



# The determinan of work discipline and competence on employee performance on PT XYZ (Sugar Industry)

Alviosa Rifa Debian<sup>1</sup>, Yayan Firmansyah<sup>2</sup>

Bandung State Polytechnic, West Bandung Regency, Indonesia

## ARTICLE INFO

### Article history:

Received Jun 25, 2023  
Revised Jul 01, 2023  
Accepted Jul 28, 2023

### Keywords:

Competence;  
Employee performance;  
Work discipline.

## ABSTRACT

The phenomenon in this study is in the form of inconsistent employee performance appraisals, an increase in the number of absenteeism of employees, and employee competency assessments that do not match the set targets. The purpose of this study was to determine the effect of work discipline on employee performance, competency on employee performance, and work discipline and competence on employee performance. There is a research gap from several previous studies which states that the results in this study have an influence or no effect on the variables studied, so this research has an urgency to re-examine the relationship between work discipline and competence on employee performance. This research uses the quantitative method. The population of this study was PT XYZ employees, totaling 411 people, and with a sample using the Slovin technique, a sample of 204 people was obtained. The data analysis technique used in this study is multiple linear regression analysis. The results of the study, namely H1, are accepted, stating that work discipline has a significant and positive influence with a percentage of 11.4%, and the remaining 88.6% is influenced by other variables. In H2 the competency variable has a significant and positive influence on employee performance with a percentage of 31.3% and the remaining 68.7% is influenced by other variables. In H3 the hypothesis is accepted that work discipline and competence simultaneously have an influence on employee performance with a percentage of 34.5% and the remaining 65.5% is influenced by other variables such as leadership, corporate culture, compensation, and others.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



### Corresponding Author:

Yayan Firmansyah  
Departemen of Business Administration,  
Bandung State Polytechnic,  
Ciwaruga Village, West Bandung Regency, 40559, Indonesia.  
Email: [yayan.firmansyah@polban.ac.id](mailto:yayan.firmansyah@polban.ac.id)

## INTRODUCTION

The United Nations Food and Agriculture Organization claims that Indonesia is the world's largest sugar exporter after Cuba. Sugar consumption for the industry is relatively higher than sugar consumption for households in terms of economic development in all countries. Based on Indonesia's trade policy, this trend is addressed by imposing import taxes on both raw and refined sugar as a sweetener for this sector.

One strategy to ensure the future survival of the organization is to use human resources properly. Sunarsi et al (2021) Human resources are an integral part of the organization. The importance of the human resource component can determine the achievement of organizational goals. It is undeniable that organizational goals will not be realized without the active role of human resources in it. According to Apendi (2021), employee competence and discipline determine whether an organization succeeds or fails.

PT XYZ is a company in Banten province engaged in refined crystal sugar. With the presence of PT XYZ, it can help meet the demand for sugar in the food, beverage, and pharmaceutical industries in Indonesia. PT XYZ is the first refined crystal factory in Indonesia which has existed since 1997. This research was conducted at PT XYZ. Evaluation of employee work at PT XYZ experienced inconsistencies, as evidenced by the assessment of work results which include work quality, work quantity, and responsibility. Employee performance appraisals experience inconsistency, it can be seen that from the indicators of quality, quantity, and responsibility there are increases and decreases. This is a problem that needs to be faced and evaluated by the company.

According to research conducted by Achmad et al (2018), work discipline affects employee performance. Discipline plays a very important role in employee performance as a determinant of effectiveness. According to Jeffrey (2017), discipline is the extent to which a person does his job correctly and according to expected standards, fully consciously and without coercion.

According to Nuridin. & Faka (2018) work discipline is influenced by several dimensions including timeliness, obedience, and responsibility. The decline in work discipline at PT XYZ can be seen in the timeliness dimension because there are employees who do not attend according to the set time. The second dimension that is a problem for PT XYZ is the responsibility dimension, seen from the increase in employee absenteeism. So, it can be said that the presence of tardiness and absence of employees reflects low discipline.

