

The Influence of Competence and Work Discipline on Employee Performance at the Palembang City Education Office

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ABSTRACT

This study aims to examine the influence of competence and work discipline on employee performance at the Palembang City Education Office. The research is based on the importance of improving the quality of human resources in achieving organizational goals, particularly in the public service sector. The method used was a quantitative approach with an associative approach. Data were obtained by distributing questionnaires to 90 respondents, employees at the Palembang City Education Office. The data analysis technique used was multiple linear regression with the assistance of SPSS (Statistical Program for Social Science) version 26. The results of the analysis indicate that: (1) competence has a positive and significant influence on employee performance; (2) work discipline has a positive and significant influence on employee performance; and (3) competence and work discipline together have a positive and significant influence on employee performance. Overall, these two variables explain 83.3% of the variation in employee performance, with the remainder influenced by other factors not examined. These findings underscore the importance of building a disciplined work environment and providing ongoing competency development programs. Therefore, this study recommends that organizations prioritize structured training and consistent implementation of work discipline to optimize employee performance and effectively support the achievement of organizational goals.

A. INTRODUCTION

The most important resource for the long-term survival of an organization or company is its human resources. No technology, capital, or strategy can run well without the support of competent and disciplined employees. Performance is the main driver of an organization, their performance greatly affects the achievement of goals. According to Manalu (2021), organizational management is basically more oriented towards employees as individuals because the diversity of characters and behaviors they have play a direct role in productivity. Thus, improving the quality of employee performance is a top priority in human resource management.

The Palembang City Education Office has a strategic role in the implementation of educational development, which includes improving the quality of human resources and implementing technical policies for educational operations. The success of this institution is not only determined by the policies taken, but also by the competence and work discipline of the employees who carry out their duties. The phenomenon in the field shows that there are still weaknesses in both aspects. In terms of competence, there are employees whose level of education is relatively low, work without a clear plan, lack personal responsibility, and are hesitant in making decisions. In fact, some employees are placed not in accordance with their field of expertise, thus affecting the effectiveness of the implementation of duties.

In addition to competence, work discipline is also an important factor that affects employee performance. Discipline shows that tardiness is the most common reason for



absences at the Palembang City Education Office between January and March 2025. There were 235 cases of delays reported. In addition, leave and absence due to illness also showed a fluctuating trend that had implications for a decrease in work effectiveness. This condition indicates that there is a serious disciplinary problem, which if not addressed immediately will have an impact on the quality of public services.

Efforts to develop human resources have actually been carried out, including through training, workshops, seminars, and opportunities to continue formal education to a higher level. However, the results achieved are still not optimal. Employee competencies have not been fully in accordance with organizational needs, while discipline has also not been fully enforced. This shows the need for more targeted management in improving the quality of human resources, both through strengthening competencies and enforcing consistent work discipline.

These findings are supported by previous research. Fernos (2023). Discipline has been proven to improve employee performance when combined with a supportive and strengthening work environment that motivates. Agustriani (2022) emphasized that work discipline, communication, motivation, and work environment have a positive and significant effect on employee performance. Research by Suarniti and Bagia (2022) proves that competence and work discipline partially affect the performance of employees of PDAM Klungkung, while Sitompul. (2021) found that the performance of employees in the Public Relations Bureau of the Ministry of Industry is greatly influenced by the level of competence and discipline of their performance.

However, research on the competence and work discipline of employees of the Palembang City Education Office is still rarely carried out. In fact, the phenomenon that occurred at the Palembang City Education Office. In terms of competence, some employees carry out their duties without careful preparation, have a low level of education and skills, and often experience difficulties in decision-making. Some employees still ignore work discipline rules, such as arriving late, leaving work on breaks for personal reasons, or not returning after breaks. Based on this description, this study aims to analyze. This study aims to identify the influence of competence on employee performance, evaluate the relationship between work discipline and employee performance, and assess the influence of both simultaneously on employee performance within the Palembang City Education Office. The results of the study are expected to contribute to strengthening HR management policies, especially related to competency development and consistent discipline implementation, so that employee performance can be improved to the maximum to realize the organization's goals.

B. THEORETICAL STUDY

Competencies

According to (Grace V, 2024) competence is the capacity to complete a job and accompanied by work behavior in accordance with the job specifications. Competence is a person's ability to achieve good work results by demonstrating their knowledge, abilities, and responsibilities in order to be able to carry out tasks efficiently. As a result, better professional standards are formed in the workplace.

According to Surianto (2021:24). Competence is the capacity to carry out tasks supported by knowledge, experience, and work behavior in accordance with the job specifications.

