



# THE INFLUENCE OF MOTIVATION, DISCIPLINE, AND ADDITIONAL EMPLOYEE INCOME (TPP) ON EMPLOYEE PERFORMANCE AT THE COMMUNICATION AND INFORMATICS DEPARTMENT OF KENDARI CITY

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## ABSTRACT

The purpose of this research is to find out and analyze: (1) The Effect of Motivation on Employee Performance at the Kendari City Communication and Information Service (2) The Effect of Discipline on Employee Performance at the Kendari City Communication and Information Service (3) Effect of Additional Employee Income (TPP) on Employee Performance at the Kendari City Communication and Information Service.

The results of the study show that: (1) Motivation has a positive and significant effect on employee performance at the Kendari City Communication and Information Service. (2) Discipline has a positive and significant effect on employee performance at the Kendari City Communication and Information Service (3) Additional Employee Income (TPP) has a positive and significant effect on employee performance at the Kendari City Communication and Information Service.

**Keywords:** *Motivation, Discipline, Additional Employee Income (TPP), and Performance Employee*

## INTRODUCTION

The organization is a place for a group of people who work in a coordinated manner to achieve a common goal. An organization has a vision and mission to support the organization's success in achieving organizational goals. One of the main factors supporting the success of an organization is human resources. Human Resources are the main asset in the organization so human resources must be managed and utilized in a balanced and humane manner. Human resources are the greatest asset for an organization. In addition, human resources are one of the main assets in an organization, which can make an invaluable contribution to the strategy for achieving organizational goals (Bandar and Manar, 2012). One example of the importance of the contribution of human resources in an organization can be seen in its performance. Organizations need human resources with excellent service and effective and efficient performance. Service can be said to be good if the employee has provided maximum service and displays a good attitude, then is greeted with a good response by users or service users who are satisfied with the performance and services provided.

Performance is an important thing that must be achieved by every agency because performance is a reflection of the agency's ability to manage and allocate its employees. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara in Lusri, 2017). Therefore, efforts to improve employee performance are the most serious management challenge because the performance of employees has a very important influence on the ongoing activities of the agency and influences the success of the process of achieving agency goals.

Good governance (good governance) can become a reality and be successful if it is supported by officials with high professionalism by prioritizing the fulfillment of several aspects, namely transparency, accountability, public responsibility, efficiency, effectiveness, and at the same time strengthening the laws and regulations that apply as the foundation for carrying out tasks. All government and development activities in various fields carried out by government agencies are increasingly complex, so the position of employees or officials who are the most important elements in an organization, occupies a strategic position to achieve the goals to be realized.

Currently, the potential role of HR employees is a supporting factor, so that performance cannot be separated from competition in various industries and agencies. They are a role that is needed in every organization, this makes high competition in recruiting performance that has the potential needed by the organization. The role of motivation, discipline, and additional employee income are parts of HR in an organization that cannot be separated from one another. The work results that have been achieved must be following the tasks assigned, including the process of how an employee gets the work results that the organization wants.

The phenomenon of employee performance that appears at the Kendari City Communication and Informatics Office is based on the results of initial observations even though they have made work systems and mechanisms that are under existing laws and regulations, there are still several employees who are not optimal in their performance, this can be seen not being disciplined in adhering to the clockwork that has been set, there are still some employees who are still indifferent to the work and responsibilities given, procrastinate on work, have not been able to complete the work according to the expected target, task flow that has not been programmed through service operational standards (SOP), slow in providing services on orders from superiors, there are even some employees who are reluctant to be involved in every job so that performance cannot be realized as expected.

The Kendari City Communication and Informatics Office is expected to evaluate to improve the performance of accountability for the authority, main tasks, and functions assigned to each employee in each work unit because if an evaluation is not carried out it will not encourage an increase in the quality of results or employee performance.