The total employee absence shows that in 2022 it has increased to 4072 from the previous year 2021 as many as 3088. This can be said that the level of discipline of employees is low. There is an increase in employee tardiness and absenteeism every year causing decreased performance because many jobs cannot be completed on time, this also disrupts other employees who have work that is interconnected. From a low level of work discipline, this has an impact on employees who violate the rules that apply in the company.

Discipline, and competence has one of the strengths in facing competition. According to previous research by Sitompul et al (2021), a company's operations are driven by its human resources. High competence is needed to obtain quality human resources. This is in line with previous research which found additional factors other than work discipline that affect employee performance. Achmad et al (2018) has shown that employee performance is positively influenced by competence.

Jeffrey (2017) says that competence is a requirement for work, either in whole or in part, that must be possessed by employees in carrying out a job. So it can be said that competence is knowledge and ability possessed by someone in doing a job from the side of knowledge and skills. According to Taqiyyuddin (2022) that benchmarks for employee competency can be seen from knowledge, skills, attitudes, and experience. The following is competency data for PT XYZ for the period 2020 to 2022 with a total of 411 employees.

The recapitulation of employee competencies that PT XYZ has set quotas or employee competency assessment targets, but there are still many employee competency assessments that do not meet the expected target. Especially for grades A and grades B which are not on target due to several factors such as knowledge, skills, and attitudes whose average scores are not consistent each year.

The competency indicator graph, it can be seen that each indicator in the form of knowledge, skills, and attitudes has an inconsistency every year. This is a problem due to the unstable and maximal competence of employees. Employees at PT XYZ are less able to master their jobs, and there

are still employees who have not mastered their abilities with the positions and tasks they are given. This is the suspected cause of decreased employee performance.

Achmad et al (2018) researched with the title "The Influence of Motivation, Work Discipline, and Competence on Employee Performance at the Semboro Sugar Factory." The results of this study indicate that work discipline and competence have a positive and significant effect on employee performance. The results of this study indicate that having good work discipline and competence can increase employee work effectiveness.

As for the differences in research results that become gap research, research by Apendi (2021) entitled "The Influence of Competence, Discipline, and Supervision on the Performance of Contract Employees at IAIN Batusangkar" concluded that work discipline and competence have a negative influence. This may be caused by variations in the variables measured, the objects studied, the methodology, and the theory used. This study intends to re-examine the relationship between work discipline and competence on employee performance by looking at the differences in previous research findings.

Based on the problems that have been described, the author is interested in conducting research with the title "The Influence of Work Discipline and Competence on Employee Performance at PT XYZ (Sugar Industry)" Formulation of the Problem: How is the work discipline of PT XYZ employees?, What is the competency of PT XYZ's employees?, How does the performance of employees at PT XYZ affect work discipline and employee competence partially and together?

Research Purposes, Knowing the work discipline of employees at PT XYZ, Knowing the competence of employees at PT XYZ, Knowing the effect of work discipline and competence partially and jointly on the performance of employees at PT XYZ. The implication of this research is that it can increase the effectiveness of employee performance in improving the quality of work of employees in the company so that they can contribute even better to achieve company goals.

## RESEARCH METHOD

### Method

The method used in this research is descriptive with a quantitative approach. Data collection techniques used were field research (Field Research), library research (Library Research), and online research (Online Research). The data used is primary data, namely in the form of PT XYZ employee responses regarding work discipline and competence on employee performance, and secondary data in the form of employee competency assessment data, employee absence data, and PT XYZ employee work assessment data. In this study the process of data analysis was carried out, namely first data collection, data processing, data analysis, data interpretation, to reporting results. The data analysis technique was in the form of multiple regression analysis with the classic assumption test in the form of a normality test, multicollinearity test, and heteroscedasticity test. The variables in this study will be measured using a questionnaire with a Likert scale from 1 which states strongly disagree to 5 which states strongly agree.

