



The influence of motivation, competence and discipline on employee performance

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ABSTRACT

Preliminary study results obtained findings that employee performance has not been optimal. Many factors encountered, allegedly the most dominant influence in terms of motivation, competence and discipline are still low. Therefore the problems formulated include: How motivation, competence and discipline. How much influence direct and indirect motivation, competence, and discipline on the performance of employees at the Department of HRD at PT.SanSan Saudaratex Jaya. The research method used is descriptive method of analysis and operation of the calculation using SPSS 22, done to the amount of 39 people made as respondents (survey). Data analysis techniques used are correlation analysis techniques that is to determine the degree of closeness relationship between research variables and Path Analysis Techniques (Path Analyst). The results as follows: 1). Motivation picture that is reaching average score 3,49 including good category; 2). The description of competence is reaching average score 3,64 including good category; 3). The description of the discipline of achieving an average score of 3.57 is in either category; 4). Performance description of employees that reached an average score of 3.61 is in either category; 5). The total effect of motivation on employee performance is 15.50%; 6). The influence of total competence on employee performance is 26.30%; 7). The total effect of discipline on employee performance is 42.50%; 8). The total influence of the three variables is 84.30%. The conclusion of this research is proved to have a significant influence motivation, competence and discipline on the performance of employees.

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INTRODUCTION

Many factors can affect employee performance, such as competence possessed by employees, Discipline and Motivation . This is embodied in Law Number 13 of 2003 concerning Manpower(Lutfia, 2021). Where manpower planning is the process of preparing a systematic manpower plan which is used as a basis and reference in the preparation of policies, strategies and implementation of sustainable manpower development programs in achieving company goals

(Mulyani et al., 2019). A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor for improving employee performance. "Individual performance can be assessed from what the individual does in his work" (Kotamena et al., 2021). Performance appraisal is carried out according to the table below: Measuring employee performance in work ability only reaches 78%, responsiveness only reaches 85%, collaboration only reaches 80%, and leadership only reaches 75%, so employee performance is not optimal. Mc. Gregor has the view as explained, stating that the management policy of the human resource model is a very important thing in the world of business or organization, because if employees are able to be self-directed and motivated to do a good job, it will make a big contribution to organizational success (Pranitasari, 2020).

Training is one of the motivating factors for employees. HRD Department employee training that was carried out during 2022 in percentage (%) is as follows: It can be seen that the implementation of Induction Training for employees only reached 90%, Technical Training only reached 80%, Non-Technical Training only reached 82% and Compliance Training only reached 90%. For example in measuring the competence of employees in the HRD Department at PT. SanSan Saudartex Jaya can be seen from data on the composition of the number of employees based on educational background as follows: It can be seen that almost 60% (58.97%) of employees or as many as 23 people with the majority of high school backgrounds, with 23.07% or 9 people S.1 and 2.57% or 1 person S.2, are expected to support maximally to meet the realization of targets that have been set. The better the employee discipline in each organization, the higher the work performance achieved, without good employee discipline, it is difficult for an organization to achieve optimal results (Arif et al., 2020). In the end, employees who have high discipline will have good performance, because working time is used optimally to achieve the targets set. The percentage of delay 0 minutes to 15 minutes the achievement is very high compared to other types of delay. But overall the level of achievement of delays exceeds the maximum limit. According to the description above, it shows that performance appraisal is something that cannot be separated from the organization/company (Widnyana et al., 2021). Another factor that also plays an important role in the implementation of employee work is Discipline. "The better the employee discipline, the higher the work performance that can be achieved. Conversely, without good employee discipline, it is difficult for an organization to achieve optimal results" (Azhar et al., 2020). It can be seen how important the role of motivation, competence and discipline factors in improving performance.

RESEARCH METHOD

The main basis for the implementation of motivation by a leader is knowledge and attention to human behavior that he leads as a determining factor for organizational success which also means demanding serious attention to all needs issues. A leader who is successful in carrying out the motivational function is a leader who has the ability to realize the synchronization between the personal goals of the members of the organization and the goals of the organization itself (Utomo et al., 2019). Other experts argue that the definition of motivation is a set of attitudes and values that influence individuals to achieve specific things or satisfaction, according to individual goals. These attitudes and values are invisible that provide strength to encourage individuals to behave in achieving goals (Sumiati, 2021). Basically motivation can spur employees to work hard so they can achieve their goals. This will increase employee work productivity so that it affects the achievement of organizational goals (Trimurti & Utama, 2019). Every organization is formed to achieve certain goals and when achieved, then it can be called a success. To achieve success, a solid foundation is needed. Competencies become very useful for helping organizations create a high performance culture (Rina, 2019). Competence is needed in every human resource process. According to Armstrong, "the term competency refers to the behavioral dimension of a behavioral role that is needed by a person to be able to carry out his work satisfactorily" (Solehuddin &

