



INTERNATIONAL JOURNAL OF
ENTREPRENEURSHIP AND
MANAGEMENT PRACTICES
(IJEMP)

www.ijemp.com



**THE INFLUENCE OF WORK DISCIPLINE, REWARDS, AND
EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE:
A STUDY AT THE DEPARTMENT OF POPULATION AND
CIVIL REGISTRATION OF EAST LUWU REGENCY**

Susanto^{1*}, Muh Yusuf Kamaruddin², Andi Nadirah³, Junaidi⁴

¹ Department of Account, Muhammadiyah University of Palopo, Palopo City
Email: shanto.andho@gmail.com

² Department of Account, Muhammadiyah University of Palopo, Palopo City
Email: myusuf@umpalopo.ac.id

³ Department of Account, Muhammadiyah University of Palopo, Palopo City
Email: andinadirahmachmud@gmail.com

⁴ Department of Account, Muhammadiyah University of Palopo, Palopo City
Email: Junaidi@umpalopo.ac.id

* Corresponding Author

Article Info:

Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 28.11.2024

To cite this document:

Susanto, S., Kamaruddin, M. Y., Nadirah, A., & Junaidi, J. (2024). The Influence Of Work Discipline, Rewards, And Employee Competency On Employee Performance: A Study At The Population And Civil Registration Office Of Luwu Timur Regency. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 162-175.

DOI: 10.35631/IJEMP.727013.

Abstract:

To determine whether work discipline, employee competence, and rewards have a positive and significant impact on employee performance at the Population and Civil Registration Office of Luwu Regency. The population of this study consists of all employees at the Population and Civil Registration Office of East Luwu Regency, totaling 73 people. The sample consists of 73 respondents, and data collection was done using questionnaires. The questionnaire contained a series of written statements to gather information from respondents, and hypothesis testing was conducted using variance-based Structural Equation Modeling (VB-SEM) analysis. The results of this study show that of the three variables affecting employee performance, two of them—work discipline and rewards—have a positive and significant impact on employee performance, while the variable of employee competence does not significantly affect employee performance.

Keywords:

Work Discipline, Recognition or Award, Competence, Employee Performance



Introduction

Along with the advancement of science and technology and the increasingly competitive environment, service as a process of fulfilling needs through the direct activity of others is a concept that remains relevant across various institutions. This applies not only to business organizations but has also expanded to governmental organizations.

The advancement of science and technology in all countries is heavily influenced by the development of Human Resources (HR). Currently, HR plays a crucial role within an organization and is prioritized in the managerial aspects of organizational management. Therefore, HR is a dominant factor in all fields. According to Sutrisno (2020), Human Resources are essential resources needed by an organization. This is because HR is actively involved in the operation of an organization and decision-making processes.

Human Resource Management (HRM) plays a significant role in determining the life of an organization. In Indonesia, organizations are categorized into two types: government institutions and private entities. Government institutions, according to Law Number 5 of 2014 Article 1, Paragraph 15 on State Civil Apparatus, are described as “central and regional agencies.” One such regional agency is the Population and Civil Registration Office (Disdukcapil) of East Luwu Regency, which is an institution established by the government with the task of organizing the registration, issuance, storage, and maintenance of personal civil data such as births, marriages, deaths, acknowledgments, and others.

The activities within an organization need to involve the HR elements present because control elements are within HR. HR is the most determining factor for the success or failure of an organization in carrying out various activities aimed at achieving organizational goals. High employee performance will impact high organizational performance, as stated in Suryandari’s (2020) research.

The implementation of population administration in autonomous regions, specifically in East Luwu Regency, regarding population and civil registration administration is carried out by Disdukcapil of East Luwu Regency in accordance with the Ministry of Home Affairs Regulation Number 120 of 2017 about the technical implementation units for population and civil registration of East Luwu Regency. Thus, the capability of the government through the administrative institution at the regency level needs to be improved in performing its duties.

Based on the aforementioned factors, this study uses four (4) factors, which are: employee competence including individual capability sub-factors, work discipline including organizational adherence to rules sub-factors, recognition including organizational reward sub-factors, and employee motivation including psychological motivation sub-factors.