### Research Framework

The following is a research framework in this study in Figure 1, on the first independent variable (X1), namely work discipline using three dimensions of Nuridin & Faka (2018), namely punctuality, obedience, and responsibility. In the second dimensional variable (X2), Competence uses three dimensions from Simanjuntak et al (2020), namely knowledge, skills, and attitude. The dependent variable (Y), namely employee performance, uses three dimensions from Anwar & Waris (2015), namely quality of work, quantity of work, and responsibility. There is previous research from X1 to Y from Bimanti & Savhira (2020) while previous research from X2 to Y from (Hasyim & Pasaribu, 2021)

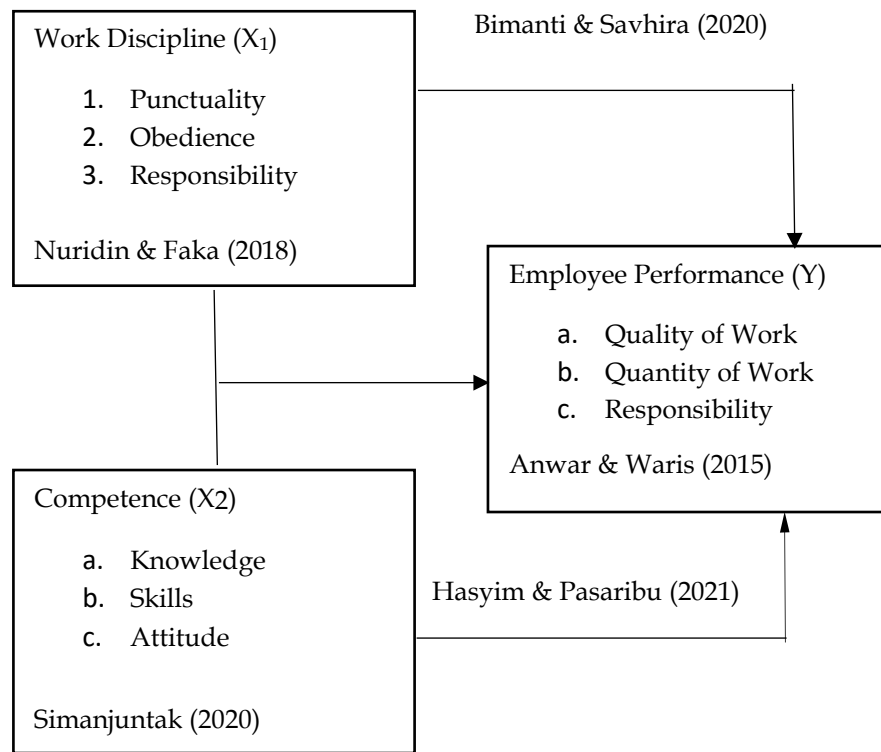


Figure 1. Research framework

## RESULTS AND DISCUSSIONS

### Result

From the results of the data in this study, it was found that the dominant respondents were male with a percentage of 62.90% and 37.10% female. In the age category, it was dominated by the ages of 40-50 years with a percentage of 40%, then the ages of 30-40 years with a percentage of 39%, the ages of 20-30 years with a percentage of 15.10%, and the ages of over 50 years of 5.90%. The data regarding the respondent division is dominated by the process division with a percentage of 21%.

The first questionnaire test was carried out by distributing 18 statement items to 30 respondents with an r table of 0.361. The results of the first validity test are shown in Table 1 as follows:

Table 1. Validity test

No	Variable	Question	r table	r count	Criteria	Information
1.	Work Discipline	Question 1	0,680	0,361	r count > r table	Valid
		Question 2	0,667	0,361	r count > r table	Valid
		Question 3	0,595	0,361	r count > r table	Valid
		Question 4	0,764	0,361	r count > r table	Valid
		Question 5	0,691	0,361	r count > r table	Valid
		Question 6	0,295	0,361	r count < r table	Invalid
		Question 7	0,719	0,361	r count > r table	Valid
		Question 8	0,922	0,361	r count > r table	Valid
		Question 9	0,783	0,361	r count > r table	Valid
		Question 10	0,725	0,361	r count > r table	Valid
		Question 11	0,770	0,361	r count > r table	Valid
2.	Competence	Question 12	0,812	0,361	r count > r table	Valid
		Question 13	0,532	0,361	r count > r table	Valid
3.	Performance	Question 14	0,663	0,361	r count > r table	Valid

