



The Influence of Competence and Work Discipline on Employee Performance at the Staffing and Human Resource Development Agency of Pringsewu District

Rinda Anggestaria¹, Hendra Siswanto²

^{1,2}Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Pringsewu

Email: rindaanggestaria@gmail.com

Abstract

The purpose of this study was to determine the effect of competence and work discipline on employee performance at the staffing agency and the human resource development of Pringsewu Regency. This research uses quantitative methods that are directed to reveal the influence between the independent and dependent variables and test the significance of the influence between these variables. The sample used in this study amounted to 49 employees. Data collection techniques include observation, documentation, and questionnaires. Data analysis uses a quantitative approach. Primary data processing using the statistical aids of the SPSS version 18 application for multiple linear regression model calculations. The results of partial hypothesis testing show that competence has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Simultaneous hypothesis testing shows that competence and communication together have a positive and significant effect on employee performance.

Keywords: Competence, Work Discipline, Employee Performance.

Introduction

The ability of government agencies to adapt to their environment and obtain the resources needed to support their growth and development is a major factor in the effectiveness of government agencies (Prasetyo *et al.*, 2021). Every state and government organizer must have a strong commitment to achieving goals and realizing good governance. Enforcement of the work discipline of the State Civil Apparatus and competencies in accordance with the main tasks and functions of government is another effort made by the government to improve employee performance (Lumbantoruan, 2019). According to Wardani & Fatimah (2020)

factors that can affect employee performance are competence, leadership, work discipline, organizational culture, and compensation.

Discipline is very important to achieve the desired goals for the organization, employees, and society. Having good discipline shows that employees are aware of and willing to carry out all assigned tasks in accordance with applicable regulations and norms (Prasetyo *et al.*, 2021). Good employee discipline can improve employee performance, so discipline is the most important operational function in human resource management (Yao *et al.*, 2019). The level of responsibility a person has for the assigned task will be reflected in their level of discipline. This will encourage work enthusiasm, work passion, and organizational realization. An employee who has a high level of discipline will continue to work well even without being supervised by the leadership (Yao *et al.*, 2019).

Apart from discipline, another factor that affects employee performance is competence. The quality of human resources is one of the most important factors in improving the performance of an organization (Malik & Vrawati, 2016). One of the fundamental characteristics that allows a person to perform well at work is competence (Sunatar, 2022). In some government agencies today, there are still employees who do not have adequate competence. This happens because the workload prevents employees from applying competence as the main principle.

Employees of the Human Resources Staffing and Development Agency are required to have high work discipline when doing a job (Purnomo & Sujarwo, 2016). However, the rules are not fully followed by employees, especially in terms of attendance at the office. This happens because employee discipline has not been created optimally, especially in terms of attendance, which occurs due to employee health, family interests, late work hours, and being absent without information. The Personnel and Human Resources Development Agency must have quality and quantity of human resources and be able to support improving performance. Performance is an important goal that must be achieved by the agency because it shows how well the agency can manage and assign its employees (Romli *et al.*, 2019). In addition, employee performance has a significant impact on the ongoing operations of the agency in the process of achieving its goals (AlKahtani *et al.*, 2021).

As a temporary research project with existing data on performance at the Pringsewu Regency Personnel and Human Resources Development Agency, there are still employees with assigned responsibilities that have not run optimally. Supposedly, things like this can be optimized if time management and human resources are managed properly during implementation in order to achieve work targets. Based on the existing problems, more in-depth research will be conducted to determine the effect of compensation and work discipline on employee performance at the Pringsewu Regency Human Resources Staffing and Development Agency.

Literature Review

a. Competence

Competence is something that is associated with the abilities, knowledge, and attitudes that are used as guidelines in carrying out job responsibilities carried out by employees (Nugroho *et al.*, 2021). Competence is the ability to carry out a task or job using the knowledge, skills, and work ethic required for the job (Nurasniar, 2021). Therefore, competence shows professional ability or knowledge in a particular field, which is as important as the excellence of that field (Elbaz *et al.*, 2018). In contrast to the opinion Anwar & Aima (2020), that competence is the underlying quality of a person that relates to how well a person performs in his job or his fundamental traits that are generally related to the standards used as benchmarks in the workplace, Meanwhile, according to Afiah *et al.*, (2020) competence is the fundamental quality of a person that relates to benchmark standards for outstanding performance in a role or situation.