Literature Review

Definition of Work Discipline

Etymologically, the term "discipline" comes from the English word "disciple," which means a follower or adherent to teachings, training, and so forth. The discussion of employee discipline in human resource management stems from the view that no one is perfect and free from faults or errors. Therefore, every organization needs to have various rules that its members must adhere to and standards that must be met.

Discipline is a condition that motivates or encourages employees to perform activities according to established rules or norms. It indicates that work discipline is a form of respect towards the organization and adherence to its rules, as well as a willingness to accept punishment if rules are violated (Hakim et al., 2021).

According to another viewpoint, Hidayat (2021) states that discipline is a method to cultivate awareness among workers in carrying out their responsibilities, which emerges through a process. Without good discipline, it is difficult for an organization to achieve optimal results. Discipline involves awareness and willingness to comply with all company regulations and social norms. The Kamus Besar Bahasa Indonesia (2002:268) defines discipline as the compliance with rules or orders established by the organization. Additionally, discipline is a process used to address performance issues, involving managers in identifying and communicating performance problems to employees.

Thalib et al. (2024) suggest that discipline is a tool used by managers to communicate with employees to encourage them to change behavior and as an effort to enhance awareness and willingness to adhere to company regulations. Meanwhile, Anoraga (as cited in Dewiyani, 2023) notes that "discipline has a very close relationship with motivation, as working to value time and cost will have a positive effect on employee productivity." This translates freely to the idea that discipline is closely related to motivation, as working to appreciate time and cost will positively impact employee productivity.

From the various definitions of discipline above, it can be concluded that employee discipline is the behavior of individuals that aligns with the organization's rules and procedures, whether written or unwritten.

Definition of Rural Tourism

Awards

Organizations use various forms of rewards to attract and retain people, as well as to motivate them to achieve their personal and organizational goals (Safira, 2024). The method and timing of awarding these rewards are crucial because improper distribution can result in unsatisfactory outcomes for the organization. The primary objectives of awarding rewards are to attract qualified individuals to join the organization, retain employees, and motivate them to achieve higher work performance.

According to the Kamus Besar Bahasa Indonesia (KBBI), rewards are defined as a form of respect given to someone in the form of a token or similar gesture. Wibowo (2016:306) defines rewards as recognition for job performance given by managers, with workers receiving wages

or salaries as a result. To enhance performance, managers provide incentives for workers who exceed performance standards.

Abraham Maslow's theory, as discussed by Suparyadi (2015:419), identifies rewards as one of the needs in Maslow's hierarchy of needs, represented as a series of steps including physiological needs, safety and security, social needs, esteem needs, and self-actualization. According to Maslow (Irawan et al., 2020), esteem needs involve gaining recognition from others through performance awards, promotions, and respect for one's achievements. Kreitner and Kinicki (2010) explain that one of the desired outcomes of a reward system is to motivate employees. Employee rewards should be designed to encourage employees to work better.

From these various definitions, it can be concluded that rewards are offerings given to individuals or employees as a form of respect or acknowledgment for their good performance, meeting expectations, and achieving the desired results.

Employee Competence

Etymologically, competence is understood as a dimension of behavior, skills, or excellence of a leader or staff who possesses good skills, knowledge, and behavior. This aligns with Eksan (2020), who states that competence is the ability to perform or work according to one's position in a specific field. In an organization, human presence plays a very crucial role because the success of an organization is greatly influenced by the quality of its employees. Every organization is created to achieve certain goals, and when these goals are achieved, it can be considered successful. To achieve success, a strong foundation in the form of employee competence is necessary (Liana, 2020).

Arief and Nisak (2020) define competence as: "Characteristics based on individual work efficiency related to basic characteristics in a cause-and-effect relationship with the criteria used as reference. Viewed in terms of competence level, the impact of human resource competence on work productivity has practical implications in human resource planning, as seen from the depiction that knowledge and skills competence are more apparent and relatively surface-level traits of employees."

According to Government Regulation No. 101 of 2000, competence is the ability and characteristics possessed by a civil servant, including knowledge, attitudes, and behaviors required in their duties and positions (Article 3). Competence is an individual characteristic that underlies performance or behavior in the workplace. Spencer, as cited in Amin (2015), reveals that competence and performance are closely and significantly relevant; employees should have competence aligned with their job tasks to enhance their performance. From these various perspectives, it can be concluded that competence is the ability to carry out tasks or work, based on knowledge, skills, and supported by attitudes that characterize an individual.