This research is motivated by several previous studies conducted by Dini Yunita Ayundasari, Ahmad Sudiro and Dodi Wirawan Irawanto (2017) found that work motivation has a positive effect and is directly

proportional to employee performance. Rudi Hartono and Mochammad Isa Ansori (2019) found that work motivation has a positive and significant influence on employee performance. Nesmi Seo, Joost L. Rumampuk, Michel JN Potolau (2020), Giyono (2019), and Dian Rizki Noviawati (2016) found that work motivation has a positive and significant effect on performance. However, other results were also revealed by research conducted by Cornelia Indah Permatasari (2020) which found that work motivation did not have a significant effect on performance, the results of other studies were also conducted by Nurjaya, Denok Sunarsi, Aidil Amin Effendy, Arga Teriyan, and Gunartin (2021), Denok Sunarsi, Irfan Rizka Akbar, Jasmani, Achmad Rozi, Ahmad Khoiri, and Rudi Salam (2021), Maralap Eri and Mulyana Bambang (2020), Safitri, DE and Sutjahjo, G (2020), Reza Nurul Ichsan, Eddi Surianta and Lukman Nasution (2020), Ilham. I Nyoman Nugraha and Amir Tengku Ramly (2020) and Maharani Fathia (2018) found that work discipline has a positive and significant effect on performance. However, other results were also revealed by research conducted by Satedjo, AD and Kempa, S (2017) and Salman Farisi, Juli Irnawati and Muhammad Fahmi (2020), Cornelia Indah Permatasari (2020) which found that work discipline had no significant effect on performance. Although there are still many employees who come and go home not according to working hours. However, these problems did not affect employee performance. This means that employees are still able to maintain their performance even though they arrive late and leave early.

## LITERATURE REVIEW

### Motivation Concept

Motivation is very important for increasing work productivity by influencing human behavior to able to improve the quality of work even higher. The definition of motivation is reflected in that people who want needs that make people excited will be motivated to fulfill their impulses so that they take certain actions or ways to bring them toward optimal goals. According to (SM Hasibuan & Bahri, 2018) Motivation is an encouragement that arises from within the individual or from outside the individual to take an action that leads to his activity to achieve a goal.

Work motivation is encouragement and stimulation that causes a person to be enthusiastic at work because their needs are fulfilled (Rosmaini and Tanjung, 2019). Rashel (2016: 213) suggests that motivation is a condition that influences the fulfillment of their needs and is an impulse that arises to carry out activities to achieve the expected goals. A similar opinion was expressed by Bahri and Nisa (2017) motivation is one of the things that influence human behavior, motivation is also known as a driver of desire, support, or needs that make a person excited and motivated to reduce and fulfill self-motivation.

According to Agung et al. (2019), motivation is encouragement from within oneself and others to take action to achieve a predetermined goal in an organization. Motivation is an activity that causes a person to complete his work enthusiastically, willingly, and responsibly (Fachrezi and Khair, 2020). Furthermore, according to Astuti et al (2019), motivation is a reason or encouragement for someone to act.

### Discipline Concept

Discipline is a condition of employee self-control and orderly behavior that shows the true level of teamwork in an organization (Mondy, 2008:34). Discipline is a form of training that enforces company rules. (Mathis, 2011:12).

Furthermore, Siagian (2008: 135) states that work discipline is a management action to encourage members of the organization to meet the demands of various provisions. Work discipline is the attitude, behavior, and actions that are under organizational regulations both written and unwritten (Sutrisno, 2011: 121). Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase awareness and willingness to comply with all organizational regulations and applicable social norms (Rivai 2011: 45)

Government Regulation Number 94 of 2021 concerning Discipline for Civil Servants explains that civil servant discipline is the ability of civil servants to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations which, if not complied with or violated, are subject to disciplinary punishment. It

explicitly states the types of disciplinary punishment that can be imposed for a disciplinary violation. This is intended as a guideline for officials authorized to punish and provide certainty in imposing disciplinary punishment.

### Additional Employee Income (TPP)

The term TPP in general used to describe the additional employee pay associated directly with established civil servant performance standards government. TPP (incentive) can be formulated as adequate remuneration to employees whose performance exceeds predetermined standards. TPP (incentive) is a motivating factor for employees to work better so that employee performance can increase.

Additional employee income in this study is the allowance given to all employees in the work environment of the Kendari City Communication and Informatics Agency as a form of motivation for employee performance or responsibilities in carrying out their duties