Budiman, 2019). "Competence is what a person brings to his job in the form of different types and levels of behavior"(Rina, 2019). From the various views mentioned above, it can be concluded that competence is the ability to carry out tasks or jobs based on knowledge, skills, and supported by attitudes that are individual characteristics. Discipline is also the most important operative function of Human Resource Management(Yuniawan et al., 2020) . The better the employee discipline in a company, the higher the work performance that can be achieved. Conversely, without good employee discipline, it is difficult for a company to achieve optimal results(Handayani & Kasidin, 2022). That discipline is a management activity that encourages adherence to work standards. From several understandings regarding discipline in the organizational/company environment, it can be concluded that the attitude of awareness and willingness of members of the organization/company to obey and carry out with high commitment all the guidelines and rules that have been determined to achieve the organizational goals that have been set(Mahat et al., 2019).

Performance is a function of ability and motivation to complete a task or job. Someone should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. The definition of performance (work achievement) according to that the term performance comes from the word Job Performance or Actual Performance. (Supriyanto et al., 2019). "Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results. If it is associated with performance as a noun where one of the entries is the result of a job (thing done), the notion of performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort achieving company goals legally, not violating the law and not conflicting with morals or ethics "(Virgana, 2021). From some of the definitions above, it can be concluded that performance is the behavior and results of the work of a person or group of people in an organization in order to achieve the goals of the organization concerned. The terms performance appraisal and performance evaluation can be used interchangeably or simultaneously because they basically have the same purpose. (Vivaldy & Toni, 2020) Performance appraisal is used by companies to assess the performance of their employees or evaluate the results of employee work. Stated that "Performance appraisal is the process an employer uses to determine whether an employee is performing the job as intended" (Performance appraisal is a process used by managers to determine whether an employee is doing the job as intended). Performance appraisal is an effective way and is usually used when assessing the success of human resources in achieving goals(Widjaja, 2023). Problems that often arise in an organization when assessing performance are determining appropriate work standards, delivering standards to subordinates, measuring factors, measuring frequency and tools. The normality test is used to find out whether a data follows a normal distribution or not, to find out whether the data follows a normal distribution can be done using various methods, including the Kolmogrov-Smirnov method. The results of data calculations show that all variables follow a normal distribution with a p-value > 0.05(Harsoyo et al., 2019), which is explained in the following table.

RESULTS AND DISCUSSIONS

Table 1. Test the Normality of the NPar Tests

		One-Sample Kolmogorov-Smirnov Test			
		Motivation	Competence	Discipline	Performance
N		39	39	39	39
Normal	Means	52.38	54.56	53.59	54.15
Parameters	std. Deviation	9,349	9,369	11.194	9,579
Most	Extremeabsolute	.116	092	089	.155

Differences	Positive	092	.066	084	077
	Negative	-.116	-.092	-.089	-.155
Test Statistics		.116	092	089	.155
asymp. Sig. (2-tailed)		.200 c,d	.200 c,d	.200 c,d	.019 c
a. Test distribution is Normal.					
b. Calculated from data.					

The data in the table above shows that all variable data, which consists of the Functional Variables of Motivation, Competence, Discipline and Performance follow a normal data distribution using the Kolmogorov-Smirnov and Shapiro-Wilk tests showing a p-value > 0.05, so that reject H1 and accept H0, thus the sample comes from a normally distributed population.

Table 2. Achievement Criteria Score for each Variable

Variable	Average	Criteria
Motivation (X 1)	3, 49	Good
Competency (X 2)	3, 64	Good
Discipline (X3)	3, 57	Good
Performance (Y)	3, 61	Good

Source: SPSS Output Data 25.00 processed in 2022

Table 2 above shows the average score of the Competency variable is higher than the other three variables. While the average score for the motivation variable is lower than the other variables. The table above also informs that the Competency variable has a higher variation than the other variables. This means that in actual conditions employees have a good perception of the competency of the HRD Department employees at PT. SanSan Saudaratex Jaya which has an effect on increasing performance.