Employee Performance

Performance is a term derived from "job performance" or "actual performance" (work achievements or the actual accomplishments of an individual). Performance is a measure to determine the success of an organization or its ability to achieve its goals. In relation to performance, there are two important concepts that need to be understood: performance management systems and performance appraisal. Performance refers to the results of work achieved by an individual based on job requirements. A quality employee is one whose

performance meets the targets or goals set by the organization. If the work results meet job standards, the employee's performance can be considered satisfactory or very good; conversely, if the results are below job standards, the performance is deemed poor or unsatisfactory.

According to Pranata (2020), performance is the outcome that can be achieved by an individual or a group within an organization according to their authority and responsibilities to achieve the organization's goals in a legitimate, lawful, and ethical manner. Meanwhile, Mangkunegara (2018), cited in Liana (2020), defines employee performance as the quality and quantity of work achieved by an employee in performing their duties according to the responsibilities assigned to them. Almaududi et al. (2021) define performance as the result achieved by an individual in carrying out tasks based on competence, experience, dedication, and time according to pre-established standards and criteria.

Another perspective on performance, provided by Kurnia & Sitorus (2022), is that employee performance encompasses the overall capability of an individual to work optimally to achieve work goals with minimal sacrifice compared to the results achieved. Similarly, Setyorini et al. (2021) state that "performance is the record of outcomes produced from the functions of a specific employee or activities carried out during a certain period." Overall performance for a position is the sum (average) of the performance of the employee functions or activities conducted. Based on the various definitions of performance, it can be concluded that performance refers to the work results, both in terms of quantity and quality, achieved by employees within a given period.

Conceptual Framework

The implementation of high work discipline will impact employee performance positively, meaning that if work discipline is well-executed, performance will improve; conversely, if work discipline is poor, employee performance tends to decline. Rewards given by leadership to employees are aimed at enhancing their motivation. By providing appropriate and adequate rewards based on the work done, it is expected that employees will be more diligent and maintain harmony and alignment between individual needs and organizational goals. This is supported by Wibowo (2014:331), who states, "Employees will be more motivated if they believe their performance will be recognized and appreciated."

This research aligns with Spencer (1993) as cited in Amin (2015), which reveals that there is a strong and significant relevance between competence and performance. Employees should have competencies aligned with their job tasks to improve their performance.

Based on the above explanation, the conceptual framework in this study can be illustrated as follows:

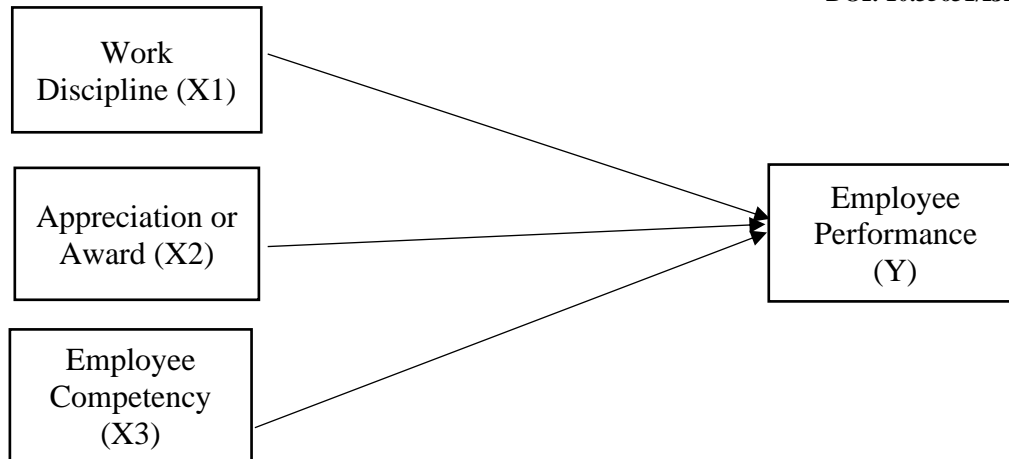


Figure 1

Rural Tourism

Research Hypothesis

A hypothesis is a preliminary or tentative guess or answer that still needs to be proven true (Sugiyono, 2015:64). It is based on theoretical foundations and conceptual frameworks.