No	Variable	Question	r table	r count	Criteria	Information
		Question 15	0,723	0,361	r count > r table	Valid
		Question 16	0,831	0,361	r count > r table	Valid
		Question 17	0,803	0,361	r count > r table	Valid
		Question 18	0,745	0,361	r count > r table	Valid

From Table 1 it can be seen that there is one statement item, namely statement 6 with an r count of 0.295, which means it is smaller than the r table of 0.361. This shows that statement 6, namely "I can overcome/repair existing problems" is not valid. So, the researcher will issue a statement that is declared invalid. Apart from the validity test, a reliability test was also carried out with as many as 30 respondents, this was intended to be able to find out whether the indicators used in this study were reliable or not. The following is a table of reliability results test in Table 2:

**Table 2.** Reability test

	Cronbach's Alpha	N of items	Test Results Information
Work Discipline	0,659	5	Cronbach's Alpha is greater than 0.6, it is said to be reliable
Competence	0,863	6	Cronbach's Alpha is greater than 0.6, it is said to be reliable
Work Discipline & Competence	0,798	6	Cronbach's Alpha is greater than 0.6, it is said to be reliable

From Table 2 above it can be concluded that all indicators in the variables studied have a Cronbach's Alpha value above 0.6 so can be said to be reliable. The following is Table 3 of the test results that have been carried out in this study covering the normality test, multicollinearity test, coefficient of determination, T-test, and F-test:

**Table 3.** Hypothesis test

	Test Value Results	Test Results Information
Coefficient of determination	Work Discipline 0,114 (R square)	Work discipline has an influence of 11.4% on employee performance
	Competence 0,313 (R square)	Competence has an influence of 31.3% on employee performance
	Work Discipline and Competence 0,345 (R square)	Work discipline and competence have an influence of 34.5% on employee performance
T-test	3,148 > 1,972 (count t > t table)	The work discipline variable has an influence on employee performance
	0,188 (positive coefficient)	Work discipline variable has a positive influence on employee performance
	Work Discipline 0,002 < 0,05 (Sig)	Work discipline variable has a significant influence on employee performance
	8,410 > 1,972 (count t > t table)	Competency variables have an influence on employee performance
	0,503 (positive coefficient)	Competency variables have a positive influence on employee performance
	Competence 0,000 < 0,05 (Sig)	Competency variables have a significant influence on employee performance

	Test Value Results	Test Results Information
F-Test	52,894 > 3,04 (count f > f table)	Work discipline and competence have a simultaneous influence on employee performance

From these data it can be seen that work discipline influences on employee performance by 11.4%, competence has an effect on employee performance by 31.3% and work discipline and competence have an effect on employee performance by 34.5%. So it can be said that work discipline, competence, and work discipline and competence simultaneously have a positive and significant effect on employee performance.

## Discussions

### The Influence of work Discipline on the Performance of Employees of PT XYZ

From the data that has been examined on the work discipline variable, it is known that the calculated t value of the work discipline variable is  $3.148 > 1.972$ , this indicates that the independent variable explains the dependent variable. The beta coefficient is calculated as positive at 0.188 and significant at 0.002, which is less than 0.05. Thus it can be said that H0 is rejected and H1 is accepted, or it can be said that work discipline has a good and quite large effect on employee performance. Based on the test results, there is a correlation of 11.4% between work discipline and employee performance as measured by the R square of 0.114. Thus it can be concluded that the remaining 88.6% is influenced by other factors.