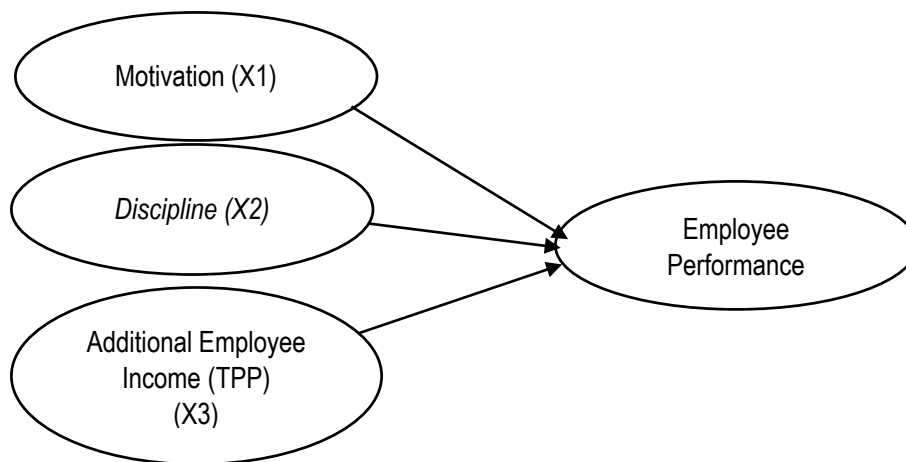
### Employee Performance Concept

Hasibuan (2017: 93) argues that "Performance is a work result achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, sincerity, and time". Wibowo (2016:7) "Performance is about doing the job and the results achieved from the job." Mangkunegara (2015: 67) says that "performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him." Meanwhile, according to Kaswan (2017: 278) "employee performance reflects employee behavior at work as the application of skills, abilities, and knowledge, which contribute or value to organizational goals.

### Conceptual Framework

Based on theoretical and empirical studies, this study was designed using four variables, namely: motivation, discipline, additional employee income (TPP), and employee performance, and formulated a paradigm regarding the influence of motivation, discipline, and additional employee income (TPP) on employee performance at the Kendari City Communication and Information Service in research conceptual framework as shown in figure 1. the following:

Figure 1. Research Conceptual Framework



### Hypothesis

Based on the description of theoretical studies and empirical studies, the hypotheses put forward in this study are as follows:

1. Motivation has a positive and significant effect on employee performance at the Kendari City Communication and Information Service.
2. Discipline has a positive and significant effect on employee performance at the Office of Communication and Informatics, Kendari City. Additional Employee Income (TPP) plays a role in mediating motivation on performance.
3. Additional Employee Income (TPP) has a positive and significant effect on employee performance at the Kendari City Communication and Informatics Office.

## **RESEARCH METHODS**

### **Research Design**

This research will use a quantitative approach. Following the opinion of Sugiyono (2010: 31) quantitative research is a research approach where the research data is in the form of numbers, and uses statistical analysis. This study aims to determine the effect of motivation, discipline, and additional employee income (TPP) on employee performance at the Kendari City Communication and Informatics Office.

### **Research Population**

According to Sugiyono, (2016: 80) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Seeing the opinion above, it can be concluded that a population is an object or subject that is in an area and fulfills certain requirements related to research problems. The population in this study were all Civil Servants at the Office of Communication and Information in Kendari City, consisting of 40 people.

### **Research Sample**

The sample according to Sugiyono (2016: 85) is "part of the number and characteristics possessed by the population". The research sample was determined by the census, that is, all members of the population were sampled. So that the sample in this study was 40 employees.

### **Data Types and Sources**

#### **Data Type**

The types of data used in this study are as follows:

1. Quantitative data is in the form of values or scores for the answers given by respondents to the questions in the questionnaire.
2. Qualitative data, namely data in the form of numbers such as a brief history, organizational structure, job descriptions, and respondents' responses.

#### **Data Source**

Data sources in this study are:

1. Data primary, namely data obtained directly from respondents in the form of responses to competence, work motivation, and employee performance.
2. Data secondary, namely data sourced from the Office of Communication and Informatics of the City of Kendari. Such as a brief history, organizational structure, duties, and state of employees.

#### **Data Collection Technique**

The research instrument used to conduct data collection in this study are as follows:

1. Angket, namely distributing a list of questions to respondents to obtain data regarding employee performance, motivation, discipline, and Additional Employee Income (TPP).
2. Document study, namely taking reports or documents that have been published by the Office of Communication and Information of Kendari City which is considered relevant to research.

#### **Data Analysis Method**

The data analysis method used in this research is descriptive and statistical analysis Partial Least Square (PLS).

1. Descriptive Statistical Analysis

Descriptive Statistical Analysis is statistics used to analyze data by describing or describing data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2013: 147). Presentation of data in the form of tables, graphs, pie charts, pictograms, calculation of mode, median, mean (measurement of central tendency), calculation of deciles, percentiles, calculation of data distribution by calculating the average and standard deviation, calculating the percentage referred to in descriptive statistics (Sugiyono, 2013:148).