Research Methods

Research Type

This research is quantitative in nature, involving the collection and measurement of data in numerical form which is then analyzed statistically. The research design employed is a hypothesis testing study aimed at analyzing, describing, and obtaining empirical evidence of the patterns of influence among variables (Rahmayanti et al., 2021). Quantitative research is based on the philosophy of positivism and is used to study specific populations or samples. Sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative or statistical, with the goal of testing the established hypotheses (Sugiyono, 2017:8).

Research Location

This research is conducted at the Population and Civil Registration Office of East Luwu Regency, located at Jalan Soekarno Hatta, East Luwu Regency, 92981. The research is carried out from July 2024 until completion.

Population and Sample

The population refers to the general area consisting of objects or subjects with certain qualities and characteristics defined by the researcher for drawing conclusions (Asrulla et al., 2023). In this research, the population comprises civil servants at the Disdukcapil (Population and Civil Registration Office) of East Luwu Regency, totaling 73 employees.

Sample

According to Asrulla et al. (2023), a sample is a part or representative of the population being studied. Sanusi (2011:87) states that a sample is a subset of elements from the population that is selected. The sampling technique used in this study is saturated sampling. This study adopts

a population approach, meaning the sample is the population itself, and since the total number of employees is less than 100 (18 employees), the entire population is used as the sample. Cohen et al. (2007:101) suggests that larger samples from a population are better, but there is a minimum sample size that should be taken, which is 30. Arikunto (2006:112) states that if the number of subjects is less than 100, it is better to include all subjects so that the research represents the population. However, if the number of subjects is large, between 10-15% or 15-25% or more can be sampled.

Data Collection Methods

Data collection methods refer to the techniques used to gather research data (Arikunto, 2013). For this study, both primary and secondary quantitative data were used. The data collection methods employed in this research include:

Questionnaires

This study uses questionnaires as a data collection method. The questionnaire consists of a series of written statements to obtain information from respondents. According to Trianto (2016), a questionnaire is a data collection tool in the form of systematically organized written statements, including multiple-choice questions or essay questions, provided directly to respondents to gather information related to their responses to the variables being studied.

The questionnaire used in this study is a closed-ended questionnaire, where the statements provided have alternative answers, and respondents select from the available options. The study uses a Likert scale for the response alternatives, which measures attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. Respondents simply mark (√) the answer that corresponds to their situation. The Likert scale used in this research includes five response options for each statement that respondents need to complete.

According to Ghazali (2011:47), the Likert scale is considered an interval scale because "strongly agree" has a higher level or preference than "agree," and "agree" is higher than "neutral." Each of the five alternative responses provided is assigned a weighted value (score) as follows:

Table 1: Likert Scale Measurement

No.	Respondent's Answer	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

Documentation

According to Arikunto (2010:201), documentation involves research by investigating written materials such as books, magazines, documents, regulations, meeting minutes, diaries, and so forth. The documentation method is used in this research to collect data on the identities of employees at the Disdukcapil (Civil Registration and Population Agency) of East Luwu Regency. In this context, the researcher obtained data in the form of a list of employees' names,

attendance records for the last 6 months, and additional income data (TPP) from the Head of the General Affairs and Personnel Subdivision at Disdukcapil of East Luwu Regency.

Data Analysis Techniques

The data obtained from the questionnaire responses will be analyzed using formulas appropriate to the research approach. The researcher conducts data analysis tests using the SEM (Structural Equation Modeling) program. The data analysis techniques used in this study are as follows:

Results And Discussion

Validity and Reliability Test of the SEM Model

The analysis conducted to determine the effects among variables in this study uses variance-based Structural Equation Modeling (VB-SEM) with the aid of SmartPLS 3.3 software. Before the SEM model is used to estimate the analyzed variables, it is first necessary to evaluate the validity and reliability of the SEM model produced.

The validity test used to assess the level of validity of the VB-SEM model in this study is convergent validity. There are two ways to determine the validity of an SEM model using convergent validity techniques: by examining the outer loading values (factor loadings) and the Average Variance Extracted (AVE) values.

The required factor loading value is >0.7 . In the validity test conducted, it was found that all indicators had values >0.7 . The SEM model that has been declared valid is presented in Figure 1 and Table 1.