Surianto (2021:106). Stating that there are three competency indicators, namely:

- a. Knowledge
- b. Capabilities
- c. Attitudes and behaviors

Work Discipline

Lijan Poltak Sinambela (2018). Work discipline is the employee's obedience to applicable policies and procedures. Therefore, discipline acts as a channel of communication between management and staff to ensure their actions are in accordance with the rules.

Without discipline, the company will find it difficult to achieve its goals. The ability to operate systematically, meticulously, and reliably and adhere to relevant rules is another aspect of discipline.

as employee compliance with organizational rules. In addition to maintaining order, discipline increases employee productivity and performance. According to this point of view, the key component that shows an employee's understanding and compliance with rules and regulations is work discipline (Lubis, 2020).

Subhan (2020) stated that there are 3 indicators of work discipline, namely:

- a. Effective use of time
- b. Obey the rules
- c. Be responsible for the work.

Employee Performance

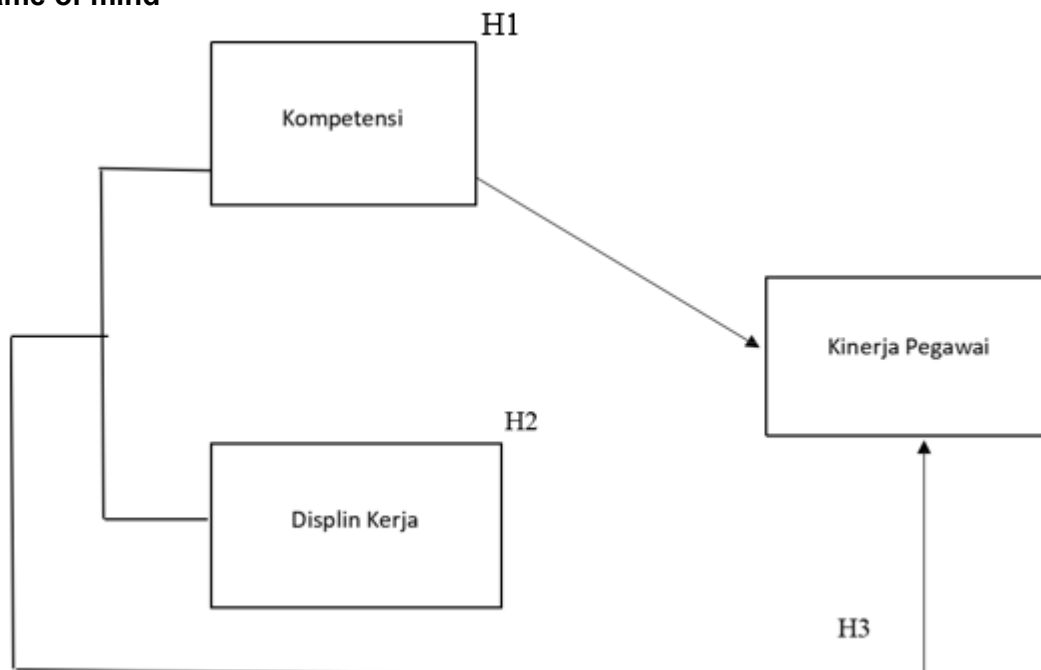
Tiswanti Ayunasrah, et al. (2022) as the result of the work of people or groups in an organization of their duties. In other words, performance is related to the process of carrying out tasks and the results achieved.

Hadi (2022) shows expected achievements in accordance with the work objectives. High-performing employees typically have the following traits: intelligence, education, adequate skills, excellent physical health, and adequate talent. However, a number of operational issues often have a direct or indirect influence on performance levels.

Roberts (2019) stated that there are five indicators of employee performance, including:

- a. Productivity
- b. Quality of Work
- c. Job Satisfaction
- d. Organizational Commitment
- e. Initiatives

Frame of mind



Hipotesis Penelitian

H1: Competence is influenced by the performance of employees at the Palembang City Education Office.



H2: Work discipline is influenced by the performance of employees at the Palembang City Education Office.

H3 : Competence and work discipline are influenced by the performance of employees at the Palembang City Education Office.

C. RESEARCH METHODS

Sugiyono (2023:2) research methods to explain, validate, advance, discover, and produce new information, goods, and methods. The findings of this research can be applied to better understand, predict, and solve problems while advancing education.

The variables in this research consist of independent variables and dependent variables, which include:

1. Independent variables, dependent variables are variables that affect independent variables. Competency (X1) and work discipline (X2) were defined as independent variables in this study.
2. Explaining related variables defines independent variables of factors that appear dependent variables, in this case employee performance.