According to Razak (2021) competence has 5 main characteristics that can affect employee performance, namely motives, character, self-concept, knowledge, and skills. Motive is something that a person thinks or wants consistently, and there is a drive to make it happen. Disposition is the mental characteristics and consistency of responses to stimuli, pressure, situations, and information. Self-concept is how a person sees himself and his attitude towards environmental phenomena or towards an aspired future. Knowledge is information that has meaning that a person has in a certain field of study. Skill is the ability a person has to carry out a task or activity efficiently.

In addition, competence also has three individual dimensions, namely, intellectual competence, emotional competence, and social competence (Krisnawati & Bagia, 2021). Intellectual competence is a characteristic that is mostly stable when facing problems at work. These traits are created by combining intellectual competence, self-concept, internal motivation, and character. Emotional competence is the capacity to control one's emotions, perceive the world impartially, and behave morally in order to maintain consistent emotional patterns in the face of changing circumstances at work. The combination of character, self-concept, internal motivation, and knowledge capacity forms social competence a stable attitude and cooperative nature that is essential for handling challenges in the workplace.

b. Work Discipline

Work discipline is the most important operational function because it directly affects the level of work performance that can be achieved (Andini *et al.*, 2023). Employee work discipline is very important for organizations to achieve predetermined goals, without work discipline, the company will find it difficult to provide the best work results (Amri & Ramdani, 2021). According to Budirianti *et al.*, (2020) discipline is the ability to accept and be willing to follow all applicable social norms and organizational regulations. Employees are considered disciplined if employees consistently arrive and leave on time, complete all tasks accurately, and comply with all applicable social standards and agency regulations (Barusman *et al.*, 2020). It can be concluded that discipline is the readiness to obey and implement all written and unwritten rules set by the agency with the aim that employees can do their jobs efficiently and well organized (Uloli *et al.*, 2019). Without good employee discipline, it is very difficult for agency organizations to achieve optimal results because discipline reflects the amount of responsibility a person has for the tasks that have been given (Han *et al.*, 2019).

According to Nurjaya (2021) there are 5 dimensions that can affect the level of employee discipline, namely attendance, adherence to work rules, adherence to work standards, high level of vigilance, and ethical work. Attendance is fundamental to measuring discipline, and in general, employees who have low work discipline are accustomed to being late at work. Adherence to work rules means that employees who obey work rules will not violate Standard Operating Procedures. Compliance

with work standards, namely the amount of employee responsibility for the assigned tasks, high level of vigilance namely, employees who have high vigilance will always be careful and thorough at work. Working ethically is a form of work discipline because there are employees who sometimes take inappropriate actions.

c. Employee Performance

Basically, performance is an action taken by employees to achieve the desired goals, and performance can also affect how much employees contribute to the agency (Roberts & David, 2020). Employee performance is used by several agencies to determine whether an organization will succeed or not. Efforts can be made to improve employee performance, namely by improving individual and group performance (Barusman & Habiburrahman, 2022). According to Meesala & Paul, (2018) employee performance is the result of employee work at a predetermined time. In contrast to the opinion Eliyana et al., (2019) which says that performance is the level of achievement and implementation of work activity programs in realizing the goals and vision of the organization's mission through strategic planning, it can be concluded that employee performance is the real work result in terms of the quality and quantity of an employee within a certain time frame (Barusman & Virgawenda, 2019).

There are several dimensions to measure employee performance, namely work quality, work quantity, responsibility, and cooperation (Hendri, 2019). Work quality is something that can avoid the level of error in completing a job that is useful as progress. Work quantity is the total amount of work completed in a given amount of time, allowing for efficiency and effectiveness in meeting the goals. Responsibility, which shows how much employees accept, carry out, and are responsible for the results of work, as well as the infrastructure used. Cooperation is the willingness to participate with other employees vertically and horizontally, both outside and inside the office.

