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Фактори, що впливають на ефективність працівників в сфері сімейних розваг: роль мотивації як посередника

Анотація. Діяльність сімейних розважальних компаній привернула увагу дослідників під час пандемії COVID-19, оскільки сімейні розваги стали одним із головних способів зняти стрес та розв'язати нудьгу під час карантину. Співробітники є ключовим активом для таких компаній, який забезпечує їх ринкову конкуренцію, а тому від продуктивності та якості їх роботи залежить наскільки високим буде попит на розважальні послуги. Мета даного дослідження – визначити опосередкований ефект впливу мотивації у взаємозв'язку з дисципліною та компетентністю на продуктивність роботи працівників у сфері сімейних розваг. Вибірку в дослідженні склали 142 респонденти – працівники у сфері сімейних розваг у місті Джакарта (Індонезія). Збір даних здійснювався шляхом поширення анкет за 5-бальною шкалою Лайкерта. Зібрані дані були проаналізовані та інтерпретовані за допомогою часткового моделювання структурних рівнянь методом найменших квадратів (PLS-SEM). В цьому дослідженні автори виявили несуттєву позитивну асоціацію між дисципліною та працездатністю працівників та значну позитивну асоціацію між дисципліною та мотивацією. Результати проведеного аналізу свідчать, що компетентність безпосередньо впливає на мотивацію та результати діяльності співробітників. Тим часом мотивація (як змінна посередництва) має частковий опосередкований вплив, при якому дисципліна та компетентність – незалежні змінні, а ефективність працівників залежна змінна. Отримані в цьому дослідженні результати можуть бути використані для вирішення проблем із продуктивністю праці у сфері сімейних розваг. Виявлено, що компанії можуть рости і розвиватися завдяки дисципліні та компетентності, які ведуть до підвищення продуктивності працівників.

Ключові слова: компетентність, дисциплінованість, продуктивність працівників, сімейні розваги, мотивація.

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Factors Affecting Employee Performance in Family Entertainment Industry: The Mediating Role of Motivation

Abstract. Companies that organize family entertainment activities caught the attention of researchers during the COVID-19 pandemic, as family entertainment became one of the main ways to relieve stress and dispel boredom during quarantine. Employees are a key asset for these companies, which ensures their market competition, and therefore the demand for entertainment services depends on the productivity and quality of their work to some extent. The purpose of this study is to determine the mediating effects of motivation in the relationship between discipline, competence, and

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employee performance. The number of samples used is 142 respondents from family entertainment employees in Jakarta, Indonesia. Data collection was carried out by distributing questionnaires using a 5-point Likert scale. The data of the survey were analyzed and interpreted with Partial Least Squares-Structural Equation Modeling (PLS-SEM). This study finds non-significant positive associations between discipline and employee performance but a significant positive association between discipline and motivation. The result indicates that competence has a direct effect on motivation and employee performance. Meanwhile, motivation (as a mediator variable) has a partial and full mediating effect, in which discipline and competence are independent variables, and employee performance is a dependent variable. Findings from this study can be used to address productivity problems in family entertainment companies. It was revealed that companies can grow and develop through discipline and competence, which lead to increased employee performance.

Keywords: competence, discipline, employee performance, family entertainment, motivation.

Introduction

The discussion about family entertainment companies attracted attention during the COVID-19 pandemic because family entertainment companies are one of the business units that directly invite people to come to play to relieve stress or boredom while at home. Improved employee performance is very much needed to survive during this pandemic, including discipline, competence, and motivation. Family entertainment companies believe that employees are the company's key asset and competitive differentiator who has proven to bring change and innovation to the family entertainment market.

Performance is a vital and interesting part because it proves to be very important in its benefits. Therefore, efforts to improve employee performance are the most severe management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it (Noor, 2014).

Kreitner & Kinicki (2005) propose a conceptual model that explains how motivation affects behavior and performance. In achieving good performance, a person's competence or expertise is needed where the person is placed in his or her field of expertise. Good performance also requires good discipline that can create motivation for individuals or teams to achieve company goals. This matter cannot be separated from teamwork by maximizing work discipline and utilizing competencies to motivate teamwork to realize performance.

In this study, we are interested in examining one of the largest family entertainment companies in Indonesia. This study examines the role of discipline and competence on employee performance.

Literature Review

Job Performance

Lawler III & Porter (1967) define performance as a function of a person or individual's ability, skill, and effort in a situation. Then Campbell et al. (1990) define performance as the behavior or actions of a person relevant to organizational goals. Then Borman & Motowidlo (1997) distinguish task performance related to the progress of work results and contextual performance related to how someone understands his work contextually.