2. Partial Least Square (PLS) analysis.

To see the effect of motivation, discipline, and additional employee income (TPP) on employee performance, the Partial Least Square analysis technique is used. The stages of analysis are as follows:

a. Do a linearity assumption test

b. Evaluate the quality criteria which include: loading factor, Composite Reliability, square root of Average Variance Extracted (AVE), Cross Loading, R Square, estimated path coefficient, f Square, and the relevance of the Q2 prediction.

c. Research Hypothesis Testing

Hypothesis testing is done by looking at the estimated value of the path coefficient and the critical point value (t-statistic) which is significant at  $\alpha = 0.05$ . The conditions are as follows:

a) If the t statistic value  $\geq$  t critical or sig  $\leq$  0.05 then the hypothesis is accepted.

b) If the t statistic value  $<$  critical t or sig value  $>$  0.05 then the hypothesis is rejected.

3. Test the Coefficient of Determination ( $R^2$ )

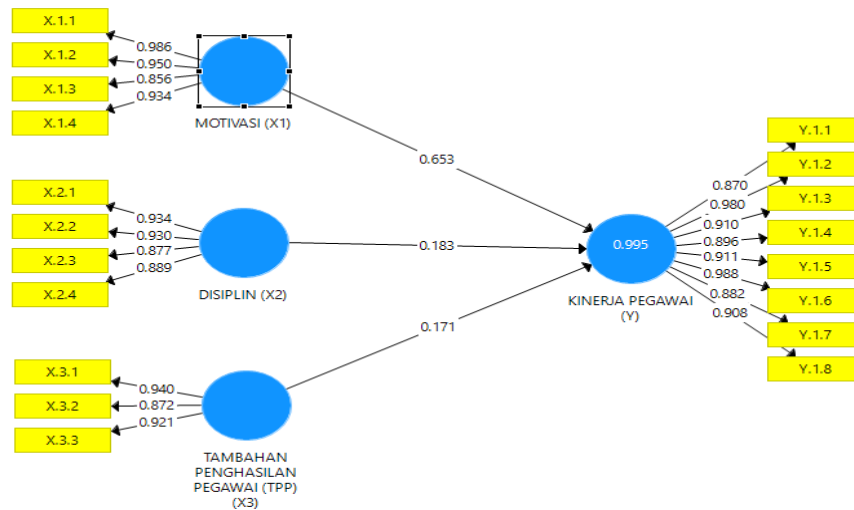
The coefficient of determination ( $R^2$ ) essentially measures how far the model's ability to explain the variation in the dependent variable. The value of the coefficient of determination is between zero and one. The small  $R^2$  value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value that is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Imam Ghozali, 2011: 97).

## RESEARCH RESULTS AND DISCUSSION

### Evaluation of the Measurement Model (Outer Model)

The evaluation of the latent variable measurement model was analyzed by looking at convergent validity. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variables. Outer loading above 0.70 is highly recommended, however, a loading factor value of 0.5-0.6 can still be tolerated, except for indicators that have an outer loading of less than 0.50 which can be dropped from the analysis (Ghozali, 2015). The results of the Partial Least Square analysis, the empirical model visually can be seen as follows:

Figure 2. Empirical Model



Source: Results of SmartPLS 2022 Data Processing

### Discriminant Validity

Discriminant validity aims to test to what extent the latent construct differs from other constructs. A high value of discriminant validity indicates that a construct is unique and capable of explaining the phenomenon being measured. The way to test discriminant validity is to compare the square root value of the average variance extracted ( $\sqrt{AVE}$ ) with the correlation and construct values.

Discriminant validity by using the square root of average variance extracted ( $\sqrt{AVE}$ ). If the value is a square root of average variance extracted ( $\sqrt{AVE}$ ) for each variable is greater than the AVE value and the correlation between latent variables and other latent variables, then the instrument variable is said to be discriminant valid. The results of discriminant validity values are presented in Table 1.

Table 1. AVE value,  $\sqrt{AVE}$ , and Correlation between Latent Constructs

Research variable	AVE	$\sqrt{AVE}$	Correlation			
			Discipline	Employee Performance	Motivation	TPP
Discipline	0.824	0.907	0.908			
Employee Performance	0.845	0.971	0.972	0.919		
Motivation	0.870	0.932	0.953	0.993	0.933	
TPP	0.831	0.910	0.975	0.982	0.969	0.911

Source: SmartPLS Processed Results, 2022

Based on Table 1, shows that each latent construct has good discriminant validity because the value of the square root of average variance extracted ( $\sqrt{AVE}$ ) of each variable is greater than the AVE value and the correlation between other latent variables. This means that the latent variable constructs motivation, discipline, additional employee income (TPP), and employee performance have good discriminant validity. Thus, it can be concluded that overall the latent constructs in this study are unique and able to explain the phenomena being measured.

