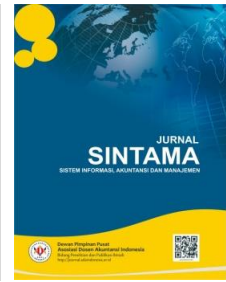




SINTAMA: Jurnal Sistem Informasi, Akuntansi dan Manajemen

journal homepage:
<https://adaindonesia.or.id/journal/index.php/sintamai>

E-ISSN 2808-9197



Can The Supervision, Discipline, And Competency Of Employees Affect The Performance Of Employees At The Darussalam Camat Office, Big Aceh District?

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ARTICLE INFO

Artikel History:

Received 14 Januari 2022
Revision 16 Januari 2022
Accepted 19 Januari 2022
Available Online 29 Januari 2022

Keywords : Supervision, Discipline, Competence, Employee Performance

ABSTRACT

This study aims to determine whether supervision, discipline, and employee competence can affect employee performance either partially or simultaneously at the Darussalam District Office of Big Aceh District. The samples used in this study were employees at the Darussalam District Office of Big Aceh District. This study uses a quantitative approach. The analytical method used is multiple linear regression analysis using Evies 12. The results show that partially supervision and discipline have no influence on employee performance, while competence has an influence on employee performance. Simultaneously supervision, discipline and competence of employees influence the performance of the employees of the Darussalam Sub-District Office.

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1. INTRODUCTION

An organization or company to be able to always progress and continue to develop to a better quality of course must have quality human resources. These quality resources are those who have performance that can achieve the targets set by the company. Achieving quality human resources requires the implementation of performance (Afrianti et al., 2021). Performance measures can be seen in terms of a certain quantity and quality in accordance with the standards set by the organization or company within a certain period (Indrasari, 2017, p. 50). Human resources in Indonesia are sometimes still not achieving maximum quality

results, as informed in the article (Kompasiana.com, 2015) Indonesia is a country that has broad territorial power. Unfortunately, the Indonesian government is less able to monitor the performance of each government structure in various regions. Indonesian people are often dissatisfied with the results of the government's performance.

Human resources or in other languages are employees if they are in a public company or government. Improving the quality of employee performance requires supervision from superiors to employees (Lie et al., 2021). According to (Busro, 2018, p. 141) supervision is the final function of the management function. . In the article (Liputan6.com, 2019) President Joko Widodo (Jokowi) has signed Government Regulation (PP) Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS). PNS Performance Assessment aims to ensure the objectivity of PNS development which is based on the achievement system and career system. Previous research conducted by Marsaoly & Nurlaila (2016) concluded that the influence of supervision and work discipline on employee performance affects employee performance at the Representative of the National Population and Family Planning Board of North Maluku Province.

To improve performance, employees are required to be disciplined. Discipline is an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply in the organization (Soetrisno, 2017, p. 97). Tuesday (15/10/2019) at the Bilik (OKP, 2019) (Youth Community Organization), Inspector General of the Ministry of Religion of the Republic of Indonesia Rojikin said that the application of office hours for civil servants (PNS) was solely aimed at disciplining the work of employees. Employment provisions and employee discipline have been regulated in Government Regulation (PP) Number 53 of 2010 concerning Civil Servant Discipline. Every employee must comply with all applicable regulations. Previous research conducted by Purnama (2018) partially did not have a significant effect on Work Discipline on Employee Performance. However, it is different from research conducted by Amanda (2017) that discipline has a negative and insignificant effect on employee performance. Research conducted by Kurmarawati, et al. (2017) The effect of discipline on performance shows where discipline has a negative and insignificant effect on performance.

Competence is one of the determining factors for the success of performance, both for organizations and individuals. To achieve the 2020 performance target, as informed in (mediaaceh.co, 2020) Acting Governor of Aceh Ir Nova Iriansyah said that the competence of an employee greatly affects the continuity of the employee's work. Also informed in (Kompasiana.com, 2015), competency knowledge is very helpful for Government Apparatus to find out the extent to which an employee can work optimally and contribute according to the company's wishes. Previous research conducted by Sembe, et al. (2019) that leadership, competence and compensation have a positive and significant influence on the performance of Makassar City Office employees.