Employee work discipline is very important in an institution because work discipline can make employees carry out their obligations according to the rules and on time. If employees have a high level of discipline, then the sustainability or goals of the company can be achieved easily without supervision. Based on the results of the data that has the lowest value, namely the indicator of employees working according to predetermined working hours. This happens due to a lack of guidance or supervision from superiors. With a lack of supervision, there is a lack of initiative from employees to fulfill obligations or company regulations that have been set.

If a superior supervises and provides strict sanctions for employees who violate them, this will make employees more obedient to all applicable regulations. The indiscipline of PT XYZ employees in being late or absent from work affects company performance because the absence of employees will hinder work in achieving company goals and can hinder other employees in producing output in their work or can be said as employee performance.

PT XYZ employees who do not comply with the company's Standard Operating Procedures (SOP) will affect their performance. SOPs that have been set are made for the sake of smoothness in achieving the company's goals that have been set. With the discipline in following the rules that have been determined to minimize errors or problems that will occur. It can be said that it will indirectly affect employee performance.

Kelibulin et al (2020) said one way to measure good employee performance is to look at work discipline. Punctuality is defined here as an attitude or behavior that demonstrates adherence to working hours, including attendance and compliance with working hours and the timely and accurate completion of tasks by employees. Work time discipline must be applied based on awareness of the performance of each job. Sarwani (2016) Several concepts of discipline, especially from an organizational point of view, can be interpreted as an attitude that reflects obedience and sincerity to a personal rule in order to continue the existence of an existing organization. Good discipline shows a person's responsibility towards the task given to him.

The results of this study are in line with previous research which stated that work discipline has a positive and significant effect on employee performance. (Athins et al., 2018; Liana, 2020; Nururly et al., 2022; Wicaksono, 2019; Yusmawati et al., 2022)

### **The Influence of Competence on the Performance of Employees of PT XYZ**

In the competency variable, the t value determined for the competency variable is  $8.410 > 1.972$ , which indicates that the dependent variable explains the independent variable or employee performance. In addition, a positive beta coefficient of 0.503 was obtained and a significance value of  $0.000 < 0.05$ . These results have the conclusion that H2 is accepted or state that competency variables significantly and positively affect employee performance. Based on the results of testing the coefficient of determination, it is known that the R square on the competency variable is 0.313, which means that competence has a 31.3% influence on employee performance, the remaining 68.7% influenced by other variables.

Wijayanto & Riani (2021) Employee competence can predict employee performance, meaning that if an employee has a high level of competence then the employee has good performance in it. Human resources certainly have an important role in achieving the goals of a company. With optimal human resources, work activities will run well following company goals. Employees must have the ability to adapt to the field of work. To create good performance, existing human resources need good competence. Sulantara et al (2020) Organizations need skills to support successful job delivery, and many organizations set required competency standards for their employees. Every organization and company strives to improve the performance of its employees to achieve organizational goals

Based on the data, having sufficient knowledge about the work performed has the lowest indication score. This is possible because many workers are accepted regardless of educational background and work history that is not by the responsibilities they have. This will affect the performance of its employees because employees have less knowledge so the results of the work produced will be influential or less than optimal. This lack of knowledge is also related to the skills possessed by employees who are not optimal, both in carrying out their duties and when facing problems. This is also related to the work results that will be produced by employees.

The results of this study are in line with research that has been conducted with the results of research in the form of competence having a positive and significant effect on employee performance (Ahmadi & Sulistyono, 2019; Ayu et al., 2018; Catio & Sunarsi, 2020; Pangaribuan & Pardomuan Robinson Sihombing, 2022; Rohmah & Mahfud, 2021)

### **The Influence of Work Discipline & Competence on the Performance of Employees of PT XYZ**

Based on the calculation results of the F test for the influence of work discipline and competence variables on employee performance of  $52.894 > 3.04$ . Then H0 is rejected and H3 is accepted. It can be concluded that partially the independent variables, namely work discipline, and competence, influence employee performance. This influence has a percentage of 34.5% which is obtained from the calculation of the coefficient of determination test with an R square of 0.345, and the remaining 65.5% is influenced by other variables.