### Composite Reliability

Composite reliability tests the reliability value between the indicators of the constructs that make it up. The results of composite reliability are said to be good if the value is above 0.50 (Ghozali, 2015). The results of testing the composite reliability measurement model of this study can be presented in Table 2.

**Table 2. Results of Testing the Reliability of Measurement Models and Instruments**

Variable	Composite Reliability	Results
Motivation	0.949	Reliable
Discipline	0.978	Reliable
Additional Employee Income (TPP)	0.964	Reliable
Employee Performance	0.936	Reliable

Source: Smart PLS Processed Results, 2022

The test results in Table 2 obtained values composite reliability motivation, discipline, additional employee income (TPP), and employee performance indicate that the four latent variables studied have good reliability because their values are  $\geq 0.50$ . Thus all the instruments used in this study have met the criteria or are feasible to be used in measuring all variables because they have good reliability or level of suitability and reliability.

### Evaluate the Goodness of the Fit Model

Tests on the structural model are evaluated by taking into account the percentage of the variance described, namely looking at the  $R^2$  value for the dependent latent variable. The closer to the value 1 means the better the model. Likewise, if it is below 0 (zero), it indicates that the model lacks predictive relevance. The results of the analysis are presented in the following table:

**Table 3.  $R^2$  Test Results**

Structural Models	Dependent Variable Model	R Square
1	Employee Performance (Y1)	0.995

Source: SmartPLS Processed Results, 2022

Based on the processed data, a predictive-relevance value of  $Q^2 = 0.50$  or 99% is obtained. This means that the accuracy or precision of this research model can explain the diversity of variables of motivation, discipline, additional employee income (TPP), and employee performance of 99%. The remaining 1% is explained by other variables that are not included in this research model.

### Hypothesis Testing and Direct Influence Path Coefficients

Testing the hypothesis and the path coefficient of direct influence between the variables of motivation, discipline, and additional employee income (TPP). Of the three direct influences tested, all have a positive effect on employee performance. The results of the complete data analysis can be seen in table 4 below:

**Table 4. Path Coefficient and Direct Effect Hypothesis Testing**

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation (X1) -> Employee Performance (Y)	0.183	0.182	0.074	2,489	0.013
Discipline(X2) ->Employee Performance(Y)	0.653	0.653	0.070	9,327	0.000
TPP(X3) ->Employee	0.171	0.172	0.087	1,979	0.048



Performance(Y)					
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Source: Smart PLS Data Processed Results, 2022

### Hypothesis Test

Based on the results of the analysis previously stated, the hypothesis testing is as follows:

H1: Motivation has a positive and significant effect on employee Performance

H2: Discipline has a positive and significant effect on employee performance

H3: Additional Employee Income (TPP) has a positive and significant effect on employee performance

## DISCUSSION

### Motivation has a Positive and Significant Effect on Performance

Based on the results of the research, it can be seen that motivation has a positive and significant effect on employee performance at the Kendari City Communication and Information Service. This means that good motivation perceived on indicators of encouragement to achieve goals, enthusiasm for work, initiative, creativity, and a sense of responsibility can have a positive and significant effect on employee performance at the Kendari City Communication and Information Service.

The findings of this study support the theory of employee performance explained by Robbins (2003) that employees with strong motivation will do the job seriously or work hard so that their work continues to increase and the theory of Hasibuan (2001: 219) which states that giving driving force creates enthusiasm for work someone to want to cooperate, work effectively and integrated with all his efforts to achieve satisfaction.

The results of this study also support research conducted by Seo Nesmi., et al (2020) that motivation has a positive and significant effect on employee performance. Motivation is a stimulant of desire (want) driving force of one's will to work, each motive has a specific goal to be achieved.

Based on the description above, it can be concluded that good motivation perceived on indicators of encouragement to achieve goals, enthusiasm for work, initiative, creativity and a sense of responsibility can affect the performance of employees at the Kendari City Communication and Information Service.