Research Framework

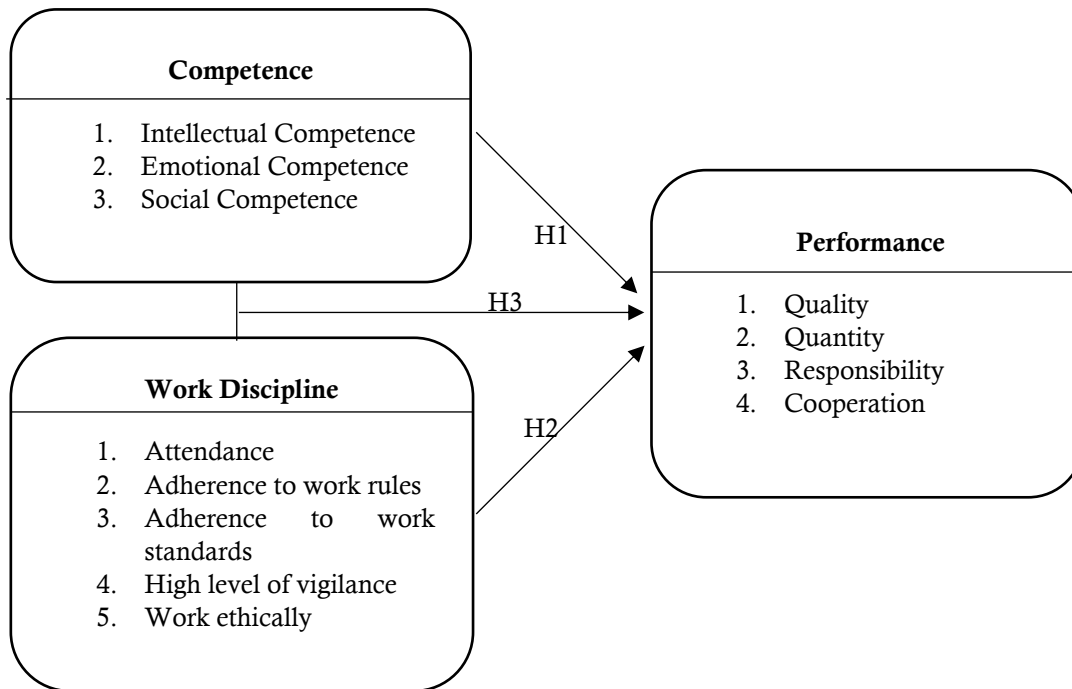


Figure 1. Framework

Hypothesis

H1: Competence affects employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency.

H2: Work discipline affects employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency.

H3: Employee competence and work discipline jointly affect employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency.

Methodology

This research uses a quantitative descriptive approach, which describes the phenomena or properties of certain populations presented through numbers so that they can be measured (Barusman & Rulian, 2020). In order to test hypotheses, quantitative approaches in research involve examining specific populations or samples, gathering data with research instruments, and analyzing data quantitatively or statistically. Procedures or steps for problem solving in this study involve conducting survey research on the research location. This type of research is

explanatory, namely research that intends to find a causal relationship by making a systematic, factual, and accurate description of the facts and characteristics of a particular population described by clear measures in the form of numbers.

This research was conducted at the Personnel and Human Resources Development Agency of Pringsewu Regency. The population in this study were all employees of the Pringsewu Regency Personnel and Human Resources Development Agency, totaling 49 people. The sampling of this study is 100% of all populations, this is because the total population is 49 people. The data collection technique in this research uses a questionnaire method in the form of a questionnaire related to competence, discipline, and performance. The questionnaire data obtained will be processed using the SPSS program.

Table 1. Operational Variables

Variable	Dimensions	Indicator	No Item
Competence	Intellectual Competence	- Achievement	1,2,3,4
		- Job security	
		- Mastery of information	
		- Analytical thinking	
		- Conceptual thinking	
		- Practical skills	
		- Linguistic ability	
		- Narrative ability	
	Emotional Competence	- Sensitivity or mutual understanding	5,6,7,8
		- Self control	
		- Self-confidence	
		- Adaptability	
		- Commitment to the organisation	
	Social Competence	- Influence and impact	9,10
		- Organisational awareness	
		- Building working relationships	
		- Developing others	

		- Directing subordinates - Teamwork - Group leadership	
	Attendance	- Working hours	11,12
	Adherence to work rules	- Comply with existing regulations	13,14,15
Work Discipline	Adherence to work standards	- Responsibility	16,17
	High level of alertness	- Carry out work carefully and carefully	18,19
	Work Ethically	- Behave politely	20
	Quality	- Accuracy - Thoroughness - Work output	21,22,23,24
	Quantity	- Speed	25,26,27
Employee Performance	Responsibility	- Accepting and carrying out work - Facilities and infrastructure	28,29
	Cooperate	- Compactness	30