Sugiyono (2023:285) is a generalized thing that includes various items, properties, or other things, which will be concluded by the researcher. The population of this study amounted to ninety State Civil Apparatus (ASN) at the Palembang City Education Office.

In this study, the saturated sample technique was used. Sugiyono (2021:133) Saturated samples are samples that have been collected, The population in this study, which consists of 90 respondents, is used as a sample in the saturated sampling approach used for data collection.

D. RESULTS AND DISCUSSION

Overview of Respondent Characteristics

In this study, the total number of respondents was 90 people who were all employees of the Palembang City Education Office. The respondents were grouped . The following are the results of the characteristics of the study respondents.

Respondent Characteristics

Category	Groups	Frequency	Percentage
Gender	Male	49	54,44%
	Female	41	45,56%
Age	25-35 Years	1	1,11%
	36-40 Years	11	12,22%
	41-50 Years	44	48,89%
	51-60 Years	34	37,78%
Long Time Working	5-10 Years	1	1,11%
	11-15 Years	11	12,22%
	16-20 Years	30	33,33%
	>20 Years	48	53,33%
Education	SMA/SMK	1	1,11%
	Diploma	5	5,56%
	S1	37	41,11%
	S2	43	47,78%
	S3	4	4,44%

From the results of the respondent characteristics table above, it is known that as many as 49 respondents (54.44%) are men, and 41 respondents (45.56%) are women. In terms of

age, most of the respondents were in the age range of 41–50 years (48.89%), followed by the age group of 51–60 years (37.78%). Meanwhile, the youngest age group, which is 25-35 years old, only amounted to 1 respondent (1.11%). Furthermore, according to the length of work, more than half of the respondents (53.33%) have a working period of more than 20 years, followed by 33.33% of respondents who have worked for 16-20 years. Only a small percentage of respondents have a working period of less than 15 years. Meanwhile, in terms of education, the majority of respondents have a higher level of education, namely 47.78% with S2 education and 41.11% S1.

These results show the general picture of the respondents, namely that the employees of the Palembang City Education Office consist of the majority of men, but the composition is not much different and most of them are mature with a low level of education and have long work experience.

Validity and Reliability Tests

To ensure that the measurement of each variable is fixed, a data instrument test is needed, namely a validity test to find out whether the instrument is able to measure the variable, and a reliability test to see its consistency.

Validity Test

The validity test is carried out to confirm that each questionnaire item truly reflects the research construct. The following are presented the results of the validity test for each item per research variable.

Validity Test Results on Competency Variables (X1)

Statement Items	Sig.	$\alpha < 0,05$	Remarks
X1.1	,000	,05	Valid
X1.2	,000	,05	Valid
X1.3	,000	,05	Valid
X1.4	,000	,05	Valid
X1.5	,000	,05	Valid
X1.6	,000	,05	Valid
X1.7	,000	,05	Valid
X1.8	,000	,05	Valid
X1.9	,000	,05	Valid

The results of the validity test on the competency variable (X1) showed that all items had a sig value. It is 0.000 where the whole is greater than the limit value of 0.05, so that it can be stated that all variables meet the validity test.

Results of the Validity Test of Work Discipline Variables (X2)

Statement Items	Sig.	$\alpha < 0,05$	Keterangan
X2.1	,000	,05	Valid
X2.2	,000	,05	Valid
X2.3	,000	,05	Valid
X2.4	,000	,05	Valid
X2.5	,000	,05	Valid
X2.6	,000	,05	Valid
X2.7	,000	,05	Valid
X2.8	,000	,05	Valid
X2.9	,000	,05	Valid

The results of the validity test on the work discipline variable (X2) also obtained a significance value of 0.00 for all statement items (> 0.05), so that all items were declared valid.



Validity Test Results on Employee Performance Variables (Y)

Item Pernyataan	Sig.	$\alpha < 0,05$	Keterangan
Y.1	,000	,05	Valid
Y.2	,000	,05	Valid
Y.3	,000	,05	Valid
Y.4	,000	,05	Valid
Y.5	,000	,05	Valid
Y.6	,000	,05	Valid
Y.7	,000	,05	Valid
Y.8	,000	,05	Valid
Y.9	,000	,05	Valid
Y.10	,000	,05	Valid

According to the results of the validity test on the employee performance variable (Y), it shows a significance value of 0.000 for all statement items (0.05). Thus, all items in variable Y are also stated to be valid and can be used for measurement.

Reliability Test

The reliability test was carried out to check the level of consistency in the research instrument. A variable will be declared reliable if it obtains a *cronbach value of alpha* > 0.60.

