discipline. Work

stress, organizational culture and leadership style have a positive effect on motivation, meaning that the higher the work stress, organizational culture and leadership style, the higher motivation.

Significance Value Analysis

Table 1. Significance Value Test Results

Hypothesis	Original Sample	T Statistics (O/Stdev)	P Values
Discipline -> Performance	0,884	27,613	0,000
Insentive -> Discipline	-0,173	1,045	0,297
Work Environment -> Discipline	-0,168	0,840	0,401
Motivation -> Performance	0,024	0,378	0,706
Work Stress -> Motivation	0,101	0,508	0,612
Organizational Culture -> Motivation	0,509	4,693	0,000
Leadership Style	0,148	0,879	0,380

Source: Primary Data Smart PLS, 2023

Hypothesis 1, namely the discipline variable has a significant effect on performance, with test results on a path coefficient value of 0.884, a P value of 0.000 (<0.05) and a statistical T value of 27.613 (> 1.96) meaning that the effect of discipline on performance is positive and significant so that Hypothesis 1 is accepted.

Hypothesis 2, is that incentives have a significant effect on discipline, with test

results on a path coefficient value of -0.173, a P value of 0.297 (> 0.05) and a statistical T value of 1.045 (<1.96) meaning that the effect of incentives on performance is negative and not significant so that Hypothesis 2 is not accepted.

Hypothesis 3, namely the work environment has a significant effect on discipline, with test results on a path coefficient value of -0.168, a P value of 0.401 (> 0.05) and a statistical T value of 0.840 (< 1.96) meaning that the influence of the work environment on performance is negative and not significant so that Hypothesis 3 is not accepted.

Hypothesis 4, namely motivation has a significant effect on performance, with

test results on a path coefficient value of 0.024, a P value of 0.706 (> 0.05) and a statistical T value of 0.378 (< 1.96) meaning that the effect of work discipline on performance is positive and not significant so that Hypothesis 4 is not accepted. Hypothesis 5, namely work stress has a significant effect on motivation, with test results on a path coefficient value of 0.101, a P value of 0.612 (> 0.05) and a statistical T value of 0.508 (< 1.96) meaning that the effect of work stress on motivation is positive and not significant so that Hypothesis 5 is not accepted.

Hypothesis 6, namely organizational culture has a significant effect on motivation, with a path coefficient of 0.509, a P value of 0.000 (<0.05) and a statistical T value of 4.693 (> 1.96) meaning that the influence of organizational culture on motivation is positive and significant so that Hypothesis 6 is accepted. Hypothesis 7, namely leadership style has a significant effect on motivation, with

a path coefficient of 0.148, a P value of 0.380 (> 0.05) and a statistical T value of 0.879 (> 1.96) meaning that the influence of organizational culture on motivation is positive and not significant so that Hypothesis 6 is not accepted.

Predictor Value Analysis

Tabel 2. Hasil Uji Nilai Prediktor

Variabel	Discipline	Motivation	Work	Provision
Discipline			3,547	Big ($> 0,35$)
Incentives	0,032			Small ($\leq 0,15$)
Work environment	0,030			Small ($\leq 0,15$)
Motivation			0,003	Small ($\leq 0,15$)
Work stress		0,005		Small ($\leq 0,15$)
Organizational culture		0,340		Medium ($\geq 0,15$)
Leadership style		0,013		Small ($\leq 0,15$)

Source: Primary Data Smart PLS, 2023

From the results of the analysis using smart PLS it is known that each exogenous variable has a variation in the strength of the influence on the endogenous variable. The variable that has the greatest influence on the performance variable is discipline with a value of 3.547 while the exogenous variable that has the least influence on motivation is work stress with a value of 0.005.

DISCUSSION

Discipline has a Significant Effect on Performance

Based on the condition of the Civil Servants of the Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that employees always do their assignments on time, comply with regulations, use tools and equipment and are always in the office on time. Discipline has a positive and significant influence on performance. Thus employees who have high discipline, the higher employee performance. This condition is in accordance with research conducted by Anthony (2017) which states that discipline is the main factor affecting performance. In addition, Sinaulan (2018) also stated that work discipline has a positive effect on performance.