Source: Data Processed, 2024

Result And Discussion

Validity Test

The purpose of the validity test is to evaluate each questionnaire question item's degree of validity. Every statement item in the instrument underwent a validity test, which involved comparing each item's score to the overall score for each construct. The validity test results are described in the following:

Table 2. Competency Validity Test

Statement Item	r-table	r-count	Description
1	0,2512	0.541	Valid
2	0,2512	0.502	Valid
3	0,2512	0.576	Valid
4	0,2512	0.599	Valid
5	0,2512	0.483	Valid
6	0,2512	0.344	Valid
7	0,2512	0.615	Valid
8	0,2512	0.700	Valid
9	0,2512	0.419	Valid
10	0,2512	0.593	Valid

Source: Data Processed, 2024

Based on table 2, with the provisions of the 5% significance level = 0.2512, it can be seen that all statement items have an r-count value > r-table. Thus, it can be said that all statement items regarding competence are valid and can be used as research measuring instruments.

Table 3. Validity Test of Work Discipline

Statement Item	r-table	r-count	Description
1	0,2512	0.727	Valid
2	0,2512	0.559	Valid
3	0,2512	0.771	Valid
4	0,2512	0.583	Valid
5	0,2512	0.422	Valid
6	0,2512	0.675	Valid

7	0,2512	0.491	Valid
8	0,2512	0.671	Valid
9	0,2512	0.391	Valid
10	0,2512	0.713	Valid

Source: Data Processed, 2024

Based on table 3, with the provisions of the 5% significance level = 0.2512, it can be seen that all statement items have an r-count value > r-table. Thus, it can be said that all statement items regarding work discipline are valid and can be used as research measuring instruments.

Table 4. Employee Performance Validity Test

Statement Item	r-table	r-count	Description
1	0,2512	0.621	Valid
2	0,2512	0.578	Valid
3	0,2512	0.575	Valid
4	0,2512	0.592	Valid
5	0,2512	0.527	Valid
6	0,2512	0.649	Valid
7	0,2512	0.691	Valid
8	0,2512	0.569	Valid
9	0,2512	0.652	Valid
10	0,2512	0.651	Valid

Source: Data Processed, 2024

Based on table 4, with the provisions of the 5% significance level = 0.2512, it can be seen that all statement items have an r-count value > r-table. Thus, it can be said that all statement items regarding employee performance are valid and can be used as research measuring instruments.

Reliability Test

Table 5. Competency Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Item	N of Items
.842	.841	10

Source: Data Processed, 2024

Table 5 indicates the value of the Cronbach's Alpha coefficient is 0.842 > Cronbach's standard = 0.60, so that all statement items can be said to be reliable. The results of testing the reliability of the instrument whose results are reliable contain the understanding that if the instrument at some point will be used again to measure the same variable, namely competence, the results will be the same.

Table 6. Reliability Test of Work Discipline

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Item	N of Items
.877	.875	10

Source: Data Processed, 2024

Table 6 indicates the value of the Cronbach's Alpha coefficient is 0.877 > Cronbach's standard = 0.60, so that all statement items can be said to be reliable. The results of testing the reliability of the instrument whose results are reliable contain the understanding that if the instrument at some point is used again to measure the same variable, namely competence, the results will be the same.

Table 7. Reliability Test of Employee Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Item	N of Items
.880	.882	10

Source: Data Processed, 2024

Table 7 indicates the value of the Cronbach's Alpha coefficient is 0.880 > Cronbach's standard = 0.60, so all statement items can be said to be reliable. The results of testing the reliability of the instrument whose results are reliable contain the understanding that if the instrument at some point is used again to measure the same variable, namely competence, the results will be the same.