The Darussalam Sub-District Office of Big Aceh Regency is an organization that is the starting place for public services to meet the administrative needs of its population. In relation to its authority, the Darussalam sub-district office, which is one of the sub-districts in Big Aceh district, must provide integrated services to the community, so that in its service the Darussalam sub-district office is required to have employees who have good and quality employee performance.

Seeing the phenomena that often occur in every organization does not appear to be as expected, so this condition can affect employee performance. In order for leadership supervision, discipline and employee competence as expected, an organization needs good leadership to motivate employees to improve performance.

Based on research from (Nazirah et al., 2019) that public services are not fully in accordance with applicable laws, where in public services it has been explained that public services are activities or a series of activities in order to fulfill service needs in accordance with statutory regulations. There are several obstacles faced in public services such as still choosing to provide services that should be in excellent service quality. The problem of public services provided by government officials is not in accordance with the excellent service quality, equality of rights, balance of rights and obligations, so that all of these become obstacles to the public services provided.

2. STUDI LITERATUR

Performance

Performance in another sense is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time (Indrasari, 2017, p. 50). According to Abdullah (2014, p. 3) Performance is work performance which is the achievement and implementation of work goals made by an institution carried out by leaders and employees.

Factors Affecting Performance

The factors that affect performance according to Prawirosenton in (Siregar, 2017, p. 11) are as follows:

1. Effectiveness and efficiency

In relation to organizational performance, the measure of good or bad performance is measured by effectiveness and efficiency.

2. Authority and Responsibility

In a good organization the authority and responsibility have been delegated properly, without any overlapping of tasks. The clarity of authority and responsibility of each person in an organization will support the performance of the employee.

3. Discipline

Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Discipline includes obedience and respect for agreements made between the company and employees

4. Initiative

Employee initiatives within the organization are the driving force for progress which will ultimately affect performance.

5. Supervision

Supervision is a process to ensure that organizational and management objectives are achieved.

6. Motivation

Motivation is a condition that encourages or causes someone to carry out an activity / action that takes place consciously where needs encourage someone to carry out a series of activities that lead to the achievement of certain goals.

Supervision

In Busro (2018, p. 141) supervision is the final function of management after the functions of planning (planning), organizing, staffing, directing related to the operational activities of the company/organization so that the entire process of implementing activities

always leads to the organizational goals that have been set. According to Handoko (2003) in (Marsaoly & Nurlaila, 2016, p. 27) supervision is an activity that is neatly arranged in meeting the implementation and targets to be achieved and there is feedback in comparing activities that occur in the field with previously set targets.

Types of Supervision

According to Holmes (1978) in (Marsaoly & Nurlaila, 2016, p. 28), the types of supervision are:

1. Basis of Monitoring Time

Based on the time of supervision can be done in the following ways:

a) Preventive monitoring

Supervision carried out before an incident occurs, including acts of fraud and errors.

b) Repressive surveillance

Supervision is carried out after the plan is executed, or supervision is measured by the achievement of work results compared to the plan.

2. Basic Object of Supervision

The object of supervision is the part that is supervised covering the following areas:

a) Objects in the financial sector, including the use of production costs. In principle, this field is related to organizational finance problems

b) Supervision of the production sector, aimed at work results

c) Supervision in the field of time, is to determine whether the use of time is in accordance with the established process

Discipline

Discipline is the attitude of a person's ability to carry out the rules and comply with all the conditions around him. Good employee discipline will greatly help the achievement of organizational goals, while poor discipline hinders organizational goals. Making a disciplinary regulation is intended so that employees can do the work in accordance with what is expected. Disciplinary regulations in private companies will not be much different from public organizations (Soetrisno, 2017, p. 97).

According to Sinungan (2014, p. 135), Discipline is the behavioral attitude of a person or group of people who always behave in carrying out all the rules/decisions that have been set. Discipline in work relationships is closely related to work motivation. Discipline can be developed through an exercise, among others, by working with respect for time, effort and cost. In Mohtar (2019, p. 47) Discipline is a person's awareness in himself and immediately corrects if an error occurs in the work environment system. Discipline is the behavior of employees in accordance with work rules and organizational procedures.