The dimensions of employee performance, according to Prawirosentono (2008), are as follows: (1) effectiveness and efficiency; (2) authorities and responsibilities; (3) discipline; and (4) initiative.

According to Robbins (2006), the dimensions for measuring employee performance are (1) quality, (2) quantity, (3) punctuality, (4) effectiveness, (5) independence, and (6) work commitment.

According to Mondy & Noe (2008), performance appraisal is a formal system for assessing and evaluating the performance of an individual or team tasks, in line with the opinion of Mangkuprawira & others (2003), explains about performance appraisal, namely the process carried out in assessing one's work performance. In general, the performance appraisal aims very well, namely to improve employee performance.

Therefore, it can be concluded that performance is work results, both quality, and quantity achieved at a certain time unit in carrying out their obligations in work which is the responsibility given to a person.

Motivation

According to Hasibuan (2014), motivation comes from the Latin word "movere", which means encouragement or the provision of a driving force that creates the enthusiasm of a person's work so that they want to work together, work effectively, and integrate with all power and efforts to achieve satisfaction.

The motivational approach in this study is based on the assumption that everyone tends to develop specific motivational patterns due to the existing environment. This pattern is an individual's attitude towards how he looks at work and how to live his life. Motivation theory is essentially about why and how people engage in certain work behaviors, and this theory has been developed over time (Maslow & Frager, 1987). The researcher raised content theory as a primary motivation theory that explains what motivates employees at work.

According to Wibowo (2011), the dimensions and indicators of motivation are as follows: (1) need for achievement, (2) need to expand the association, (3) need to master a job. Based on the opinion of the motivational experts above, it can be concluded that motivation is an attitude that encourages a person's behavior to perform a particular action or action optimally to achieve the organization's goal.

Discipline

Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization; organizations use disciplinary action to provide sanctions for violations of work rules or expectations. Discipline comes from the Latin word "disciplina", which means training or education of decency, spirituality, and

character development. So discipline is concerned with developing a proper attitude towards work. While complaints are used by employees who feel their rights have been violated by the organization. In other words, work discipline on employees is needed because the organization's goal will be difficult to achieve if there is no work discipline.

Siagian (2014) states that work discipline is a management action to encourage organizational members to meet the demands of various provisions. Work discipline is attitudes, behavior, and actions following administrative regulations, both written and unwritten. Work discipline is a significant part of variable in the development of human resources.

According to Sutrisno (2009), work discipline is divided into four dimensions, including (1) obey the rules of time, which means judging from the hours of work, home hours, and hours of rest on time following the rules that apply in the company, (2) comply with company regulations, which means basic rules about how to dress, and behave at work, (3) obey the rules of conduct at work, which means shown by ways of doing jobs following the position, duties, and responsibilities as well as how to relate to other work units, and (4) obey other regulations, which means rules about what employees can and cannot do in the company.

From the definition and indicators of work discipline above, we can conclude that discipline includes obedience and respect for agreements made between employees and the rules that have been set. Discipline is also closely related to the sanctions that need to be imposed on those who violate. The dimensions of work discipline include obedience to the rules of time, company regulations, behavior at work, and other regulations.

Competence

Rampersad (2012) defines competence as a collection of knowledge, experience, skills, values, norms, and behaviors needed to complete work and are the basis for achieving personal success and well-being. In this context, competence or human capital is seen as a combination of knowledge, skills, innovation, and individual abilities of organizational members that can be used for more professional services.

According to Hutapea & Nurianna Thoha (2008), the dimensions of work competence are knowledge related to work, which includes knowing and understanding

knowledge in their respective fields regarding their duties and responsibilities at work. Knowledge of new regulations, procedures, techniques in the company, and knowing how to use the right and correct information, equipment, and tactics, individual skills include communicating well in writing and communicating-finally, work attitude, namely the ability to be creative at work.

Therefore, competence is the ability and characteristic that includes knowledge, skills, and behavioral attitudes that underlie a person's efforts to achieve good performance in his work. Dimensions of work competence include knowledge, skills, and work attitudes.

Research hypothesis

Previous research found that employee work discipline had a positive and significant effect on employee performance (Hartato & Aisyah, 2016; Supriadi et al., 2018). Based on these studies, it can be concluded that it is suspected that there is a direct influence between competence and employee performance. Previous research on the effect of work discipline on work motivation was carried out by Agustin (2018), stating that there is a strong correlation between work discipline and work motivation.