As has been explained that work discipline and competence partially influence employee performance. Based on the results of research calculations, work discipline, and competence simultaneously influence employee performance. Discipline plays a very important role in complying with all company regulations that have been set for the smooth running and achievement of company goals, but without adequate competencies such as abilities, skills, and attitudes employee performance will not be optimally affected. Vice versa, with adequate competence, such as having maximum abilities, skills, and attitudes, but without discipline an employee's performance in the company will also be less than optimal. According to Indahingwati et al (2019), discipline refers to the condition or attitude of employees who uphold company rules and regulations. Ignorance or repeated violation of company rules or regulations results in a lack of employee discipline. Instead, align your people with the company's decision outcomes

When an employee in a company has a high level of discipline but a low level of competence, this makes employees less than optimal in producing work or performance due to a lack of

knowledge, skills, and attitudes in carrying out their duties and responsibilities. These three indicators greatly influence the final result of a job produced by employees. Vice versa if employees have a high level of competence but with a low level of discipline, the employees are not optimal in achieving employee performance because company procedures that are useful in achieving targets according to company goals are not implemented smoothly.

The results of this study are in line with the fact that competence and work discipline both have a big influence on employee performance. Employee performance will increase if the work discipline and competence are high, and vice versa if the work discipline and competence are low. (Catio & Sunarsi, 2020; Astriyani et al., 2019; Purnadi et al., 2022; Siregar, 2020; Tamsah et al., 2021)

## CONCLUSION

From the research results it can be concluded that according to the first hypothesis of the study, work discipline significantly and beneficially affects employee performance. It can be concluded that an increase in the level of work discipline among employees will result in better employee performance. Based on the second hypothesis of this study, competence has a significant and positive effect on employee performance. It can be concluded that an increase in staff competency level will result in better employee performance. The third premise in this study determines that employee performance is influenced by work ethics and competence. The suggestion from this study is that PT XYZ can maximize employee work discipline by reinforcing a rule that has been set routinely with monthly periods, and can pay more attention to employee competencies such as by direct routine monitoring or from assessments and providing routine training every year. month in each division. This research is expected to contribute to PT XYZ in analyzing the extent to which work discipline and competence influence employee performance, as well as the advice given can be applied by PT XYZ in developing employee performance. The limitations in this study are that the independent variables used are work discipline and competence, while there are many other variables that affect employee performance variables. Therefore this is also an opportunity for future research to conduct research on other variables that can affect employee performance, such as leadership, compensation, corporate culture and others. In addition, this research was also carried out only from a portion of the population (sample), and this research should have been carried out more broadly in several other sugar industries.

## References

- Achmad, Umar, A., & Budiman. (2018). Pengaruh Motivasi Kerja Dan Kompetensi Terhadap Kinerja Pegawai Melalui Disiplin Kerja. *Jurnal Mirai Management*, 3(2), 92-119.
- Ahmadi, S., & Sulistyono, S. (2019). Pengaruh Kompetensi, Kepemimpinan, Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Pertanahan Kabupaten Bogor. *Jurnal Manajemen Kewirausahaan*, 15(2), 203. <https://doi.org/10.33370/jmk.v15i2.239>
- Astriyani, D. V., Utari, W., & Hartati, C. S. (2019). Pengaruh Disiplin Kerja, Kompetensi Dan Insentif Terhadap Kinerja Karyawan Pada Cv Gavra Perkasa Gresik. *Jurnal Manajerial Bisnis*, 2(03), 219-230. <https://doi.org/10.37504/jmb.v2i03.178>
- Athins, Nurwati, & Sinarwati. (2018). The Influence of Work Discipline, Organizational Culture, and Work Environmental On Employee Performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(8), 56-63. <https://doi.org/10.9790/487X-2008025663>
- Ayu, I., Martini, O., Ketut Rahyuda, I., Sintaasih, D. K., & Piartrini, P. S. (2018). The Influence of Competency on Employee Performance through Organizational Commitment Dimension. *Journal of Business and Management*, 20(2), 29-37. <https://doi.org/10.9790/487X-2002082937>
- Bimanti, R., & Savhira, I. (2020). The Influence of Training and Discipline on Employee Performance in PT. Lestarindo Perkasa. *Journal of Research in Business, Economics, and Education*, 1(2), 133-141. [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://download.garuda.kemdikbud.go.id/article.php?article=1283358&val=17167&title=THE INFLUENCE OF WORK TRAINING COMPETENCE AND](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://download.garuda.kemdikbud.go.id/article.php?article=1283358&val=17167&title=THE%20INFLUENCE%20OF%20WORK%20TRAINING%20COMPETENCE%20AND)