Competence

According to Nyoto (2019, p. 13) Competence is one of the determining factors for the success of performance, both for organizations and individuals. The focus of competence is behavioral attitudes that are applied from a person's personal attributes, knowledge, and skills. Meanwhile, according to (Hertanto, 2017, p. 2) Competence is the main variable that must be owned by an employee in carrying out his work, so that the existing competencies can assist employees in completing work in accordance with the targets set by the organization.

Types of Competence

Types of competence according to Spencer and Spencer (1993) in (Hertanto, 2017, p. 3), the components of individual competence, namely:

1. Intellectual Competence

Intellectual competence is the character of attitudes and behavior or individual intellectual abilities (in the form of knowledge, skills, professional understanding, contextual understanding, etc.) which are relatively stable when facing problems in the workplace.

2. Emotional Competence

Emotional competence is the character of attitudes and behavior or the ability to control oneself and understand the environment objectively and morally so that the emotional pattern is relatively stable. When facing various problems at work.

3. Social Competence

Social competence is the character of attitudes and behavior or the willingness to build nodes of cooperation with others when facing problems in the workplace.

Hypothesis

Based on the framework and research paradigm on the previous page, the researchers formulated the following hypotheses:

Ha1: there is an influence of supervision on employee performance.

Ho1: there is no influence of supervision on employee performance.

Ha2: there is an influence of discipline on employee performance.

Ho2: there is no influence of discipline on employee performance.

Ha3 : there is an influence of competence on employee performance.

Ho3: there is no influence of competence on employee performance.

Ha4 : there is a simultaneous influence of leadership supervision, discipline, and employee competence on employee performance.

Ho4: there is no influence a simultaneous influence of leadership supervision, discipline, and employee competence on employee performance.

3. RESEARCH METHOD

Research Design

The research design used in this research is quantitative. According to (Sugiyono, 2018, p. 35) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim

of testing hypotheses which has been set. This study was to examine the effect of variable X (supervision, discipline, and employee competence) on Y (employee performance).

Population

According to Sugiyono (2018, p. 80), "a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions." So the population in this study were all employees at the Darussalam District Office of Aceh Besar District as many as 30 employees.

Sample

According to Sugiyono (2018, p. 81) the sample is "part of the number and characteristics possessed by the population. So, the sample can be interpreted as a representative of the population to be studied. The sample size to be taken is from the number of samples from a population. The sampling method used in this research is saturated sampling. According to (Tarjo, 2019, p. 57) Saturated sampling is a "sampling technique where all members of the population are used as samples, the synonym of this saturated word is census". This is often done when the population is relatively small. The sample taken by the researcher was a census sample of 30 employees of the Darussalam District Office of Aceh Besar District.

Data analysis technique

According to Sugiyono (2018, p. 335), what is meant by data analysis techniques are: "The process of searching for data, systematically compiling the data obtained from interviews, field notes, and documentation, by organizing the data into categories, describing it into units, synthesizing, compiling into a pattern of choosing which ones are important and which will be learned, and make conclusions so that they are easily understood by themselves and others.

The data analysis technique in this study is a technique to determine the effect of leadership supervision, discipline, and employee competence on employee competence as the dependent variable. The data analysis technique used in this research is statistical analysis through Statistical and Multiple Linear Test approaches with using Eviews 12 for window.

Descriptive statistics

According to Sugiyono (2018, p. 206) descriptive statistics are "statistics used to analyze data by describing or describing data that has been collected without the aim of making conclusions or generalizations". According to (Ghozali, 2018, p. 19) "Statistical analysis provides a description or description of a data that can be measured by the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewed distribution. (slope)".

Classic assumption test

Classical assumption test is a test of statistical assumptions that must be met in linear regression analysis based on ordinary least squares.

Normality test

According to Purnomo (2016, p. 108) "The normality test on the regression model is used to test whether the residual value generated from the regression is normally

distributed or not. A good regression model is one that has a normally distributed residual value". According to Ghozali (2018:161) that "the normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The normality test of the data in this study was carried out using the Kolmogorov-Smirnov Normality Test." According to Santosa (2012, p. 393) the basis for making decisions is based on probability (Asymtotic Significant), namely:

- 1) If the probability > 0.05 then the distribution of the regression model is normal.
- 2) If the probability < 0.05 then the distribution of the regression model is not normal.