Reliability Test Results

Variabel	Cronbach Alpha	Batas Uji	Remarks
Competencies (X1)	0,863	,60	Reliabel
Work Discipline (X2)	0,856	,60	Reliabel
Employee Performance (Y)	0,898	,60	Reliabel

The test results stated that the three studies had an alpha value far above the minimum limit of 0.60, namely 0.863 for Competency (X1), 0.856 for Work Discipline (X2), and 0.898 for Employee Performance (Y). These results show that all instruments used in this study are proven to be reliable.

Classic Assumption Test**Normality Test**

It is useful to find out the residual distribution of normal models, using the Kolmogorov-Smirnov test. The residual normality test yielded the following findings:

Normality Test Results

Variabel	Asymp Sig.	$\alpha = 0,05$	Remarks
Competencies (X1)			
Work Discipline (X2)	0,090	0,05	Normal
Employee Performance (Y)			

Asymp value. Sig. of 0.090, which shows evidence that the data meets the assumption of normality and normal distributed residual data, according to the findings of the Kolmogorov-Smirnov normality test of one sample in the table above.

Multicollinearity Test

It is useful to evaluate the linear relationship between variables, so a multicollinearity test is performed. This evaluation relies on two metrics: a tolerance value of > 0.1 and a VIF value of 10, the regression model can be considered multicollinearity-free.

Multicollinearity Test Results

Variabel	Tolerance	VIF	Remarks
Kompetensi (X1)	,338	2,957	Tidak Terjadi Multikolinearitas
Work Discipline (X2)	,338	2,957	Tidak Terjadi Multikolinearitas

It is known that the variables of Competency (X1) and Work Discipline (X2) have a VIF score of $2.957 < 10$ and a tolerance value of $0.338 > 0.10$. As a result, variables X1 and X2, respectively, contribute independently to variable Y, and the model is considered to be multicollinearity-free.

Heteroskedasticity Test

Heteroscedasticity test was performed. This study uses the Glejser Test, which determines whether a heteroscedasticity model if the Sig. value is greater than 0.05. The results of the heteroscedasticity test are as follows:

Heteroskedasticity Test Results

Variabel	Sig.	$\alpha = 0,05$	Remarks
Competencies (X1)	0,678	0,05	No heteroskedasticity occurs
Work Discipline (X2)	0,234	0,05	No heteroskedasticity occurs

Symptoms of heteroscedasticity were not present in the regression model, according to the test results. With significance values greater than 0.05, the Sig. values for the variables Work Discipline (X2) and Competency (X1) were 0.234 and 0.678, respectively. Thus, this regression model is considered practical and has fulfilled all traditional assumptions.

Multiple Linear Regression Analysis

Multiple linear regression analysis was carried out to determine how much influence competency (X1) and work discipline (X2) had on employee performance (Y) simultaneously or partially. The following is a table of the results of the multiple linear regression test of the study.

Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,578	1,619		3,444	,001
Competencies (X1)	,391	,077	,385	5,104	,000
Work Discipline (X2)	,569	,075	,571	7,574	,000

Based on the output of the above multiple linear regression analysis, the regression function model is achieved as follows:

$$Y = 5,578 + 0,391X_1 + 0,569X_2$$

The constant value of 5.578 indicates that if the competency and (work discipline) variables are zero, then the employee performance value is predicted to be 5.578. The regression coefficient for the competency variable (X1) is 0.391 competencies by one unit of competency variable, employee performance will increase by 0.391 units, assuming other variables remain. Meanwhile, the regression coefficient (work discipline) (X2) of 0.569 shows that every increase in work discipline by a unit, it will increase employee performance by 0.569 units.



Correlation Coefficient Test

The correlation coefficient is performed for the Degree and direction of the simultaneous relationship between the independent variable (X) and the dependent variable (Y) is determined using the correlation coefficient.

The results of the correlation coefficient test in this study are shown as follows.

Correlation Coefficient Test Results

Variabel	R	Remarks
Competencies (X1)	0,912	Very strong positive correlations
Work Discipline (X2)		

The results of the correlation test were shown with a correlation value of 0.850. This shows that the increase in employee competence is often directly proportional to the increase in their productivity at the Palembang City Education Office.

Coefficient of Determination Test (R²)

The determination coefficient test aims to find out how much variation in employee performance variables (Y) can be applied by the variables of competence (X1) and work discipline (X2) in a regression model. The higher the R² value, the higher the proportion of influence that can be explained in the regression model. The following are the results of the research determination coefficient test.

Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error
1	,912 ^a	,833	,829	2,930

Coefficient of determination (R Square) With a determination coefficient value (R²) of 0.722 in Table 4.16, competence (X1) can explain 72.2% of employee performance variation (Y). Meanwhile, other factors that were not included in the model impacted the remaining 27.8%.