- DISCIPLINE OF WORK ON EMPLOYEE PERFORMANCE IN PT LESTARINDO PERKASA
- Catio, M., & Sunarsi, D. (2020). Analisa Pengaruh Kompetensi, Disiplin Kerja Dan Motivasi Terhadap Kinerja Guru Pada Smk Sasmita Jaya 1 Pamulang Kota Tangerang Selatan. *Equilibrium: Jurnal Penelitian Pendidikan Dan Ekonomi*, 17(02), 16–26. <https://doi.org/10.25134/equi.v17i02.2708>
- Hasyim, & Pasaribu, F. (2021). Pengaruh Iklim Organisasi, Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai pada Kantor SAMSAT Labuhan Batu Utara. *Jurnal Humaniora*, 5(1), 153–169.
- Indahingwati, A., Muchran, Amiruddin, Yapid, B. M., & Putri, S. A. K. (2019). Leadership, motivation and work discipline and its effect on employee performance in the community, women and family planning empowerment agency in Gresik Regency, Indonesia. *International Journal of Innovation, Creativity and Change*, 9(11), 89–96.
- Jeffrey, I., & Author, C. (2017). The Effect of Competence, Training and Work Discipline towards Employees' Performance (A Case Study at PT. Krakatau Argo Logistics). *International Journal of Business and Management Invention ISSN*, 6(7), 77–86. [www.ijbmi.org](http://www.ijbmi.org)
- Karyawan, T. K. (2022). PENGARUH KOMPETENSI DAN KEDISIPLINAN TERHADAP KINERJA KARYAWAN (Studi Kasus Pada PT. Sumbertaman Keramik Industri Probolinggo).
- Kelibulin, E. S., Palutturi, S., Arifin, M. A., Indar, Thamrin, Y., Stang, & Rahmadani, S. (2020). The effect of work discipline on a employee performance: (The health office case study of Tanimbar Island). *Medico-Legal Update*, 20(3), 943–947. <https://doi.org/10.37506/mlu.v20i3.1524>
- Liana, Y. (2020). Kompetensi Pegawai, Lingkungan Kerja, dan Disiplin Kerja Terhadap Kinerja Pegawai. *Inspirasi (Jurnal Ilmu-Ilmu Sosial)*, 17(2), 316–326. <http://jurnal.stkipppgritulungagung.ac.id/index.php/inspirasi/article/view/1810>
- Nuridin, & Faka, B. (2018). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Bank Index Cabang Bekasi. *Jurnal Manajemen Bisnis Krisnadwipayana*, 6(2). <https://doi.org/10.35137/jmbk.v6i2.186>
- Nururly, S., Pardamean Butarbutar, I., Simatupang, S., Silalahi, M., Tinggi Akuntansi dan Manajemen Indonesia, S., & Siantar, P. (2022). Organizational Culture and Work Discipline and Their Effect on Employee Performance. *International Journal of Social Science and Business*, 6(3), 335–342. <https://doi.org/10.23887/ijssb.v6i3.48967>
- Pangaribuan, D., & Pardomuan Robinson Sihombing. (2022). The Effect of Competence on Employee Performance Mediated on Job Satisfaction (Case Study; Ministry of Finance PPSDM Employee). *Economit Journal: Scientific Journal of Accountancy, Management and Finance*, 1(4), 203–211. <https://doi.org/10.33258/economit.v1i4.586>
- Purnadi, P., Anggita, H., Aryoko, Y., & Putri, N. (2022). *Work Discipline, Competency, and Work Environment: Its Effect on Employee's Performance*. 3–8. <https://doi.org/10.4108/eai.10-8-2022.2320821>