Distribution Data Analysis

Table 8. Distribution of Competency Data

Statement	Real Score	Max Score	Percentage %	Criteria
Statement 1	133	245	54,29	Neutral
Statement 2	130	245	53,06	Neutral
Statement 3	140	245	57,14	Neutral
Statement 4	144	245	58,78	Neutral
Statement 5	152	245	62,04	Neutral
Statement 6	190	245	77,55	Good
Statement 7	135	245	55,10	Neutral
Statement 8	126	245	51,43	Neutral
Statement 9	154	245	62,86	Neutral
Statement 10	138	245	56,33	Neutral
Average Competence	144	245	58,86	Neutral

Source: Data Processed, 2024

Based on table 8, it can be seen that of the 49 respondents, the average stated that the competence at the Pringsewu Regency Personnel and Human Resources Development Agency was "Netral". In statement 6, namely being able to adjust to work, which gets the highest appreciation with a percentage achievement of 77.55%, the level of education is in accordance with the workload, which gets the lowest appreciation compared to other indicators with a percentage achievement of 51.43%. So it can be seen that the Pringsewu Regency Personnel and Human Resources Development Agency is expected to improve and encourage employees both in terms of intellectual competence, emotional competence, and social competence so that employees can work well and create good services.

Table 9. Distribution of Work Discipline Data

Statement	Real Score	Max Score	Percentage %	Criteria
Statement 11	128	245	52,24	Neutral
Statement 12	142	245	57,96	Neutral
Statement 13	142	245	57,96	Neutral
Statement 14	137	245	55,92	Neutral
Statement 15	155	245	63,27	Neutral
Statement 16	139	245	56,31	Neutral
Statement 17	160	245	65,31	Neutral
Statement 18	132	245	53,88	Neutral
Statement 19	195	245	79,59	Good
Statement 20	135	245	55,10	Neutral
Average Competence	147	245	59,75	Neutral

Source: Data Processed, 2024

Based on table 9, it can be seen that of the 49 respondents, the average stated that discipline at the Pringsewu Regency Personnel and Human Resources Development Agency was "Netral". In statement 19, namely always using attributes

and identification properly in accordance with existing provisions, which received the highest appreciation with a percentage achievement of 79.59%, while in statement 11, namely always attending the office in accordance with the applicable working hours, which received the lowest appreciation compared to other indicators with a percentage achievement of 52.24%. So that the Pringsewu Regency Personnel and Human Resources Development Agency is expected to increase employee compliance, namely being present on time according to applicable working hours at the Pringsewu Regency Personnel and Human Resources Development Agency Office.

Table 10. Distribution of Employee Performance Data

Statement	Real Score	Max Score	Percentage %	Criteria
Statement 21	158	245	64,49	Neutral
Statement 22	161	245	65,71	Neutral
Statement 23	169	245	68,98	Good
Statement 24	171	245	69,80	Good
Statement 25	148	245	60,41	Neutral
Statement 26	146	245	59,59	Neutral
Statement 27	170	245	69,39	Good
Statement 28	162	245	66,12	Neutral
Statement 29	168	245	68,57	Good
Statement 30	172	245	70,20	Good
Average Employee Performance	163	245	66,33	Neutral

Source: Data Processed, 2024

Based on table 10, it can be seen that of the 49 respondents, the average stated that discipline at the Pringsewu Regency Personnel and Human Resources Development Agency was "Neutral". In statement 30, namely being able to work immediately without having to be ordered, which received the highest appreciation

with a percentage achievement of 70.20%, while in statement 6, namely being able to produce the amount of work assigned to me according to the time set by the agency, which received the lowest appreciation compared to other indicators with a percentage achievement of 59.59%. So it can be seen that the Pringsewu Regency Personnel and Human Resources Development Agency is expected to improve timeliness in completing work for its employees to improve employee performance in order to be able to realize good staffing services.

Multiple Linear Regression Analysis

Table 11. Regression Coefficient Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.797	2.659		2.180	.034
Competence	.588	.146	.518	4.040	.020
Work Discipline	.336	.115	.374	2.917	.005

a. Dependent Variable: Employee Performance

Source: Data Processed, 2024

Based on table 11, the constant value (a) of 5.797 means that the value of the Competency and Work Discipline variables is considered constant or equal to zero, the resulting employee performance is 5.797 assuming other variables can affect employee performance is considered constant. The regression coefficient value of the competency variable is 0.588, it states that there is an influence between competence and employee performance, if the higher the competence, the employee performance will increase. The regression coefficient value of the work discipline variable is 0.336, it states that there is an influence between work discipline and employee performance, if the better the level of discipline, employee performance will increase.

Hypothesis Testing

T-test

Partial influence of each independent variable on the dependent variable at the 95% confidence level or the test level used $\alpha = 0.05$.

