Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) pages 365-378

# Determination of ASN Performance

**Andi Syahputra[1], Nizamuddin[2]**
Universitas Pembangunan Panca Budi, Indonesia
*Email Correspondence: nizamuddin@dosen.pancabudi.ac.id

**Abstract**
Human resources (HR) are a very important factor that cannot be separated from an organization, whether institutional or company. HR is also the key that determines the company's development. In essence, HR is in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the organization's goals. The location of the research was carried out at Rumkit Tk II Iskandar Muda, the population of this study was 226 and the sample after being broken down using the Slovin formula was 144. The results of this research are as follows: Work Discipline has been a positive and significant effect on ASN Performance with an original sample value of 0.527 and p value 0.000. Loyalty has a positive and significant effect on Work Discipline with an original sample value of 0.599 and ap value of 0.000. Loyalty has a positive and significant effect on performance with an original sample value of 0.200 and ap value of 0.021. Work Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.324 and ap value of 0.000. Work Motivation has a positive and insignificant effect on performance with an original sample value of 0.169 and ap value of 0.056. Loyalty has a positive and significant indirect effect on performance through work discipline with an original sample value of 0.316 and ap value of 0.000. Work Motivation has a positive and significant indirect effect on performance through Work Discipline with an original sample value of 0.171 and ap value of 0.001.

**Keywords:** Work Motivation, Loyalty, Work Discipline, ASN Performance

## INTRODUCTION

Nowadays, the latest developments view employees not as mere resources, but rather as capital or assets for institutions or organizations. Because of this, a new term emerged outside of HR (Human Resources), namely HC or Human Capital. Here HR is seen not just as the main asset, but an asset that is valuable and can be multiplied, developed (compare with an investment portfolio) and not vice versa as a liability (burden, cost).According to Sunyoto (2018), motivation is a way to encourage someone's work enthusiasm, so that they can work by providing their abilities and expertise optimally to achieve organizational goals. Motivation is important because with motivation it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs as well as goals and satisfaction. Stimulation arises from within and from outside. This stimulation will create encouragement for someone to carry out activities.

Work loyalty is an employee's mental attitude which is aimed at being loyal to the organization even though the organization is in good or bad conditions. An attitude of employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. Employees who have high loyalty, because with high loyalty from employees, employees can work according to the standards provided by the company and can increase work productivity. In order for employees to have high loyalty, they need a high level of desire, individual abilities or skills, as well as a good work environment to be

able to carry out their work. High employee loyalty to the company will not grow if the company's conditions and treatment of employees are not mutually supportive.

Work discipline among employees is really needed, because the company's goals will be difficult to achieve if there is no work discipline. Work discipline is a person's awareness and willingness to obey all company regulations and applicable norms Hasibuan (2014). Therefore, the key to the company's success in this case cannot be separated from the human factor as a variable that has a very big influence and determines whether the company will progress or not. Considering that human nature is imperfect, one of the company's programs is that work discipline must be prioritized and always encouraged and enforced. In this way, it will be easy for an employee to achieve company goals and personal goals because he carries out and carries out his duties with discipline. Disciplinary regulations are created to regulate work relations that apply not only in large or small companies, but also in organizations that employ a lot of human resources to carry out work. Thus, work discipline is needed to support the smooth running of company activities so that company goals can be achieved quickly and precisely.

## LITERATURE REVIEW

### Performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

### Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Quality of Work;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

### Work Discipline

According to Nugraha & Sari (2020) work discipline is a person's behavior in accordance with existing regulations, work procedures or discipline is attitudes, behavior and actions that comply with the organization's regulations, both written and unwritten. Hendrayani (2020) states that work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations.