### Discipline has a Positive and Significant Effect on Performance

Based on the results of the study it can be seen that discipline has a positive and significant effect on employee performance as perceived by respondents as reflected in the indicators: coming to work on time, using time effectively, never being absent/non-working, and complying with all organizational or company regulations has a positive and significant effect on employee performance at the Kendari City Communication and Information Service.

Empirical facts show that indicators of the effective use of time from disciplinary variables have been well received by respondents. This means that employees use the time to complete work under applicable working hours. Based on this, it can be seen that the indicator of effective use of time is more dominant in influencing employee performance because it has the highest average.

The results of this study are supported by the theory put forward by Afandi (2018: 12) that a discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms.

This is supported or in line with the results of research conducted by Nurjaya, et al (2020) succeeded in proving that work discipline has a positive and significant effect on employee performance at the Bogor City Forestry and Plantation Service.

Based on the description above, it can be concluded that good perceived discipline in coming to work on time, using time effectively, never being absent/absent from work, and complying with all organizational or company regulations can affect employee performance at the Kendari City Communication and Informatics Office.

### Additional Employee Income (TPP) Positive and Significant Effect on Performance

Based on the analysis conducted, it is known that the provision of additional employee income has a

positive and significant effect on employee performance at the Kendari City Communication and Informatics Office. This means that providing additional employment income which is well perceived by respondents on the indicators of position class, workload and discipline can have a positive and significant effect on employee performance.

Empirical facts show that the ideal position/influence class indicator has been well received by respondents. This means that the additional employee income is given according to the employee's position, the additional employee income is adjusted according to the class and the additional employee income is given as expected. Based on this, it can be seen that the position class indicator is more dominant in influencing employee performance because it has the highest average value.

The results of this study are supported by the theory Mangkunegara (2015: 72) states that benefits are incentives in the form of money if the gift is related to the purpose of greatly influencing employee performance improvement. Additional employee income is an incentive/benefit given based on work performance not based on position evaluation.

The results of this study are in line with research conducted by Nurahman BS (2019) and Rizka Kahirunnisa Lubis (2017) in which research results found that giving TPP had a positive and significant effect on employee performance.

### **Research Limitations**

This research has been carried out maximally, but this research is inseparable from various limitations including the scope of discussion and the limited variation of respondents, so this research has the following limitations:

1. This research is limited to the number of samples or research respondents.
2. This research was only conducted at one research location, namely the Office of Communication and Informatics, Kendari City.
2. The results of this study obtained from a certain time or only the work behavior of the State Civil Apparatus (ASN) at other times is not included in this study.
3. The research results are limited to the variables studied, while many other factors affect employee performance such as excessive workload, burnout, and work-life balance.

### **CONCLUSIONS AND SUGGESTIONS**

#### **Conclusion**

Based on the results of research and discussion, several conclusions can be put forward as follows:

1. Motivation has a positive and significant effect on employee performance at the Kendari City Communication and Information Service. This means that good motivation perceived on indicators of encouragement to achieve goals, enthusiasm for work, initiative, creativity, and a sense of responsibility can affect the performance of employees at the Kendari City Communication and Information Service.
2. Discipline has a positive and significant effect on employee performance at the Kendari City Communication and Information Service. This means that discipline perceived on indicators of coming to work on time, using time effectively, never being absent/absent from work, and complying with all organizational or company regulations can have a positive effect on employee performance at the Kendari City Communication and Informatics Office.
3. The provision of additional employee income (TPP) has a positive and significant effect on employee performance at the Kendari City Communication and Information Service. This means that the good provision of additional employment income which is perceived on the indicators of position class,

workload, and discipline can have a positive effect on employee performance at the Kendari City Communication and Informatics Office.

### Suggestion

Based on these conclusions, several things are suggested to be implemented as follows:

1. Employee motivation related to the drive to achieve goals can be stimulated by providing equal opportunities to all employees in developing their abilities through training related to their field of work.
2. Discipline is related to coming to work on time, even though it uses an online attendance system, it is only a means of fulfilling obligations. Therefore, it is hoped that it will continue to make the supervisory system attached through monitoring in stages from superiors to subordinates in terms of discipline.
3. Additional Employee Income (TPP) To pay attention to and provide information on laws and regulations regarding the provision of additional employee income so that employees can carry out their main tasks and functions to the fullest to achieve organizational goals.
4. For further research, you can add other variables besides the three variables in this study (motivation, discipline, and additional employee income) to answer employee performance issues. For example, the training variable, through training a person can master his job well, improve certain skills, and expertise so that he can work more optimally and better.

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