Table 12. *T-test* Results

Variable	t-count	t-table
Competence	9,570	1,676
Work Discipline	8,615	1,676

Source: Data Processed, 2024

Based on table 12 that the t-count value of competence is 9.570. When compared with the t-table, namely 1.676, the t-count of $9.570 > t\text{-table } 1.676$, it can be concluded that there is an influence of competence on employee performance at the Pringsewu Regency Human Resources Staffing and Development Agency. accepted. The t-count value for employee discipline is 8.615. When compared with the t-table, namely 1.676, the t-count is $8.615 > t\text{-table } 1.676$, so it can be concluded that there is an influence between employee discipline and employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency. accepted.

F-Test

The F test is used to see whether the work discipline and competency variables have an impact on employee performance variables simultaneously. If the significance value is greater than 0.005 at the 95% confidence level, it can be concluded that the competency and work discipline variables have a significant effect on employee performance.

Table 13. F-Test Result

Variable	F-count	F-table
Competence and work discipline on employee performance	57,364	3,20

Source: Data Processed, 2024

Based on table 13, it is known that the F-count value is $57.364 > \text{the F-table value of } 3.20$. So it can be interpreted that competence and work discipline have a

significant effect on employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency.

Determination Test (R Square)

Table 14. Coefficient of Determination (R Square)

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	.854 ^a	.714	.701	2.442

Source: Data Processed, 2024

Based on table 14, it can be seen that the R Square value is 0.714 or 71.4%. It can be said that the percentage of the influence of the compensation and work discipline variables on the employee performance variable is 71.4% while the remaining 28.6% is influenced by other factors not included in this study.

Conclusion and Implication

Conclusion

Based on the results of the research that has been conducted, it can be concluded that Competence has a positive and significant effect on Employee Performance at the Pringsewu Regency Personnel and Human Resources Development Agency. Work discipline has a positive effect on employee performance at the Pringsewu Regency Personnel and Human Resources Development Agency. Competence and work discipline together have a positive and significant effect on employee performance at the Staffing Agency and Human Resources Development.

Implication

Based on the conclusions that have been described, several things can be input into this study, namely the results of the competency variable questionnaire, for the lowest statement is the statement that the level of education is in accordance with the workload. Therefore, it is expected to pay attention to the suitability of employees' educational background before placing them in certain sections and must pay attention to the expertise and skills possessed by employees. The results of the work discipline variable questionnaire, for the lowest response statement is always present

at the office according to the applicable working hours. This of course hinders performance progress, therefore it is hoped that policy makers must impose strict sanctions on employees who are less disciplined towards working hours in the form of cutting remuneration. In addition, it is also expected to provide direction to employees so that they can continue to follow standard operational procedures in carrying out work in order to get maximum performance. The results of the performance variable questionnaire, for the statement that has the lowest response, is to produce the amount of work assigned to me according to the time set by the agency. Therefore, in the future, it must ensure the implementation of employees in accordance with the applicable Standard Operating Procedures. On the other hand, in order to motivate employees, leaders can implement a reward system, namely giving awards to employees who are able to complete work before it is due, and should impose penalties on employees who are slow in completing their tasks and work.

Bibliography

- Afiah, N. N., Alfian, A., & Sofia, P. (2020). Effect of employee competence and internal control systems on accounting information quality of the local government in West Java region. *Utopia y Praxis Latinoamericana*, 25(Extra1), 146–154.
- AlKahtani, N., Iqbal, S., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters*, 11(3), 813–822.
- Amri, A., & Ramdani, Z. (2021). Effect of organization commitment, work motivation, and work discipline on employee performance (case study: pt. pln (persero) p3b Sumatera upt Padang). *International Journal of Educational Management and Innovation*, 2(1), 88–99.
- Andini, W., Barusman, T. M., & Warganegara, T. L. P. (2023). The Role Of Local Community Participation In The Developing Cultural Tourism Sustainability. *Journal of Management, Business and Social Sciences*, 1(1), 1–15.
- Anwar, K., & Aima, M. H. (2020). The Effect Of Competence And Motivation On Organizational Commitments And Its Implications On Employee Performance. *Dinasti International Journal of Education Management And Social Science*, 1(2), 183–196.