- Rohmah, Z., & Mahfud, Y. (2021). Pengaruh Budaya Kaizen, Disiplin Kerja Dan Kompetensi Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Wonosobo. *Journal of Economic, Business and Engineering (JEBE)*, 3(1), 40–49. <https://doi.org/10.32500/jebe.v3i1.1994>
- Ryan, Cooper, & Tauer. (2013). 濟無No Title No Title No Title. *Paper Knowledge . Toward a Media History of Documents*, 12–26.
- Sarwani. (2016). The Effect of Work Discipline And Work Environment. *Jurnal Internasional Sinergi*, 6(2), 53–67.
- Simanjuntak, D. C. Y., Erik, Lawrence, S., Fendy, & Valencia, D. (2020). Pengaruh Disiplin Kerja, Kepemimpinan dan Kompetensi Kerja Terhadap Kinerja Karyawan Pada PT Megamas Plaza Bangunan. *Jurnal Warta: Universitas Dharmawangsa*, 14(1), 61–80.
- Siregar, Y. L. (2020). Pengaruh Kompetensi, Motivasi, Disiplin Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Tapak Tuan. *JMB (Jurnal Manajemen Dan Bisnis)*, 2(1), 85–92. <https://doi.org/10.30743/jmb.v2i1.2363>
- Sitompul, S. N., Ali, S., & Zackaria Rialmi. (2021). Pengaruh Kompetensi dan Disiplin Kerja terhadap Kinerja Pegawai Biro Hubungan Masyarakat Kementerian Perindustrian RI. *Konferensi Riset Nasional Ekonomi, Manajemen, Dan Akuntansi*, 2(2), 918–928. <https://conference.upnvj.ac.id/index.php/korelasi/article/view/1202>
- Sulantara, I. M., Mareni, P. K., Ketut Setia Sapta, I., & Suryani, N. K. (2020). The Effect of Leadership Style and Competence on Employee Performance. *European Journal of Business and Management Research*, 5(5). <https://doi.org/10.24018/ejbmr.2020.5.5.494>
- Sunarsi, D., Jasmani, J., Astuti, E., Jati, W., Maddinsyah, A., Effendy, A., Akbar, I., & Teriyan, A. (2021). *The Effect of Competence, Work Discipline and Motivation of Employee Performance in the General Secretariat of the Ministry of Trade Jakarta*. 5. <https://doi.org/10.4108/eai.17-7-2020.2303052>
- Tamsah, H., Hasyim, I., Farida, U., Damayanti, R., Misnawati, Hadinugroho, D. L., & Erfina. (2021). Increased

- professionalism through work discipline and employee competence and its impact on employee performance at the directorate of special criminal research (DITRESKRIMSUS). *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3626-3634.
- Waris, A. P. M. dan A. (2015). Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*, 211, 1240-1251. <https://doi.org/10.1016/j.sbspro.2015.11.165>
- Wicaksono, H. (2019). Pengaruh Kompetensi, Pelatihan, Dan Disiplin Kerja Terhadap Kinerja Karyawan Di Pt Kharisma Gunamakmur. *Agora*, 7(2), 1-7.
- Wijayanto, B. K., & Riani, A. L. (2021). The Influence of Work Competency and Motivation on Employee Performance. *Society*, 9(1), 83-93. <https://doi.org/10.33019/society.v9i1.290>
- Yusmawati, Y., Norawati, S., & Basem, Z. (2022). Analisis Dampak Kepemimpinan, Disiplin Kerja, Kompetensi Terhadap Kinerja: Studi Empiris Pada SMPN 1 Bangkinang Kota. *ECo-Buss*, 4(3), 606-621. <https://doi.org/10.32877/eb.v4i3.349>