Heteroscedasticity Test

According to Perdana (2016, p. 49), the heteroscedasticity test is a regression model test tool to find out the variance inequality from one observation residual to another observation. If the residual variance from one observation to another observation remains, it is called Homoscedasticity and if it is different it is called Heteroscedasticity. A good regression model is the one with homoscedasticity or there is no heteroscedasticity problem.

According to Ghozali (2018, p. 137) the heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the significance value is > 0.05 , then the regression model does not occur heteroscedasticity.

Multiple linear regression

According to Sugiyono (2018, p. 277) multiple linear regression is the analysis used by the researcher, if he intends to predict how the condition (up and down) of the dependent variable (criteria), if two or more independent variables as predictor factors are manipulated (increase in value).

This data analysis model is used to determine the effect of supervision, discipline, and employee competence on employee performance. The equation model is as follows:

$$Y = + X_1 + X_2 + X_3 + \dots + e$$

Description:

Y = Employee Performance

= Constant

= Multiple Regression Coefficient

X₁ = Supervision

X₂ = Discipline

X₃ = Competence

e = Error Term

Hypothesis testing

t test

According to Ghozali (2018, p. 98) Acceptance or rejection of the hypothesis is carried out with the following criteria:

- 1) If the significant value is > 0.05 then the hypothesis is rejected (regression coefficient is not significant). This means that partially the independent variable does not have a significant effect on the dependent variable.
- 2) If the significant value < 0.05 then the hypothesis is accepted (significant regression coefficient). This means that partially the independent variable has a significant influence on the dependent variable

F Uji test

According to Ghozali (2018, p. 96), the F-test here aims to determine whether the independent (independent) variables jointly affect the dependent (dependent) variable. The procedures that can be used are as follows:

- 1) In this study, a significance level of 0.05 was used with degrees of freedom ($n - k$), where n is the number of observations and k is the number of variables.
 - 2) Decision criteria:
 - a. The model fit test is rejected if $a > 0.05$
 - b. The model fit test is accepted if $a < 0.05$
- 3.3.5.3 Coefficient of Determination Test (R^2)

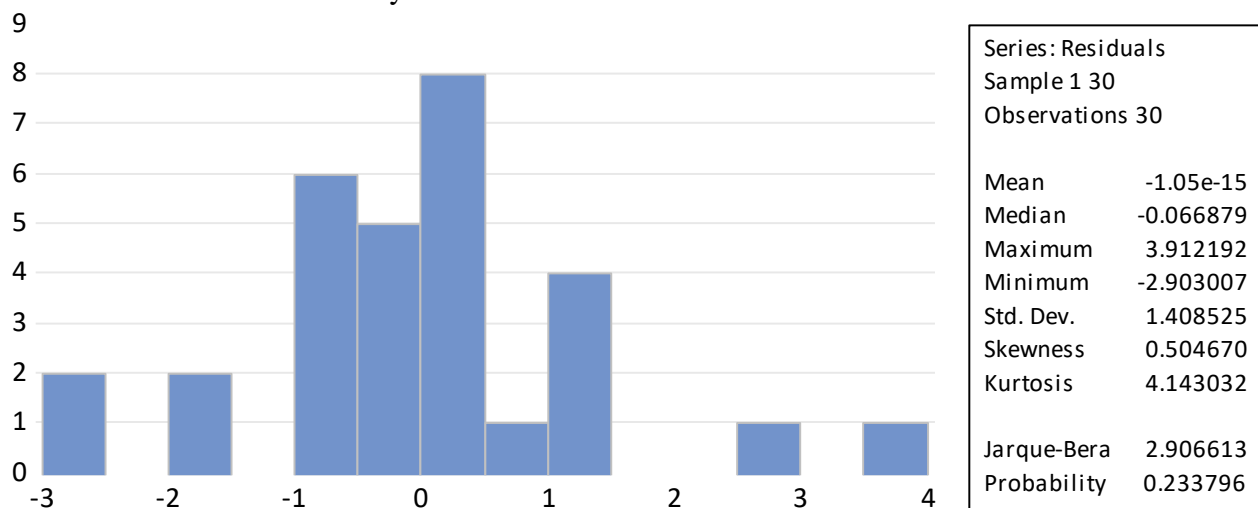
4. RESULTS AND DISCUSSION

Normality Tes

A good regression model is one that has a normally distributed residual value. The basis for making decisions is based on probability (Asymtotic Significant), namely:

1. If the probability > 0.05 then the distribution of the regression model is normal.
2. If probability < 0.05 then the distribution of the regression model is not normal.