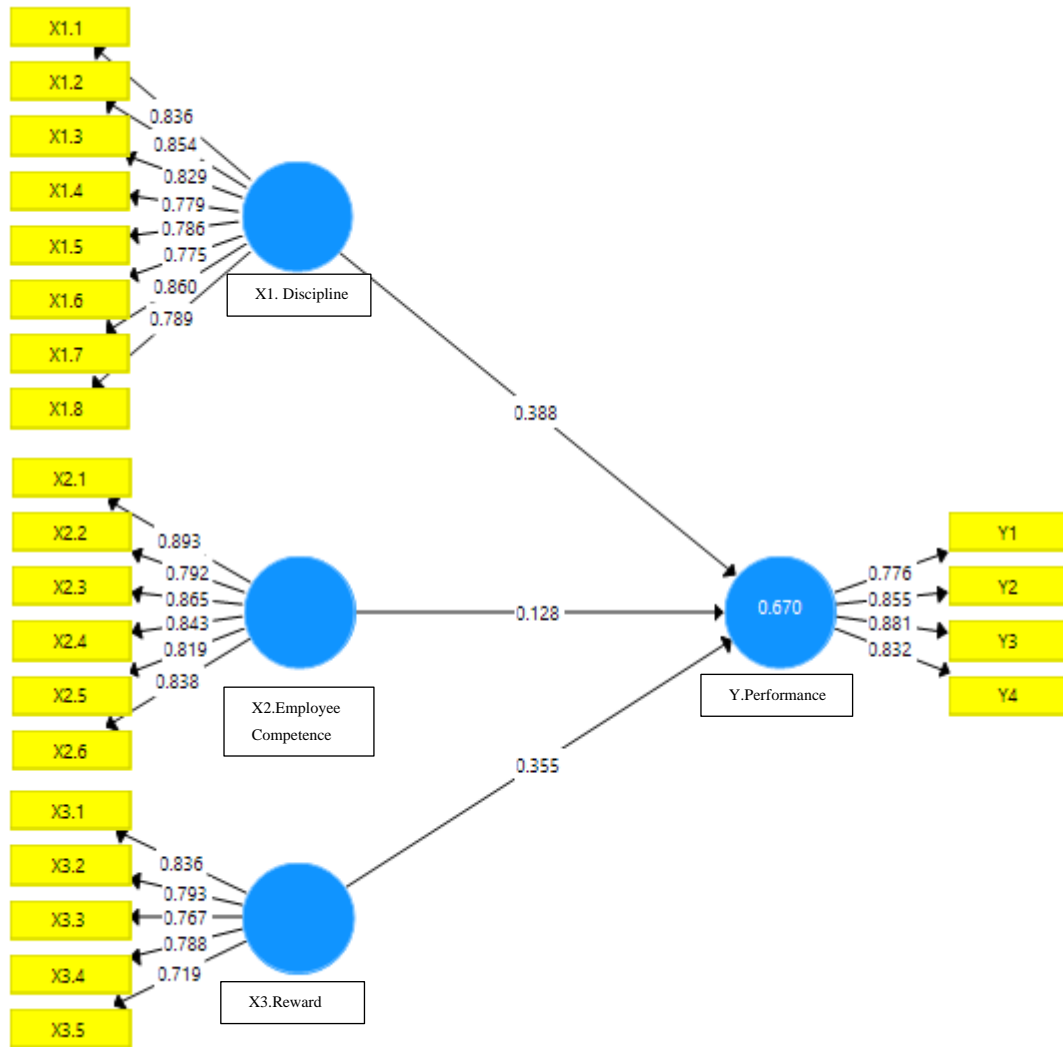


Figure 2. Outer model PLS-SEM

Table 2. Validity and Reliability of the PLS-SEM Model

Variable	Indicator	Loading factor	Cut off Value	AVE	Validity	Cronbach's Alpha	CR	Reliability
X1	X1.1	0.836	0.7	0.663	Valid	0.927	0.940	Reliable
	X1.2	0.854	0.7		Valid			
	X1.3	0.829	0.7		Valid			
	X1.4	0.779	0.7		Valid			
	X1.5	0.786	0.7		Valid			
	X1.6	0.775	0.7		Valid			
	X1.7	0.860	0.7		Valid			
	X1.8	0.789	0.7		Valid			
X2	X2.1	0.893	0.7	0.710	Valid	0.918	0.936	Reliable
	X2.2	0.792	0.7		Valid			
	X2.3	0.865	0.7		Valid			
	X2.4	0.843	0.7		Valid			
	X2.5	0.819	0.7		Valid			
	X2.6	0.838	0.7		Valid			
X3	X3.1	0.836	0.7	0.611	Valid	0.841	0.887	Reliable