Many experts and researchers have put forward previous research on the importance of competence to work motivation that competence was influenced by work motivation (Ngatemin, 2012). Supriadi et al. (2018) conducted a study on non-managerial staff working in the Defense Industry Group domiciled in West Java Province, Indonesia, proving that work motivation affects employee performance.

Supriadi et al. (2018) proving that competence has a significant effect on employee work motivation. Prawirosentono (2008) proving that there is a significant positive effect of motivational variables on employee performance. Rahman, Lely & Soleh (2014) found that work motivation has a positive and significant effect on performance.

Wardhana & Chaerudin (2014) proves a relationship between work discipline and employee performance through work motivation. Gunawan (2015) shows that work motivation mediates the relationship between competence and employee performance. Based on previous studies, researchers can develop research hypotheses described with the research framework in Figure 1.

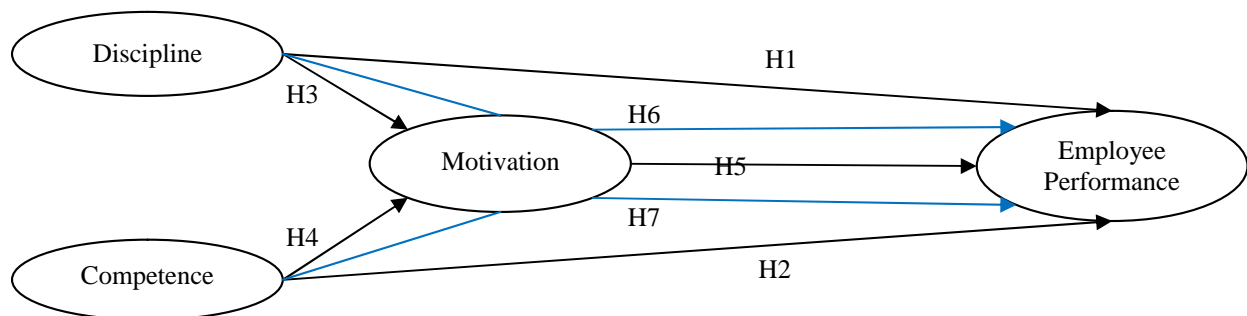


Figure 1. Research Conceptual Framework

Research Methodology

This study uses a quantitative approach conducted at a family entertainment company known as TIMEZONE. The sampling technique used is non-probability sampling. Data collected from a questionnaire with the number of respondents who participated in this case research on all employees amounted to 142 employees. PLS-SEM analysis was used to test the hypothesis in this study, namely the WapPLS software version 7.0.

The measurement of the variables comes from previous research, adjusted for the research aim. Employee performance measurement consists of 5 dimensions that adapt from Prawirosentono (2008). The measurement of motivation consists of 4 dimensions that adjust measurement developed by Wibowo (2011). Measurement discipline consists of 4 dimensions that adapt the measurements developed by Sutrisno (2009). Measurement of competence consists of 3 dimensions that adapt the measurements developed by Sutrisno (2009).

Results*Respondent characteristics*

Respondents are employees of family entertainment. Respondents were 142 people with various backgrounds, including gender, age, last education, years of service, and service position. The number of respondents was 72 women and 70 men. The highest percentage of education, bachelor's degree is 70 people with 49.3%. The highest percentage of respondents in the age category is 64 people aged 26-35 years, with 44.40%. The highest percentage of working years is 64 people with years of service of 1-5 years, with 45.1%.

Measurement model

Based on the first-order confirmatory factor analysis results, all items forming the dimensional construct are valid with the resulting loading factor value > 0.7 . Only a few indicators have a loading factor value > 0.6 , which is still acceptable for exploratory research. Furthermore, the AVE value for each dimensional construct produced is excellent, namely > 0.5 , so it has met the criteria for convergent validity. Likewise, the composite reliability value generated by each dimensional construct is also excellent, namely > 0.7 , to meet internal consistency reliability.