The results of the normality test can be seen in the table below:



Picture1. Normality Tes

The value of the probability after the normality test is 0.233 or 23.3% which means it is greater than 0.05 or 5%, so this data is normal

Heteroscedasticity Test

In the regression model, there is an inequality of variance from the residuals of one observation to another observation. If the significance value is > 0.05 , then the regression model does not occur heteroscedasticity.

The results of the heteroscedasticity test can be seen in the table below:

Table 1. Heteroscedasity Tes

Heteroskedasticity Test: Glejser				
Null hypothesis: Homoskedasticity				
F-statistic	0.649902	Prob. F(3,26)		0.5901
Obs*R-squared	2.092729	Prob. Chi-Square(3)		0.5534
Scaled explained SS	2.372763	Prob. Chi-Square(3)		0.4987
Test Equation:				
Dependent Variable: ARESID				
Method: Least Squares				
Date: 12/16/21 Time: 16:00				
Sample: 1 30				
Included observations: 30				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.861209	1.792488	1.596222	0.1225
X1	-0.050416	0.043558	-1.157455	0.2576
X2	0.017024	0.062862	0.270818	0.7887
X3	-0.051733	0.137191	-0.377086	0.7092
R-squared	0.069758	Mean dependent var		1.003046
Adjusted R-squared	-0.037578	S.D. dependent var		0.971158
S.E. of regression	0.989237	Akaike info criterion		2.939800
Sum squared resid	25.44333	Schwarz criterion		3.126626
Log likelihood	-40.09700	Hannan-Quinn criter.		2.999567
F-statistic	0.649902	Durbin-Watson stat		1.573573
Prob(F-statistic)	0.590143			

The significance value of all of the variable values is above 0.05, it shows that the regression model does not occur heteroscedasticity.

Multiple linear regression

This data analysis model is used to determine the magnitude of the influence of leadership supervision, discipline, and employee competence on employee performance.

The results of the Multiple Linear Regression test can be seen in the table below:

Table 2. Results of Multiple Linear Regression

Dependent Variable: Y				
Method: Least Squares				
Date: 12/16/21 Time: 16:08				
Sample: 1 30				
Included observations: 30				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.049580	2.695460	2.244360	0.0335
X1	0.016707	0.065500	0.255069	0.8007
X2	0.081403	0.094530	0.861136	0.3970
X3	0.988582	0.206301	4.791937	0.0001
R-squared	0.685089	Mean dependent var		24.90000
Adjusted R-squared	0.648753	S.D. dependent var		2.509980
S.E. of regression	1.487568	Akaike info criterion		3.755728
Sum squared resid	57.53433	Schwarz criterion		3.942554
Log likelihood	-52.33592	Hannan-Quinn criter.		3.815496
F-statistic	18.85429	Durbin-Watson stat		1.432874
Prob(F-statistic)	0.000001			

$$Y = 6.050 + 0.017X_1 + 0.081X_2 + 0.989X_3 + e$$

Description:

Y = Employee Performance
 X_1 = Supervision
 X_2 = Discipline
 X_3 = Competence
 e = Error Term

Based on the results of the above equation, it can be explained for each variable of supervision, discipline, and competence as follows:

1. The constant a is 6.0495, this shows that if the value of the supervisory, discipline, and employee competency variables is 0 then the performance of the Darussalam Camat Office employee has a performance level of 6.0495.
2. The regression coefficient X_1 (supervision) is 0.017 with a positive value. This shows that for every 1 unit or 1 increase in the level of supervision, the performance of the Darussalam Camat Office employees will increase by 0.017 units.
3. The regression coefficient X_2 (discipline) is 0.081 with a positive value. This shows that for every increase in the level of discipline 1 unit or 1 time, the performance of the Darussalam Camat Office employees will increase by 0.081 units.
4. The regression coefficient X_3 (competence) is 0.989 with a positive value. This shows that for every 1 unit or 1 increase in competency level, the performance of the Darussalam Camat Office employees will increase by 0.989.