Partial Test (t-test)

The t-test is carried out to determine the influence of each independent variable partially on the dependent variable, namely employee performance. Here are the results for the t-test or partial test.

Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,578	1,619		3,444	,001
	Competencies (X1)	,391	,077	,385	5,104	,000
	Work Discipline (X2)	,569	,075	,571	7,574	,000

It has a t-count value of 5.104 with a significance of 0.000, which means it is smaller than the significance limit of 0.05. This means that competence is partially influenced positively and significantly on employee performance. This shows that the higher the level of employee competence, the better the performance shown. Therefore, Hypothesis (H1) is accepted.

Meanwhile, the work discipline variable (X2) showed a t-count value of 7.574 with a significance of 0.000, also smaller than 0.05. Thus, work discipline also has a significant

effect on employee performance. Thus, the hypothesis (H2) is also accepted. These findings reinforce the suspicion that employees who have high discipline in carrying out their duties will tend to show better work performance.

Simultaneous Test (F Test)

The F test is performed to test the influence of the two independent variables simultaneously on the dependent variables. The results for the simultaneous test (Anova) are presented in the following table.

F Test Results (ANOVA)

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	3713,281	2	1856,641	216,330	,000 ^b
Residual	746,674	87	8,582		
Total	4459,956	89			

The significance value of 0.000 is smaller than 0.05, as per the previous table. This shows that in the Palembang City Education Office, Work Discipline (X2) and Competence (X1) simultaneously have a significant influence on Employee Performance (Y). Therefore, the simultaneous influence hypothesis (H3) is accepted.

Discussion

The Influence of Competency on Employee Performance

The results of the partial test produced a significant value on employee performance, with a significance value of $0.000 < 0.05$. This shows that the higher the competence that employees have, which includes knowledge, skills, and work attitudes, the higher the quality of the performance produced. These findings support the theory of Surianto (2021) and are in line with previous research by Fauzi & Nugroho (2024) and Azhari & Asnawati (2023), which shows that competence plays a direct role in the implementation of tasks and the achievement of organizational performance. Therefore, competency development is an important factor in employee performance improvement strategies.

The Effect of Work Discipline on Employee Performance

Work discipline greatly affects staff performance partially, as shown by a t-value of 7.574 and a significance of $0.000 < 0.05$. Discipline reflects obeying the rules and being professionally responsible. These results are consistent with the theory of Lubis (2020) and supported by the findings of Suantini & Bagia (2022) and Saptalia (2022), which suggest that there is a level of positive influence on staff. Thus, work discipline is a crucial component in forming an effective work culture in the public organization environment.

The Influence of Work Competence and Discipline on Employee Performance

Simultaneously, (competence) and work discipline determine employee success, as evidenced by the F test with a significance value of $0.000 < 0.05$. The regression model also showed a value With a determination coefficient (R2) of 0.833, the regression model used showed that competence and work discipline accounted for 83.3% of the variance in employee performance, while the rest was 16.7%. These results corroborate previous findings by Bugadek et al. (2021), Suantini & Bagia (2022), and Azhari & Asnawati (2023), who concluded that work discipline and competence form optimal employee performance. Therefore, performance improvement cannot be separated from continuous efforts in developing competencies and forming a disciplined work culture within government agencies.



E. CONCLUSION AND SUGGESTIONS

Conclusion

The hypothesis model in this study proved to be effective in determining the impact of discipline and competence on employee performance at the Palembang City Education Office, based on the findings of the study. Therefore, this study allows the following conclusions.

1. Competence is positively and significantly influenced by the performance of employees at the Palembang City Education Office. These results show that the higher the level of competence that employees have, the better the performance achievement will be.
2. Work discipline is also significantly influenced by employee performance, with the direction of positive relationships. This means that employees who show high discipline tend to perform better.
3. Competence and work discipline have a significant effect on employee performance. The regression model used showed that the two independent variables were able to explain 83.3% of employee performance, while the rest were influenced by other factors that were not studied, such as motivation, leadership, and work environment. Thus, improving the quality of employee performance as a whole can be achieved through strengthening competence and discipline at work.

Suggestions

Based on the summary above, the author provides several inputs that are worth considering by agencies and further research.

1. Improving employee competencies needs to be improved on an ongoing basis, through technical training, soft skill development, and providing access to digital-based learning.
2. Strengthening the culture of work discipline must be instilled consistently through an appropriate system to encourage performance improvement.
3. It is suggested to include other variables such as work motivation, leadership, or job satisfaction in future research, in order to be able to obtain a comprehensive picture of the components that affect employee performance.

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