Correlation Analysis Results

Calculation of correlation analysis using the Pearson Product Moment correlation, was carried out to find out how strong the relationship between the several independent variables examined in this study. This calculation uses the SPSS program, and the results are as shown in the following table :

Table 3. Correlation Results Between V a r i a b e l

		correlations			
		Motivation	Competence	Discipline	Performance
Motivation	Pearson Correlation	1	,480 **	,502 **	,635 **
	Sig. (2-tailed)		,002	,001	,000
	N	39	39	39	39
Competence	Pearson Correlation	,480 **	1	,882 **	,853 **
	Sig. (2-tailed)	,002		,000	,000
	N	39	39	39	39
Discipline	Pearson Correlation	,502 **	,882 **	1	,879 **
	Sig. (2-tailed)	,001	,000		,000
	N	39	39	39	39
Performance	Pearson Correlation	,635 **	,853 **	,879 **	1
	Sig. (2-tailed)	,000	,000	,000	
	N	39	39	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, a positive relationship occurs between the independent variables in the study. For more details, the magnitude of the coefficient can be seen in the following figure:

In detail, the closeness of the criteria for the numbers obtained from the table above uses the following criteria:

Table 4. Criteria for interpreting the level of relationship between variables

Correlation coefficient	Relationship Level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.000	Very strong

From the table above it can be explained that:

The relationship between the variable Motivation (X1) and Competence (X2) is obtained by a value of 0.480. So that when consulted with the interpretation table for the value of r (correlation), it has a moderate and unidirectional relationship because the value is positive. The correlation of X1 and X2 is significant because the significance value of 0.002 is smaller than 0.01. The statement above can be interpreted if Motivation goes up one unit, it will be followed Competence increased by 0.480.

The relationship between the variable Motivation (X1) with Discipline (X3) obtained a value of 0.502. So that when consulted with the r value interpretation table, it has a moderate and unidirectional relationship because the value is positive. The correlation X1 and X3 is significant because the significance number of 0.001 is smaller than 0.01. The statement above means that if motivation (X1) increases by one unit, then discipline (X3) increases by 0.502.

the Competency (X2) and Discipline (X3) variables obtained a value of 0.882. So that when consulted with the r value interpretation table, it has a very strong level of closeness and in the same direction. The correlation of X2 and X3 is significant because the significance value of 0.000 is smaller than 0.01. The above statement can be interpreted that if Competence (X2) increases by one unit, then Discipline (X3) increases by 0.882.

Table 5. Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,918a	,843	,830	3,950

a. Predictors: (Constant), Discipline, Motivation, Competence

From the conclusions of the table above, it can be seen that the r square or coefficient of determination is 0.843, or 84.30%, meaning that the influence of variable X on Y as a whole is 84.30% while the rest is influenced by other variables not examined.

Table 6. Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1638	4,394		.373	.712
	Motivation	.250	.080	.244	3.137	.003
	Competence	.316	.145	.309	2.175	.037
	Discipline	.414	.124	.484	3,351	.002

a. Dependent Variable: Performance

From the coefficients table above, it can be seen that the beta or degree of contribution for each variable is obtained as follows: the degree of contribution of the Motivation variable (X1) is 0.244, the degree of contribution of the Competency variable (X2) is 0.309, and the degree of

contribution of the Discipline variable (X_3) is 0.484 . Testing paths X_1 , X_2 , and X_3 against Y (Path Analysis), the following results are obtained:

Table 7. Path Coefficient

Variable	Path Coefficient
Motivation (X_1)	0.244
Competency (X_2)	0.309
Discipline (X_3)	0.484

Source: Results of statistical calculations

These results are described in the path equation as below:

$$Y = 0.244 X_1 + 0.309 X_2 + 0.484 X_3 + \epsilon$$

Where :

Y = Performance

X_1 = Competency

X_2 = Motivation

X_3 = Discipline

The direct effect (Direct Effect) with path analysis can be calculated through the effect of the regression calculation (X_1 , X_2 and X_3) then squared (a^2). While the indirect effect on Y can be calculated motivation (X_1) on performance (Y) through competence (X_2) and through discipline (X_3) . And Competence (X_2) Against Performance (Y) through Motivation (X_1) and through Discipline (X_3). While Discipline (X_3) to Performance (Y) through Competence (X_2) and through Motivation (X_1). From the above data it can be seen the direct effect (*Direct Effect*) and indirect effect (*Indirect Effect*) with path analysis of the independent variables on Y as the dependent variable. For more details, the calculation of the effect of the variables above can be seen in the calculation table below:

Table 8. Direct And Indirect Effects

Variable	B coefficient	Direct Influence	Indirect Influence			Total Indirect Influence	Total Influence
			x_1	x_2	x_3		
x_1	0.244	0.060		0.036	0.059	0.095	0.155
x_2	0.309	0.095	0.036		0.132	0.168	0.263
x_3	0.484	0.234	0.059	0.132		0.191	0.425
Total Influence of X on Y							0.843

Source: Primary data reprocessed

Based on the calculations shown in the path analysis results, the coefficient of determination is obtained, which is a number expressed as a percentage which shows how much the contribution of Motivation (X_1) , Competence (X_2) , Discipline (X_3) to Performance (Y) is presented in table as follows.