The effect of supervision (X_1) on employee performance

The significant value for X_1 is 0.8007 so that it is greater than the 0.05 significance level, so it can be concluded that partially supervision has no effect on the performance of the Darussalam Camat Office employees and H_a rejected. According to the supervisory theory of Handoko (2003), supervision is a systematic effort to determine implementation standards and planning objectives, designing a feedback information system with predetermined standards in achieving company goals. Because several components of Handoko's supervision in terms of designing a feedback information system (questionnaire) were answered with the opposite of expectations. This study is in accordance with the results of research conducted by Lovihan, Tewal & Taroreh (2018) and the results of this study are contrary to the results of Marsaoly & Nurlaila (2016).

The Effect of Discipline (X_2) on employee performance

with a significant value of 0.3970 and greater than the 0.05 level of significance. So it can be concluded that partially discipline has no effect on the performance of the Darussalam Camat Office employees and H_a rejected. According to the discipline theory of Mohtar (2019, p. 47) discipline is the behavior of employees in accordance with work rules and organizational procedures. If the respondent does not answer according to the real conditions or his own equivalence or his own desire, then the results of the questionnaire are good, so it is contrary to personal awareness. This study is in accordance with the results of research conducted by Amanda (2017) and the results of this study are contrary to the results of Purnama (2018).

The Effect of Competence (X_3) on employee performance

with a significant value of 0.000 which means it is smaller than the 0.05 level of significance. So it can be concluded that partially competence has an effect on the performance of the employees of the Darussalam Sub-District Office and H_a is accepted. According to the theory of competence from Pianda (2018, p. 30) Competence is the

underlying characteristic of a person related to excellent performance in the workplace or in certain situations. This study is in accordance with the results conducted by Sembe, Tamsah, & Ilyas (2019), but the results of this study contradict the results of research conducted by Lestari & Maria (2018)

Effect of Supervision (X_1), Effect of Discipline (X_2), Effect of Competence. (X_3) on Employee Performance Simultaneously.

the result of the probability value (F Statistics) 0.00001 is smaller than the significance level of 0.05 then simultaneously supervision, discipline, and competence affect the performance of the Darussalam sub-district office employee and H_a is accepted. This is supported by the theory of supervision according to Saragih (2010, p. 88) which states that supervision is the activity of managers who seek to carry out the work in accordance with the plans that have been set and or the desired results. Discipline According to Mohtar (2019, p. 47) is a personal awareness to supervise himself and immediately correct if there are deviations from work rules and work procedures. Performance theory according to Abdullah (2014, p. 3) is work performance which is the result of the implementation of a work plan made by an institution carried out by leaders and employees (HR) who work in that institution, both government and company (business) to achieve goals. organization. This study is in accordance with the results conducted by. Marsaoly, Nurlaila (2016) showing that Leadership, Competence and Compensation simultaneously affect employee performance.

5. CONCLUSION

Based on the results of research analysis and discussion of the influence of Supervision, Discipline and Employee Competence on the Performance of the Darussalam Camat Office Employees, the following conclusions can be drawn:

1. Supervision has no effect on employee performance. This is evidenced by a significant value of 0.801 which is greater than the value of $\alpha = 0.05$. This shows that partially supervision has no effect on the performance of the Darussalam Camat Office employees.
2. Discipline has no effect on employee performance. This is evidenced by the significant value of 0.397 which is greater than the value of $\alpha = 0.05$. So it can be concluded that partially discipline has no effect on the performance of the Darussalam Camat Office employees.
3. Competence affects employee performance. This is evidenced by a significant value of 0.00001 which is smaller than the value of $\alpha = 0.05$. So it can be concluded that competence partially affects the performance of the Darussalam Camat Office employees in other words H_0 is accepted and H_a is accepted.
4. Supervision, discipline, and competence affect employee performance. This is evidenced by the results of the f statistical test or f test with the variables of supervision, discipline, and competence with a significant value of $0.000 < 0.05$. So it can be concluded that the variables of supervision, discipline and competence of employees simultaneously or jointly affect employee performance.

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