	X3.2	0.793	0.7		Valid			
	X3.3	0.767	0.7		Valid			
	X3.4	0.788	0.7		Valid			
	X3.5	0.719	0.7					
Y	Y1	0.776	0.7	0.700	Valid	0.857	0.903	Reliable
	Y2	0.855	0.7		Valid			
	Y3	0.881	0.7		Valid			
	Y4	0.832	0.7		Valid			

The validity of the SEM model is measured based on the Average Variance Extracted (AVE) value, which should be >0.5 . According to Table 1, the AVE values for all observed variables in this study are >0.5 , indicating that all variables are valid and can be used to test the SEM model.

Reliability measures the consistency of indicators in measuring their variables. The values used to determine the reliability of the SEM model are Composite Reliability (CR) and Cronbach's Alpha. This type of reliability assessment is used to determine the internal consistency of the variable indicators. The standard value for Cronbach's Alpha for a variable to be considered reliable is >0.6 , while the standard value for Composite Reliability is >0.7 . Therefore, based on Table 1, it can be seen that all variables have Cronbach's Alpha values >0.6 and Composite Reliability values >0.7 , indicating that the analyzed SEM model is reliable.

Analysis of Variable Effects and Hypothesis

Testing SEM analysis aims to test the magnitude of the influence of independent variables on dependent variables. The SEM model showing the effects between variables is displayed in the figure below.

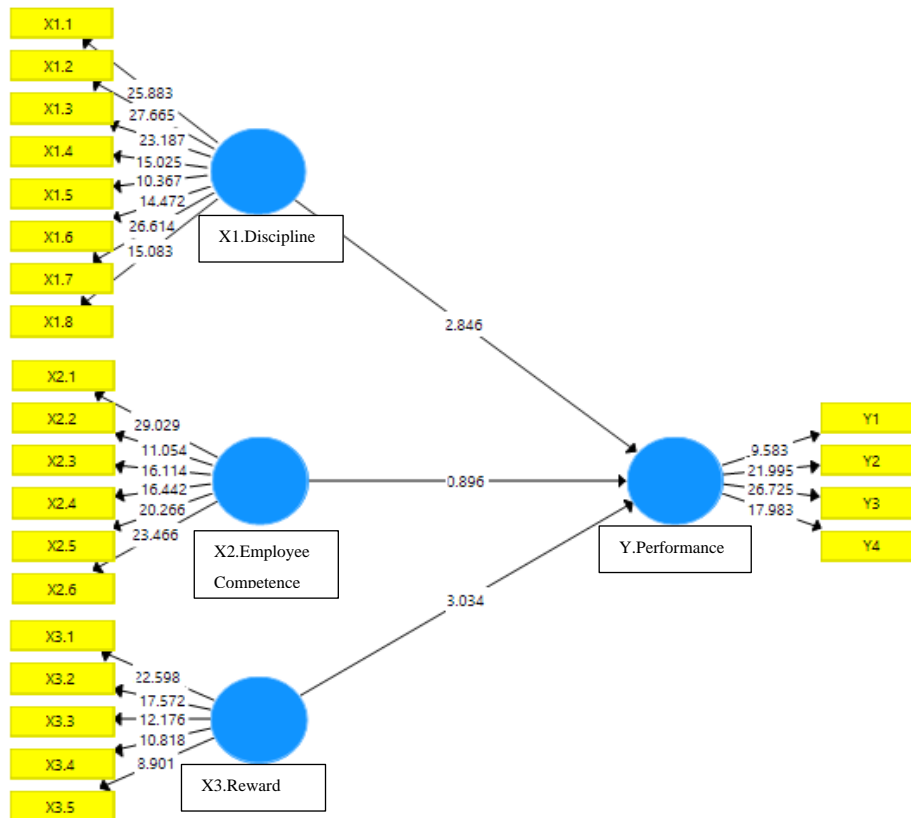


Figure 3. Influence Among Variables

The analysis of the effects of variables examined in this study includes the influence of discipline, employee competence, and rewards on employee performance. The magnitude of these variable effects is shown in Table 2.