Table 9. Coefficient of Determination

Variable	Performance (Y)		Indirect Influence			Total Impact
	Direct Influence		X_1	X_2	X_3	
Motivation (X_1)	6.00%		-	3.60%	5.90%	15.50%
Competency (X_2)	9.50%		3.60%	-	13.20%	26.30%
Discipline (X_3)	23.40%		5.90%	13.20%	-	42.50%
Total Impact	38.90%		9.50%	16.80%	19.10%	84.30%

Source: Results of data processing

Based on table 4.28 above, it can be seen that the motivational variable (X1) has a direct influence of 6.00%, indirect influence through its relationship with competence (X2) of 3.60%, indirect influence through Discipline (X3) of 5.90% so that the total effect is 15.50%.

Competency variable (X2) has a direct effect of 9.50%, indirect effect through its relationship with motivation (X1) of 3.60%, and the indirect effect through Discipline (X3) is 13.20%, so that the total effect is 26.30%.

Discipline variable (X3) has a direct effect of 23.40%, indirect effect through its relationship with motivation (X1) of 5.90%, and the indirect effect through competence (X2) is 1.320%, so that the total effect is 42.50%.

So that the total effect of overall motivation (X1), competence (X2) and discipline (X3) on performance (Y) is 84.30%.

While other factors are not examined and also influence the performance of The HRD department at PT. Sansan Saudaratex Jaya is indicated by the value $P_{yC} = 0.157$ or 15.70%.

CONCLUSION

Based on the results of research and discussion regarding the influence of Motivation, Competence and Discipline on Performance The HRD Department at PT.SanSan Saudaratex Jaya, the authors can draw the following conclusions:

The motivation of the employees of the HRD Department at PT. SanSan Saudaratex Jaya is in the good category. This illustrates that in general respondents gave good responses to employee motivation through the dimensions of the need for achievement, affiliation and power. Employee competence HRD Department at PT. SanSan Saudaratex Jaya is in the good category. This illustrates that in general respondents gave good responses to employee competence through the dimensions of knowledge, skills and attitudes. Discipline of the HRD Department employees at PT. SanSan Saudaratex Jaya is in the good category. This illustrates that in general respondents gave good responses to employee discipline through preventive and corrective dimensions. Performance of the HRD Department at PT. SanSan Saudaratex Jaya is in the good category. This illustrates that in general respondents respond to performance through the dimensions of quantity of work, quality of work, knowledge of work, creativity, cooperation, initiative, independence, personal quality is good. Employee motivation has a significant effect both directly and indirectly on the performance of the HRD Department at PT. SanSan Saudaratex Jaya. Thus if there is an increase in employee motivation, it will be able to improve the performance itself. Employee competence has a significant effect both directly and indirectly on the performance of the HRD Department at PT. SanSan Saudaratex Jaya. Thus if there is an increase in employee competence, it will be able to improve the performance itself. Employee discipline has a significant effect both directly and indirectly on the performance of the HRD Department at PT. SanSan Saudaratex Jaya. Thus if there is an increase in employee discipline, it will be able to improve the performance itself. Discipline has a significant effect on the performance of the HRD Department at PT. SanSan Saudaratex Jaya. Employee Motivation, Competence and Discipline have a significant effect both directly and indirectly on the Performance of the HRD Department at PT. SanSan Saudaratex Jaya. Thus if there is an increase in employee motivation, competence and work discipline simultaneously, it will be able to improve the performance itself.

The following suggestions: In order to increase employee motivation, efforts should be made on an ongoing basis to increase things that can stimulate morale, especially in giving awards, fair bonuses, and increasing the welfare of employees. In order to improve employee competence, efforts should be made on an ongoing basis to increase the knowledge, skills and actualization of employee professionalism. and encourage employees to further explore new ideas to carry out various innovations. In order to improve Discipline, efforts should be made on an ongoing basis to create and cultivate obedience to rules and increased responsibility for employees and leaders in order to achieve individual task goals and organizational tasks. The performance of the HRD

Department at PT. SanSan Saudaratex Jaya is basically good, but to further improve this performance, it should be equipped with various facilities, sources of innovation and science and technology (Science and Technology), bearing in mind that future developments are demanded and directed based on information and communication technology. In increasing the effect of employee motivation on performance, the Head of the HRD Department should always convey his hopes and wishes, so that employees are motivated to carry out their duties with full responsibility and always provide opportunities for employees to develop their careers and abilities. In addition, it should be a role model for all employees and should always provide direction and guidance to all employees, so that it will create a high sense of responsibility and confidence in employees in carrying out their job duties.

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