Incentives Have a Significant Effect on Discipline

Incentives have a negative and insignificant effect on discipline. Thus the incentives given to employees cannot increase work discipline. Based on the condition of the Civil Servants of the Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that there is employee dissatisfaction with the incentives received. Incentives received by some civil servants are considered not based on performance, length of service, not sufficient for daily needs, not based on the principles of fairness and decency and lack of optimal position evaluation is carried out to assess the size of the incentives received.

The Work Environment has a Significant Effect on Discipline

The work environment has a negative and insignificant influence on discipline. Thus, even though the work environment is comfortable, it cannot improve discipline. Based on the conditions of the Civil Servants of the Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that some civil servants considered the working atmosphere to be uncomfortable so that employees could not work properly. In addition, even though good employee relations are not able to provide encouragement to be disciplined at work.

Motivation has a Significant Effect on Performance

Motivation has a positive and insignificant influence on performance. Thus high motivation cannot improve performance. Based on the conditions at the PNS Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that some employees assess that their physiological needs (clothing, food and shelter) have not been met with the salary they receive and social relations that are not good with fellow employees and their superiors so that this causes employees not to can work optimally.

Work Stress has a Significant Effect on Motivation

Work stress has a positive and insignificant effect on motivation. Thus the higher the stress level does not affect employee motivation. Based on the conditions of the Civil Servants of the Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that excessive workload cannot increase employee stress. Even though the ambiguity of the work being done can make employees able to carry out their duties properly, it cannot make this an encouragement to work.

Organizational Culture has a Significant Effect on Motivation

Organizational culture has a positive and significant influence on motivation. Thus the better the organizational culture will provide high motivation to employees. This condition is in accordance with research conducted by Pasaribu (2019) which states that a well-formed (conductive) organizational culture will provide encouragement or motivation for optimal work enthusiasm for employees. In addition, Sinha, Singh, Gupta and Dutt (2010) stated that if organizational culture is to contribute to improving performance, it must be "dominant" and have distinctive "traits": certain values, beliefs, and shared patterns of behavior.

Based on the conditions of the PNS Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that employees comply with unwritten rules, share values that can increase efficiency in work but there are some employees who do not comply with rules and procedures and create a good organizational climate to be comfortable at work. The organizational culture that was formed at the Regional Secretariat of Paser Regency was conducive so that it could have an impact on employee motivation to work enthusiastically.

Leadership Style has a Significant Effect on Motivation

Leadership style has a positive and insignificant influence on motivation. Thus the better the leadership style does not have an influence on employee motivation. Based on the conditions of the PNS Regional Secretariat of Paser Regency, it can be seen from the indicators in the questionnaire that some civil

servants consider leaders to be incapable of making decisions, communication is not smooth from superiors to subordinates, unable to control their subordinates, so this leadership style cannot have an impact on employee motivation.

CONCLUSION AND RECOMMENDATION

Conclusion

Discipline has a positive and significant influence on performance. Thus employees who have high discipline, the higher employee performance. Incentives have a negative and insignificant effect on discipline. Thus the incentives given to employees cannot increase work discipline. The work environment has a negative and insignificant influence on discipline. Thus, even though the work environment is comfortable, it cannot improve discipline.

Motivation has a positive and insignificant influence on performance. Thus high motivation cannot improve performance. Work stress has a positive and insignificant effect on motivation. Thus the higher the stress level does not affect employee motivation

Organizational culture has a positive and significant influence on motivation. Thus the better the organizational culture will provide high motivation to employees. Leadership style has a positive and insignificant influence on motivation. Thus the better the leadership style does not have an influence on employee motivation.

Recommendation

It is hoped that the leadership of the Paser Regency regional secretariat will improve employee discipline because the higher the employee discipline, the better the employee performance

It is hoped that the leadership of the Paser district regional secretariat will find other solutions besides incentives to motivate employees to improve their discipline at work.

It is hoped that the leadership of the regional secretariat of the Paser Regency in improving employee performance will not only focus on providing work motivation

It is hoped that the leadership of the regional secretariat of Paser Regency will further improve cultural organizations, because cultural organizations have a positive influence on performance.

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