Table 3. The Effect of Discipline, Employee Competency, and Reward on Performance

Effect Between Variables	T Statistics	T Tabel	P Values	Cut off P value	Hypothesis
X1. Discipline -> Y. Performance	2.846	1.67	0.005	0.05	Accepted
X2.Employee Competency -> Y. Performance	0.896	1.67	0.371	0.05	Rejected
X3. Reward -> Y. Performance	3.034	1.67	0.003	0.05	Accepted

The above analysis allows for the following hypothesis testing:

First, the effect of discipline on employee performance. The data analysis results indicate that discipline has a significant effect on employee performance at the Department of Population and Civil Registration of East Luwu Regency. This study supports the research conducted by (Subandi et al., 2023), which concluded that discipline has a significant effect on employee performance.

Second, the effect of competency on employee performance. The data analysis results show that employee competency does not have a significant effect on employee performance at the Department of Population and Civil Registration of East Luwu Regency. This finding is inconsistent with the research conducted by (Hidayat, 2021), which concluded that competency has a significant effect on employee performance.

Third, the effect of rewards on employee performance. The data analysis results indicate that rewards have a significant effect on employee performance at the Department of Population and Civil Registration of East Luwu Regency. This study supports the research conducted by (Rachman et al., 2021), which concluded that rewards have a positive effect on employee performance.

Combined Influence

The combined influence of the variables analyzed in this study is the effect of variables X (discipline, employee competence, and rewards) on the performance variable (Y).

Table 4. Combined Influence

Combined Influence of X on Y	R Square
Y. Performance	0.670

Based on Table 3, it is known that discipline, employee competence, and rewards collectively influence performance by 67%, while 33% is influenced by other factors not observed in this study.

Conclusions And Recommendations

Conclusion

This study concludes that work discipline and rewards have a positive and significant impact on employee performance at the Population and Civil Registration Office of East Luwu Regency. However, employee competence does not show a significant impact on employee performance.

Recommendations

Focus on Work Discipline and Rewards: To improve employee performance, the Population and Civil Registration Office of East Luwu Regency should continue to strengthen programs that support work discipline and reward systems. This may involve implementing stricter discipline policies and introducing more diverse and engaging reward programs.

Enhance Employee Competence: Although employee competence did not show a significant impact in this study, it is important to continuously improve and develop employee skills through training and development. Increased competence may contribute more significantly to performance in the future.

Evaluate and Adjust Strategies: Conduct regular evaluations of human resource management strategies, including work discipline, rewards, and competence development. Adjustments

based on feedback and evaluation results can help create a more productive and efficient work environment.

Acknowledgements

With the completion of this journal, I would like to express my deepest gratitude to all those who have provided support and assistance throughout the process of preparing this journal. First and foremost, I extend my sincerest thanks to Dr. Muh. Yusuf Qamaruddin, SE, M.SA, CSRA, CSRS, CSP, CRMP, Dr. Dra. Andi Nadirah, M.Apt, M.Kes, MMRS, and Junaidi, SE, M.AK, Ph.D, as the primary supervisors, for their invaluable guidance, direction, and support during the preparation of this journal. The knowledge, suggestions, and constructive criticisms provided have greatly contributed to enhancing the quality of this research. To all my fellow students and friends, I offer my heartfelt thanks for the support, assistance, and cooperation you have extended. Your enthusiasm and camaraderie have been a significant source of encouragement for me. Finally, I wish to express my gratitude to my beloved wife, Lidya Amalia Sutanto, S.pd, M.Pd, for her love, moral support, and unwavering encouragement. Without her support and prayers, the completion of this journal might not have been possible. May Allah SWT reward all the kindness and assistance given to me. Thank you for all the support and attention provided.