Table 1

Second-Order Confirmatory Factor Analysis

Dimensions	Loading Factor	Variables	CR	α	AVE	$\sqrt{\text{AVE}}$
Effectiveness and efficiency	0.692					
Responsibility	0.927	Employee performance	0.923	0.894	0.708	0.842
Initiative	0.914					
Quality	0.794					
Quantity	0.859					
Obey the rules of time	0.800					
Comply with company regulations	0.889	Discipline	0.911	0.872	0.749	0.865
Obey the rules of conduct at work	0.836					
Obey other regulations	0.864					
Knowledge	0.865	Competence	0.909	0.849	0.768	0.876
Skills	0.878					
Work attitude	0.887					
Achievement needs	0.904	Motivation	0.922	0.887	0.719	0.848
The need to expand relationships	0.842					
Need to master the job	0.903					
Security needs	0.809					

Based on the results of the second-order confirmatory factor analysis above, it can be seen that the dimensions forming all latent constructs are valid, with the resulting loading factor value being > 0.7 . Only one dimension has a loading factor value > 0.6 , which is still acceptable for exploratory research. Furthermore, the AVE value for each latent construct is also excellent (> 0.5), meaning

that it has met the criteria of convergent validity. Likewise, the Composite Reliability (CR) value is between 0.909 – 0.923, and the Cronbach's Alpha (α) value is between 0.849 – 0.894, meaning that the reliability value produced by each latent construct is also excellent, namely > 0.7 so that it meets the internal consistency reliability.

Evaluation of the Structural Model

Table 2

Fit index	Value	Model Fit Indices
		Significance or acceptance level
APC	0.351	$P < 0.001$
ARS	0.686	$P < 0.001$
AFVIF	3.640	Acceptable if ≤ 5 , ideally ≤ 3.3
GoF	0.711	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

APC was found to be statistically significant ($P < 0.001$), as was ARS ($P < 0.001$). AFVIF was found with a result of 3.640, which means it is below the threshold value of 5, indicating no wide collinearity in the model. The resulting GoF is at 0.711 above 0.360, which means a large fit. Overall, this fits the index suggesting good model-data congruence, when considered together,

and gives us confidence that the results of hypothesis testing are not significantly distorted by model misspecification bias. The summary of the structural model evaluation above shows that the model is excellent because it has fulfilled all the Rule of Thumb criteria recommended by experts and can be used for further analysis.

Reporting the results of the PLS analysis

The existence or lack of support for the hypothesis is summarized in Table 3.

Table 3

Output Path Coefficients, T values, and P values					
Hypothesis	Path	t-value	P-value	Remarks	
H1	Discipline " Employee Performance	1.586	0.057	Rejected	
H2	Competence " Employee Performance	3.089	< 0.001	Accepted	
H3	Discipline " Motivation	5.128	< 0.001	Accepted	
H4	Competence " Motivation	10.731	< 0.001	Accepted	
H5	Motivation " Employee Performance	3.228	< 0.001	Accepted	
H6	Discipline " Motivation " Employee Performance	2.444	< 0.007	Accepted	
H7	Competence " Motivation " Employee Performance	3.209	< 0.001	Accepted	

It can be concluded that there is no effect of work discipline on employee performance with a t-value of 1.586. Competence has a positive effect on employee performance with a t-value of 3.089. Motivation has a positive effect on employee performance, with a t-value of 3.228. Discipline has a positive effect on motivation, with a t-value of 5.128. Meanwhile, competence has a positive effect on motivation with a t-value of 10.731. While the indirect effect of the analysis results shows that work discipline has a positive influence on employee performance through work motivation of 0.110 ($P < 0.007$), competence has a positive influence on employee performance through work motivation of 0.215 ($P < 0.001$).

Discussion

The first hypothesis predicts the effect of Work Discipline on employee performance. This finding can be said that the hypothesis is rejected. It is rejected because of a lack of obedience to agency regulations, such as not asking for permission if we do not come to work and being late for work. The resulting study confirms previous studies conducted by (Sardjana, 2019), researching employees, proving that Work Discipline has no significant effect on employee performance. The level of employee discipline is good enough, but the enforcement of discipline must be improved. This matter is related to the enforcement of institutional rules and the absence of appropriate punishment for the perpetrators.

Furthermore, Kurniawan, Harry (2019) found that work discipline has no significant effect on the performance of the employees.

The second hypothesis predicts the effect of competence on employee performance. The highest dimension, namely knowledge, shows that employees know using computer equipment and others, with adequate knowledge, company targets can be achieved. This study confirms previous studies conducted by Manik et al. (2017) that there was a positive influence between individual competence and employee performance. The results of this study are also in line with the conclusions of research conducted by Supriadi et al. (2018), who researched employees, which proved through the results of their study that competence has a significant effect on employee performance.