DOI: https://doi.org/10.5281/zenodo.12625334

### Work Discipline Indicators

Hendrayani (2020) indicators that can measure work discipline are:

1. Goals and abilities also influence the level of employee discipline. The goals to be achieved must be clear and ideally set and sufficiently challenging for the employee's abilities. This means that the goals (work) assigned to employees must be in accordance with the abilities of the employee concerned, so that he or she works seriously and is disciplined in doing so.
2. The leader's example plays a very important role in determining employee discipline because the leader is used as an example and role model by the employees.
3. Remuneration (salary and welfare) also influences employee discipline because remuneration will give employees satisfaction and love for the company/work.
4. Justice contributes to the realization of employee discipline, because the ego and human nature always feel that they are important and ask to be treated the same as other humans.
5. Waskat (attached supervision). It is a real and effective action to prevent/know mistakes, correct mistakes, maintain discipline, improve work performance, activate the roles of superiors and subordinates and create an internal control system.
6. The more severe the sanctions, the more employees will be afraid of breaking company regulations, the employee's disciplinary attitudes and behavior will decrease.
7. Assertiveness means that leaders must be brave and firm, acting to punish any indisciplined employee accordingly
8. Harmonious human relations between fellow employees help create good discipline in a company.

### Work motivation

According to Pratiwi (2014) work motivation is a set of energetic forces that originate from within and outside the individual, to initiate work-related behavior in terms of form, direction, intensity and duration. According to Hafidzi et al (2019) motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction.

### Work Motivation Indicators

According to Hafidzi et al (2019), indicators of work motivation are:

1. Physical Needs, the need for supporting facilities that can be obtained at the workplace, for example supporting facilities to make it easier to complete tasks in the office.
2. Security needs, these needs for a sense of security, include a sense of physical security, stability, dependence, protection and freedom from threatening forces such as: fear, anxiety, danger.
3. Social needs, needs that must be met based on shared interests in society, these needs are met together, for example good interactions between people.
4. The need for esteem is the need for appreciation for what someone has achieved, for example the need for status, glory, attention, reputation.

DOI: https://doi.org/10.5281/zenodo.12625334

5. The need for encouragement to achieve goals, the need for encouragement to achieve something desired, for example motivation from leaders.

**Work Loyalty**

According to Sutrisno (2015) loyalty is an employee's efforts to defend the company, by showing that the employee plays an active role in the company. Rivai (2015) believes that loyalty to a company is an attitude, namely the extent to which an employee identifies with the workplace they are working in with the desire to work and try their best.

**Loyalty Indicator**

According to Sutrisno (2015) loyalty indicators are as follows:

1) Willingness to Collaborate Employees can work together with people in a company because without cooperation, it is difficult for the company to achieve its goals. On the other hand, working together enables companies to achieve the goals and targets that have been set.
2) Sense of Ownership of the Company The existence of employees' sense of ownership of the company will make employees have an attitude of maintaining and being responsible for the company, so that it will create loyalty in order to achieve the company's goals.
3) Enjoyment of work Employees do their work with pleasure, which can be seen from the employee's excellence in work and employees do not demand what they receive beyond their basic salary.

**Types of research**

The type of research that researchers use is quantitative research. According to Sugiyono (2014), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, analysis The data is quantitative/statistical in nature with the aim of testing predetermined hypotheses.

**Research Location and Research Time**

The location of the research was at Rumkit Tk II Iskandar Muda JL. T. Hamzah Treasurer No. 1 Kuta Alam Banda Aceh The research period was carried out for 2 months.

**Population**

According to Sugiyono (2014) explains the definition of population, namely: "Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn." From the definition above, the author can conclude that population is not just the number of objects and subjects that have been studied but includes all the characteristics or properties of an object and subject. Based on research, the target population is 226 ASN employees at Rumkit Tk II Iskandar Muda Banda Aceh.

DOI: https://doi.org/10.5281/zenodo.12625334

## Sample

According to Sugiyono, (2014), the sample is part of the number and characteristics of the population. According to Sugiyono, (2014) the sample is part of the population which is the source of data in research, where the population is part of the number of characteristics possessed by the population. The sampling technique according to Sugiyono, (2014) is a sampling technique, to determine the sample to be used. In this study, the sampling technique used was based on the population. The sample used was the Selovin sampling method. Determining the sample size can be done by statistical calculations, namely by using the Slovin Formula. This formula is used to determine the sample size from a known population, namely 226 employees. Based on the Slovin Formula, the size of the research sample size is:

n= N / (1+(226x0.05))
n= 226 / (1+(226 X 0.0025)
n= 226 / (1+0.565)
n=226 / 1,565
n= 144

So the sample size in this study was 144 ASN Rumkit Tk II Iskandar Muda Banda Aceh.