References

- Arikunto, S. (2013). *The Basics of Evaluation of Education*. Jakarta: BumiAksara.
- Arif, M. (2021). The Influence of Competence, Work Environment, and Organizational Culture on the Quality of Employee Services in the Youth and Sports Office. STIE Nobel Indonesia Repository. <http://repository.stienobel-indonesia.ac.id/handle/123456789/531>
- Asrulla, A., Risnita, R., Jailani, M. S., & Jeka, F. (2023). "Population and Sampling (Quantitative), and Selection of Key Informants (Qualitative) in a Practical Approach." *Jurnal Pendidikan Tambusai*. Retrieved from <https://jptam.org/index.php/jptam/article/view/10836>
- Dewiyani, N. L. N. (2023). "The Influence of Work Discipline, Rewards, and Work Environment on Employee Performance at the Population and Civil Registration Office of Badung Regency." *eprints.unmas.ac.id*. Retrieved from <http://eprints.unmas.ac.id/id/eprint/5076/>
- Hakim, M., Kamase, J., Serang, S., & ... (2021). "The Effect of Leadership, Competence, and Compensation on Teacher Performance through Work Discipline." *SEIKO: Journal of ...* Retrieved from <https://www.journal.stieamkop.ac.id/index.php/seiko/article/view/970>
- Hidayat, R. (2021). "The Influence of Motivation, Competence, and Work Discipline on Performance." *Widya Cipta: Jurnal Sekretari Dan Manajemen*. Retrieved from <https://scholar.archive.org/work/2n42zxdlobhetl4qvf3yq3kbdi/access/wayback/https://ejournal.bsi.ac.id/ejournal/index.php/widyacipta/article/download/8838/pdf>
- Irawan, L., Anggraeny, R., & Arifin, M. (2020). "The Relationship Between Reward Provision and Employee Performance at the Tourism Office of Samarinda City." *E-Journal Adm. Publik*, 8(1), 9507–9521. Retrieved from [[https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2020/02/EJOURNAL B \(02-06-20-03-14-28\).pdf](https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2020/02/EJOURNAL_B_02-06-20-03-14-28).pdf)]([https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2020/02/EJOURNAL B \(02-06-20-03-14-28\).pdf](https://ejournal.ap.fisip-unmul.ac.id/site/wp-content/uploads/2020/02/EJOURNAL_B_02-06-20-03-14-28).pdf))

- Liana, Y. (2020). "Employee Competence, Work Environment, and Work Discipline on Employee Performance." *Inspirasi: Jurnal Ilmu-Ilmu Sosial*. Retrieved from <http://jurnal.stkipgritlungagung.ac.id/index.php/inspirasi/article/view/1810>
- Pranata, D. (2021). The Influence of Competence and Leadership Style on Employee Performance with Organizational Commitment as an Intervening Variable at the Population and Civil Registration Office repository.upiypk.ac.id. <http://repository.upiypk.ac.id/id/eprint/4786>
- Rachman, A., Fauzi, A., Permatasari, S. M., & ... (2021). "The Influence of Teacher Competence and Work Discipline on Teacher Performance with Work Motivation as an Intervening Variable at Private Vocational Schools in Bekasi City." *Scientific Journal of ...* Retrieved from <http://www.ojspustek.org/index.php/SJR/article/view/345>
- Rahmayanti, R., Haryati, T., Miyono, N., & ... (2021). "The Influence of Professional Competence, Work Motivation, and Work Discipline on the Performance of High School Teachers in Pematang Regency." ... *Pendidikan: Jurnal Ilmiah* Retrieved from <https://journal.uny.ac.id/index.php/jmp/article/view/35791>
- Safira, T. T. (2024). "The Influence of Work Discipline, Competence, and Rewards on Employee Performance at PT. Lotte Shopping Indonesia." repository.univ-tridinanti.ac.id. Retrieved from <http://repository.univ-tridinanti.ac.id/8384/>
- Subandi, S., Ratnasari, S. L., Nasrul, H. W., Munzir, T., & ... (2023). "The Influence of Work Discipline, Competence, Rewards, and Remuneration on Employee Performance." *Jurnal ...* Retrieved from <https://www.journal.unrika.ac.id/index.php/jurnaldms/article/view/5519>
- Thalib, N., Modding, B., & Kalla, R. (2024). "The Influence of Competence, Motivation, and Work Discipline on Employee Performance at the Makassar City Education Office." *Tata Kelola*. Retrieved from <http://www.pasca-umi.ac.id/index.php/tata/article/view/138>
- Wibowo, A. (2021). Analysis of the Influence of Employee Competence on Employee Performance at the Madya Bandung Tax Service Office. repository.unpas.ac.id. <http://repository.unpas.ac.id/51648>