- Barusman, A. R. P., & Habiburrahman, H. (2022). The role of supply chain management and competitive advantage on the performance of Indonesian SMEs. *Uncertain Supply Chain Management*, 10(2), 409–416.
- Barusman, A. R. P., Nurdawansyah, Warganegara, T. L. P., & Mega, S. A. (2020). Influence of Company Characteristics on Carbon Disclosure Emissions on Manufacturing Companies in Indonesia. *International Journal of Advanced Science and Technology*, 29(6), 1423–1431.
- Barusman, A. R. P., & Rulian, E. P. (2020). Customer Satisfaction and Retention and its impact on Tourism in Hotel Industry. *Utopía y Praxis Latinoamericana*, 25(1), 117–126.
- Barusman, A. R. P., & Virgawenda, T. M. B. (2019). Supply Chain strategy and service recovery as an antecedent of customer loyalty for insurance company. *International Journal of Supply Chain Management*, 8(5), 285–293.
- Budirianti, B. L. R., Agusdin, A., & Surati, S. (2020). The Influence of Work Discipline, Motivation, Job Satisfaction and the Work Environment on the Performance of Contract Employees. *International Journal of Multicultural and Multireligious Understanding*, 7(11), 174.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150.
- Han, Z., Wang, Q., & Yan, X. (2019). How Responsible Leadership Motivates Employees to Engage in Organizational Citizenship Behavior for the Environment: A Double-Mediation Model. *Sustainability*, 11(3), 605.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234.
- Krisnawati, N. K. D., & Bagia, I. W. (2021). Pengaruh kompetensi kerja terhadap kinerja karyawan. *Bisma: Jurnal Manajemen*, 7(1), 29–38.
- Lumbantoruan, L. (2019). Enrichment: Journal of Management Effect of Motivation and Discipline Against Employee Productivity Employees at PT. xyz. *Enrichment: Journal of Management*, 10(1).
- Malik, M., & Verawati, N. (2016). *Development of a Public Service Model Through E - Government in Lampung Province*. 6–11.

- Meesala, A., & Paul, J. (2018). Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future. *Journal of Retailing and Consumer Services*, 40, 261–269.
- Nugroho, T., Erari, A., & Adji, S. S. (2021). The Effects of Leadership, Competence, and Organizational Culture on Employee Performance Mediated By Employee Satisfaction. *Britain International of Humanities and Social Sciences (BIOHS) Journal*, 3(2), 332–346.
- Nurasniar, W. A. (2021). Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable. *APTISI Transactions on Management (ATM)*, 6(2), 121–131.
- Nurjaya, N. (2021). Pengaruh Disiplin Kerja, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Hazara Cipta Pesona. *AKSELERASI: Jurnal Ilmiah Nasional*, 3(1), 60–74.
- Prasetyo, I., Endarti, E. W., Endarto, B., Aliyyah, N., Rusdiyanto, R., Tjaraka, H., Kalbuana, N., & Rochman, A. S. (2021). Effect of compensation and discipline on employee performance: a case study Indonesia. *Journal of Hunan University (Natural Sciences)*, 48(6), 277–298.
- Purnomo, A., & Sujarwo, E. (2016). Pengaruh Budaya Organisasi Dan Disiplin Pegawai Terhadap Kinerja Pegawai Di Kepolisian Daerah Lampung. *Jurnal. Ubl. Ac. Id.*
- Razak, N. (2021). The effect of training, competence and work motivation on employee performance. *Jurnal Economic Resource*, 4(2).
- Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702.
- Romli, K., Oktaviannur, M., Rinova, D., & Dharmawan, Y. Y. (2019). Analysis of Tourism Mapping in Lampung Province to Optimize Entrepreneurship Development. *Review of Integrative Business and Economics Research*, 8(2), 110–118.
- Sunatar, B. (2022). Effect of Leadership Style and Employee Competence on Employee Performance Through Organizational Citizenship Behavior. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 5(2), 573–591.
- Uloli, A. S., Akbar, M., & Kadir, K. (2019). The Influence of Organizational Culture, and Work Motivation on Work Discipline Employees in Secretariat General of the National Resillience Council. *Journal of International Conference Proceedings*, 2(3), 1–4.

- Wardani, L. M. I., & Fatimah, S. (2020). Kompetensi pekerja dan efeknya terhadap work engagement: riset pada pekerja dengan horizontal education mismatch. *Jurnal Psikologi Sosial*, 18(1), 73–85.
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1–8.