## Research Data Source

The data source used is primary data

## Data Analysis Techniques

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software.

### *Measurement Model (Outer Model)*

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test
2. Reliability Test

### *Structural Model (Inner Model)*

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)
2. Predictive Relevance (Q2)
3. t-Statistics

4. Path Coefficient
5. Fit Model

## RESULTS AND DISCUSSION

### Statistical Analysis of Data

The statistical method used to test the hypothesis in this research is Partial Least Square (PLS). PLS is an alternative method of analysis using variance-based Structural Equation Modeling (SEM). The advantage of this method is that it does not require assumptions and can be estimated with a relatively small sample size. In Structural Equation Modeling there are two types of models formed, namely the measurement model (outer model) and the structural model (inner model). The measurement model explains the proportion of variance of each manifest variable (indicator) that can be explained in the latent variable.

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

### Convergent Validity

Convergent validityFrom the measurement model with reflexive indicators, it can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

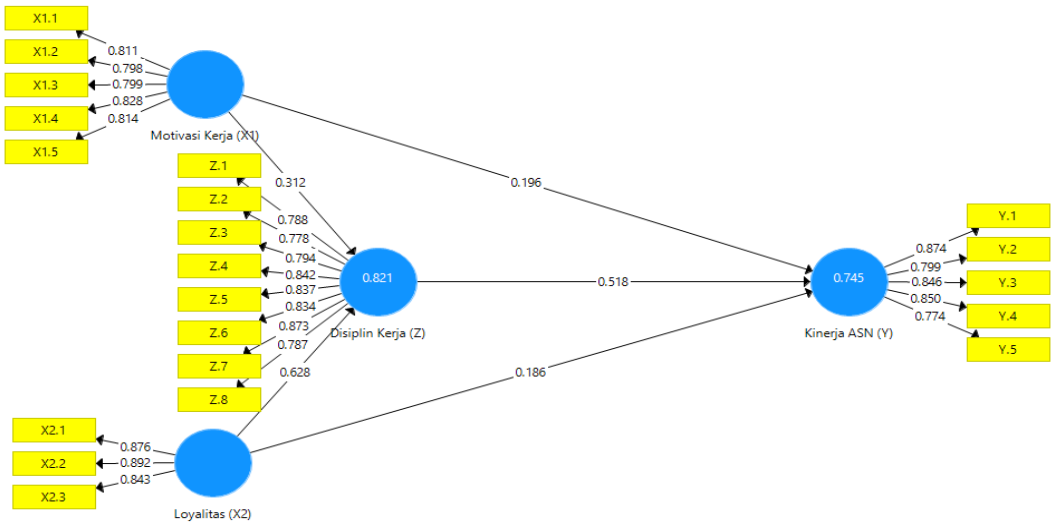


**Figure 1. Smart PLS Program Output**

DOI: https://doi.org/10.5281/zenodo.12625334

The equation in this research is divided into 2 substructures and will be shown as follows:

Substructure Equation 1

Z: b1X1 + b2X2 + e

Z: 0.312 X1+ 0.628X2 + 0.821

Substructure Equation 2

Y: b3X1 + b4X2 + b5 Z + e

Y: 0.196 X1+ 0.186 X2+ 0.518 Z+ 0.745

**Table 1. Output Outer Loadings**

| | Work Discipline (Z) | ASN Performance (Y) | Loyalty (X2) | Work Motivation (X1) |
|---|---|---|---|---|
| X1.1 | | | | 0.811 |
| X1.2 | | | | 0.798 |
| X1.3 | | | | 0.799 |
| X1.4 | | | | 0.828 |
| X1.5 | | | | 0.814 |
| X2.1 | | | 0.876 | |
| X2.2 | | | 0.892 | |
| X2.3 | | | 0.843 | |
| Y.1 | | 0.874 | | |
| Y.2 | | 0.799 | | |
| Y.3 | | 0.846 | | |
| Y.4 | | 0.850 | | |
| Y.5 | | 0.774 | | |
| Z.1 | 0.788 | | | |
| Z.2 | 0.778 | | | |
| Z.3 | 0.794 | | | |
| Z.4 | 0.842 | | | |
| Z.5 | 0.837 | | | |
| Z.6 | 0.834 | | | |
| Z.7 | 0.873 | | | |
| Z.8 | 0.787 | | | |

Source: Smart PLS3.3.3.