The third hypothesis predicts the effect of work discipline on work motivation. Work discipline had a positive and significant effect on work motivation. This study confirms previous studies conducted by Agustin (2018) that there is a strong correlation between work discipline and work motivation. Furthermore, the results of previous research studies conducted by Istiqomah and Suhartini (2015) showed a strong correlation between work discipline and work motivation.

The fourth hypothesis predicts the effect of competence on work motivation. Competence had a positive and significant effect on work motivation. This study confirms previous studies conducted by Ngatemin

(2012), who prove that competence influences work motivation. Furthermore, Supriadi et al. (2018) also proved that competence significantly affected employee work motivation. This research is also in line with the empirical study conducted by Rahman, Lely and Soleh (2014) that competence has a positive and significant effect on work motivation.

The fifth hypothesis predicts the effect of work motivation on employee performance. Work motivation had a positive and significant effect on employee performance. Motivation is an important consideration because effectiveness often requires a high level of ability and motivation (Colquitt et al., 2014). The results of this study strengthen the results of previous research conducted by Hersona & Sidharta (2017) in their research on proving that there is an influence of motivation on employee performance. Prawirosentono (2008) conducted a study on employees, proving a significant positive effect of motivational variables on employee performance.

The sixth hypothesis predicts the effect of work discipline and employee performance through work motivation. The result is significant. This study confirms previous studies conducted by Wardhana & Chaerudin (2014) researching the influence of leadership and work discipline on lecturer performance with motivation as a mediating variable. Kurniawan, Harry (2019) prove that there is a relationship between work discipline and employee performance through work motivation.

Finally, the seventh hypothesis predicts the effect of competence and employee performance through work motivation. This result is significant. This study confirms previous studies conducted by Gunawan (2015), who conducted a study on the role of work motivation variables as mediating variables on the relationship between competence and employee performance. The results of the analysis show that work motivation mediates the relationship between competence and employee performance.

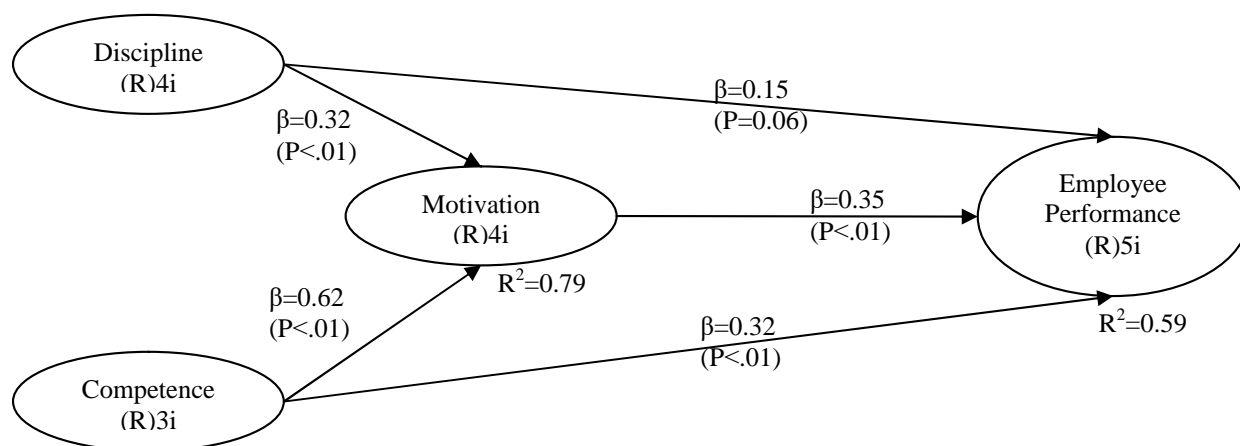


Figure 2. Structural Model Results

Conclusions

Organizations can grow and develop because of the discipline and competence that can trigger human resources' morale so that employee performance increases. Although the level of discipline is quite good, it is necessary to understand the meaning of discipline, especially in enforcing institutional rules and imposing appropriate punishments for violators, likewise with the increase in employee competence in line with organizational changes and increased technology implementation. We need to realize that competence is beneficial and key to doing work according to established procedures.

Some employees think that they are not responsive and diligent enough in the work given by the leadership. Some employees still complain about inadequate work equipment. As a solution, organizations can provide training according to the training needs analysis and provide incentives based on the performance achieved, performance allowances, etc.

This study still has limitations from various aspects, as well as differences in research subjects. Further research is suggested to examine other factors related to performance, such as work stress and workload. The number of respondents must also be done to generalize the research results to be better.

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