Table 1 above contains the outer loading values, each variable has an indicator value, the indicator value has a value greater than 0.07, which means that each outer loading indicator is considered valid for measuring the construct.

DOI: https://doi.org/10.5281/zenodo.12625334

***Discriminate Validity***

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

**Table 2. Discriminate Validity**

| | Work Discipline (Z) | ASN Performance (Y) | Loyalty (X2) | Work Motivation (X1) |
|---|---|---|---|---|
| **X1.1** | 0.652 | 0.593 | 0.654 | 0.811 |
| **X1.2** | 0.610 | 0.644 | 0.620 | 0.798 |
| **X1.3** | 0.694 | 0.658 | 0.653 | 0.799 |
| **X1.4** | 0.720 | 0.651 | 0.710 | 0.828 |
| **X1.5** | 0.721 | 0.642 | 0.765 | 0.814 |
| **X2.1** | 0.753 | 0.677 | 0.876 | 0.773 |
| **X2.2** | 0.808 | 0.735 | 0.892 | 0.744 |
| **X2.3** | 0.763 | 0.707 | 0.843 | 0.682 |
| **Y.1** | 0.728 | 0.874 | 0.694 | 0.685 |
| **Y.2** | 0.639 | 0.799 | 0.613 | 0.620 |
| **Y.3** | 0.716 | 0.846 | 0.690 | 0.687 |
| **Y.4** | 0.735 | 0.850 | 0.691 | 0.664 |
| **Y.5** | 0.694 | 0.774 | 0.676 | 0.607 |
| **Z.1** | 0.788 | 0.619 | 0.684 | 0.648 |
| **Z.2** | 0.778 | 0.682 | 0.712 | 0.676 |
| **Z.3** | 0.794 | 0.681 | 0.717 | 0.641 |
| **Z.4** | 0.842 | 0.695 | 0.715 | 0.653 |
| **Z.5** | 0.837 | 0.720 | 0.721 | 0.702 |
| **Z.6** | 0.834 | 0.696 | 0.765 | 0.779 |
| **Z.7** | 0.873 | 0.724 | 0.793 | 0.725 |
| **Z.8** | 0.787 | 0.723 | 0.708 | 0.662 |

Source: Smart PLS3.3.3.

Table 2 above states that there are several indicators in the research variables that have cross loading values that are smaller than the cross loading values for other variables so they must be known and observed further. Another way to measure discriminant validity is to look at the square root of average variance extracted (AVE) value. The recommended value is above 0.5 for a good model. The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or

DOI: https://doi.org/10.5281/zenodo.12625334

latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely work discipline, ASN performance, loyalty and work motivation with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

**Table 3. Construct Reliability and Validity**

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| **Work Discipline (Z)** | **0.929** | **0.941** | **0.668** |
| **ASN Performance (Y)** | **0.886** | **0.917** | **0.688** |
| **Loyalty (X2)** | **0.840** | **0.904** | **0.758** |
| **Work Motivation (X1)** | **0.869** | **0.905** | **0.656** |

Source: Smart PLS3.3.3.

Table 3 above shows that the Average Variance Extracted (AVE) for each variable, namely work discipline, ASN performance, loyalty and work motivation, has a construct > 0.50, meaning all constructs are reliable. Thus it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in table 3. above that the composite reliability value for each variable shows a construct value > 0.60. These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality. Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70, thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this research have high discriminant validity in compiling their respective variables.

**Inner Model Analysis**

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

**Coefficient of Determination (R2)**

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

DOI: https://doi.org/10.5281/zenodo.12625334

**Table 4. R Square Results**

| | R Square |
|---|---|
| **Work Discipline (Z)** | 0.821 |
| **ASN Performance (Y)** | 0.745 |

Source: Smart PLS3.3.3.

Table 4 shows that the R Square value for the work discipline variable is 0.821. These results explain that the percentage of work discipline is 82.1%. This means that the work motivation and loyalty variables influence work discipline by 62.1% and the rest is influenced by other variables. Meanwhile, the R Square value for the ASN performance variable is 0.745. These results explain that the percentage of ASN performance is 74.5%. This means that the variables work motivation, loyalty, work discipline influence ASN performance by 74.5% and the rest is influenced by other variables.

**Goodness of Fit (GoF) Assessment**

The goodness of fit model test can be seen from the NFI value ≥ 0.801 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.0 program, the Model Fit values are obtained as follows:

**Table 5. Model Fit**

| | Saturated Model | Estimation Model |
|---|---|---|
| **SRMR** | 0.057 | 0.057 |
| **d_ULS** | 0.761 | 0.761 |
| **d_G** | 0.688 | 0.688 |
| **Chi-Square** | 517,192 | 517,192 |
| **NFI** | 0.804 | 0.804 |

Source: Smart PLS3.3.3.

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.804 means FIT. Thus, from these results it can be concluded that the model in this research has a high goodness of fit and is suitable for use to test research hypotheses.

**Hypothesis Testing**

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

**Table 6. Path Coefficients (Direct Influence)**

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Work Discipline (Z) -> ASN Performance (Y)** | 0.518 | 5,088 | **0,000** | **Accepted** |
| **Loyalty (X2) -> Work Discipline (Z)** | 0.628 | 9,539 | **0,000** | **Accepted** |
| **Loyalty (X2) -> ASN Performance (Y)** | 0.186 | 2,164 | **0.031** | **Accepted** |
| **Work Motivation (X1) -> Work Discipline (Z)** | 0.312 | 4,476 | **0,000** | **Accepted** |
| **Work Motivation (X1) -> ASN Performance (Y)** | 0.196 | 2,327 | **0.020** | **Accepted** |

Source: Smart PLS3.3.3.

Table 6 explains the hypothesis from this research as follows:

1. Work Discipline has a positive and significant effect on ASN Performance with an original sample value of 0.518 and a p value of 0.000. This means that if work discipline increases, performance will increase, whereas if work discipline decreases, performance will also decrease.
2. Loyalty has a positive and significant effect on Work Discipline with an original sample value of 0.628 and a p value of 0.000. This means that if loyalty increases, work discipline will increase, whereas if loyalty decreases, work discipline will also decrease.
3. Loyalty has a positive and significant effect on performance with an original sample value of 0.186 and a p value of 0.031. This means that if loyalty increases, performance will increase, whereas if loyalty decreases, performance will decrease.
4. Work Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.312 and a p value of 0.000. This means that if motivation increases, work discipline will also increase, whereas if it decreases, work discipline will also decrease.
5. Work Motivation has a positive and significant effect on performance with an original sample value of 0.196 and a p value of 0.020. This means that if work motivation increases, performance will also increase, and conversely, if work motivation decreases, performance will also decrease.

**Table 7. Path Coefficients (Indirect Influence)**

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values | Results |
|---|---|---|---|---|
| **Loyalty (X2) -> Work Discipline (Z) -> ASN Performance (Y)** | 0.325 | 4,407 | **0,000** | **Accepted** |

| | | | | |
|---|---|---|---|---|
| **Work Motivation (X1) -> Work Discipline (Z) -> ASN Performance (Y)** | 0.162 | 3,338 | **0.001** | **Accepted** |

Source: Smart PLS3.3.3.

Table 7 contains an indirect influence hypothesis and the explanation is as follows:

1. Loyalty has a positive and significant indirect effect on performance through work discipline with an original sample value of 0.325 and a p value of 0.000. This means that work discipline is an intervening variable because it can indirectly influence loyalty to performance.
2. Work Motivation has a positive and significant indirect effect on performance through Work Discipline with an original sample value of 0.162 and a p value of 0.001. This means that work discipline is an intervening variable because it can indirectly influence work motivation on performance.

## CLOSING

### Conclusion

1. Work Discipline has a positive and significant effect on the performance of ASN Rumkit Tk II Iskandar Muda Banda Aceh with an original sample value of 0.527 and a p value of 0.000.
2. Loyalty has a positive and significant effect on the Work Discipline of ASN Rumkit Tk II Iskandar Muda Banda Aceh with an original sample value of 0.599 and a p value of 0.000.
3. Loyalty has a positive and significant effect on the performance of ASN Rumkit Tk II Iskandar Muda Banda Aceh with an original sample value of 0.200 and a p value of 0.021.
4. Work Motivation has a positive and significant effect on the Work Discipline of ASN Rumkit Tk II Iskandar Muda Banda Aceh with an original sample value of 0.324 and a p value of 0.000.
5. Work Motivation has a positive and insignificant effect on the performance of ASN Rumkit Tk II Iskandar Muda Banda Aceh with an original sample value of 0.169 and a p value of 0.056.
6. Loyalty has a positive and significant indirect effect on the performance of ASN Rumkit Tk II Iskandar Muda Banda Aceh through Work Discipline with an original sample value of 0.316 and a p value of 0.000.
7. Work Motivation has a positive and significant indirect effect on the performance of ASN Rumkit Tk II Iskandar Muda Banda Aceh through Work Discipline with an original sample value of 0.171 and a p value of 0.001.

## Suggestion

1. Organizations are expected to improve work discipline to become even better, even though many employees still have work discipline, in order to improve work discipline it is also good to maintain the work discipline that has been formed.
2. It is recommended that organizations look for ways to improve the performance of civil servants by providing training, even though many civil servants have good performance but still have to improve civil servant performance with training.
3. Organizations must be loyal to their employees in order to gain employee sympathy and loyalty to the organization. Employee loyalty depends on the organization paying attention to its employees.
4. It is recommended that organizations motivate employees with evidence and practice in order to improve their performance and can be motivated by the messages conveyed.

## REFERENCES

Adha Risky Nur, Nurul Qomariah, Achmad Hasan Hafidzi. (2019) Pengaruh Motivasi Kerja Lingkungan Kerja Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. Jurnal Penelitian Ipteks. Vol. 4 No. 1.

Andika, R. (2019). Pengaruh Motivasi Kerja dan Persaingan Kerja Terhadap Produktivitas Kerja Melalui Kepuasan Kerja sebagai Variabel Intervening Pada Pegawai Universitas Pembangunan Panca Budi Medan. Jumant, 11(1), 189-206.

Ghozali, I. Latan, H. (2014) Partial Least Square : Konsep, Teknik dan Aplikasi Smart PLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro.

Hasibuan, Malayu SP. (2014) Manajemen Sumber Daya Manusia, Cetakan keempatbelas, Jakarta ,Penerbit : Bumi Aksara.

Hendrayani, (2020), Pengaruh Tingkat Pendidikan dan Pengalaman Kerja Terhadap Kinerja Karyawan Pada PD. Pasar Makassar Raya Kota Makassar", Jurnal Economix, Vol. 8, No. 1.

Hair, J. F. et. al. (2017) A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Los Angeles

Mangkunegara, A. A. Anwar Prabu. (2016) Manajemen Sumber Daya Manusia Perusahaan, PT. Remaja Rosdakarya, Bandung

Nugraha, C. A., & Sari, F. P. (2020). Pengaruh disiplin kerja terhadap kinerja karyawan (studi pada PT Infomedia Solusi Humanika Bandung divisi inbound call center). Jurnal Mitra Manajemen, 4(3), 352-362.

Pratiwi. (2014) Pengaruh Penilaian Prestasi Kerja dan Promosi terhadap Motivasi Kerja Karyawan pada PT. Jamsostek (Persero) KC Bekasi.

Robbins, Stephen P. and Mary Coulter. (2016) Manajemen, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P, Erlangga, Jakarta.

Rivai Zainal, S. (2015) Manajemen Sumber Daya Manusia Untuk Perusahaan . Edisike-7. Depok: PT RAJAGRAFINDO.

Sekaran, Uma (2014) Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sunyoto. (2018). Manajemen Sumber Daya Manusia. Jakarta: PT Buku Seru.

Sutrisno, Edy. (2015) Manajemen Sumber Daya Manusia (Cetakan ke tujuh). Jakarta: Kencana Prenada Media Group.

Sugiyono. (2014). Metode Penelitian Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.