

The Influence of Education and Training (Diklat) and Discipline on the Performance of Members of Polda Metro Jaya

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ABSTRACT

This research aims to determine the influence of education and training (diklat) and discipline on the performance of members of Polda Metro Jaya. Police member performance is an important factor in maintaining the effectiveness of public services and community security. The method used in this research is quantitative with descriptive and verificative approaches. Data collection was conducted through questionnaire distribution to 96 respondents who are members of Polda Metro Jaya. The results show that education and training (diklat) has a positive influence on member performance with a contribution of 48.9%. Discipline also provides a positive influence with a larger contribution, namely 63.9%. Simultaneously, education and training (diklat) and discipline together have a significant influence on member performance of 67.2%. Therefore, it can be concluded that improving education and training (diklat) as well as consistent enforcement of discipline can optimally enhance the performance of members of Polda Metro Jaya.

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1. Introduction

Human resources (HR) are the main driver for every institution in carrying out activities and work processes within the institution. HR is a driver in establishing plans, systems, processes, and goals to be achieved. Without HR, institutional activities cannot run well. The important role of HR in achieving institutional goals indicates that sustainable human resource management is needed to obtain quality HR, so that in carrying out institutional activities, optimal performance can be provided.

Human resources are also a very vital institutional asset, therefore their existence in the institution cannot be replaced by other resources. No matter how modern the technology used or how much funding is prepared, without the support of human resources with professional capabilities, everything becomes meaningless. Therefore, every institution is required to use professional human resources in the established field of work. An institution

is a means of activity for people in an effort to achieve common goals. In this activity container, every person or member of the institution must have high capabilities in carrying out their respective tasks, authorities, and responsibilities according to their positions to create optimal member performance to achieve institutional goals. Performance is the work results in terms of quality and quantity achieved by a member in carrying out their duties according to the responsibilities given to them. To achieve institutional goals, institutions must pay more attention to their members' performance. Institutions must employ members who have high work capabilities and discipline, work on time, obey and carry out what superiors say, and implement all regulations in an institution.

Improving member performance will bring progress to the institution to survive in an unstable business environment competition. Therefore, efforts to improve member performance are the most serious management challenge because success in achieving goals and institutional survival depends on the quality of human resource performance within it.

The success or failure of an institution in achieving its goals depends on the ability of human resources to complete the tasks given, so members are required to always be able to develop themselves within an institution.

If member performance is very low, it will cause the institution to experience losses that can end with the closure of that institution. Member performance is the achievement of a person or group in one institution in completing their tasks and responsibilities to achieve institutional aspirations legitimately, without violating the law, and being moral and ethical.

With good member performance, the institution will easily achieve its goals. Member performance must be well considered by the institution because member performance is a benchmark or bridge for the institution to achieve success. Indirectly, member performance values affect the institution's image. The better the member performance toward an institution, the more it will help the success of that institution.

Given the significant influence of member performance on the institution, it is important for every institution to maintain and improve its members' performance according to the desired targets. It is also important for an institution to plan the development of its members' performance, as it will affect member skills which will also affect the performance produced.

Education and training (diklat) is very important in an institution and important for institutional success in achieving desired goals. Therefore, improving diklat is necessary. In this era of globalization, quality human resources will be very much needed and become a strength for institutions to continue to advance and develop. Improving diklat must be planned as well as possible to obtain results that match expectations.

Diklat is a process to improve the competence, skills, and abilities of members so they can work more professionally and with quality. The goal is to increase productivity, quality, and innovation.

One way to manage human resources so they can work well is through efforts to develop the quality or capabilities of human resources through the process of planning education, training, and managing member personnel to achieve optimal results. Diklat at this time is

an object that must be very much considered in institutions because it is the operational driver within the institution. Every institution certainly wants its members to develop according to the institution's expectations and desires.

Good diklat will bring positive influence to the institution. Where members become more skilled, knowledgeable, and able to complete their tasks according to work demands toward that institution.

Another factor that can influence member performance is member discipline. Discipline as awareness and willingness of a person to obey all institutional regulations and applicable social norms. A disciplined attitude shows member strength, because generally members who have good performance are members who have high levels of discipline. To realize institutional goals, the first thing that must be enforced in that institution is member discipline. So discipline is the key to an institution's success in achieving goals.

Efforts to create a disciplined attitude in an institution can be done through clear rules and regulations, simple work procedures that can be easily known by members. An individual with high discipline tends to be more organized in everything, such as arriving and leaving on time, always obeying applicable rules and regulations, and building good relationships with fellow members, which is the main capital for the birth of good discipline in a person that affects the high or low performance of a person.

In the era of globalization and increasingly complex security challenges, police institutions are required to have professional, competent, and highly integrated human resources. Polda Metro Jaya, as one of the largest law enforcement institutions in Indonesia that has a vital role in maintaining security and order in the DKI Jakarta region and its surroundings, requires serious attention to the quality of its members' performance. Police member performance is greatly influenced by various internal factors, one of which is education and training (diklat) and discipline.

Diklat becomes a strategic aspect in improving the technical abilities, competencies, and mentality of police members. Continuous training, education, and career development programs can create members who are responsive, resilient, and adaptive to changes in situations and technology. However, education and training (diklat) that is not supported by high discipline can become less effective in improving overall performance. Discipline also plays an important role in forming a professional and responsible work ethic. The level of discipline of Polda Metro Jaya members can reflect the extent to which they carry out tasks in accordance with rules, orders, and standard operational procedures. Strong discipline will encourage consistency in service to the community and improve the institution's image in the eyes of the public.

Based on preliminary exploration results conducted by the author, it is suspected that the performance of Polda Metro Jaya members is not yet optimal, which can be seen from the frequent failure to achieve targets given by leaders perfectly, as well as many tasks that cannot be completed according to previously set deadlines, and there are still complaints from the public regarding slow, less responsive, or non-standard operational procedure (SOP) compliant services.

The author suspects that the main factor influencing the suboptimal performance of Polda Metro Jaya members is that education and training (diklat) has not been carried out maximally, which can be seen from Polda Metro Jaya providing less training or work diklat to its members according to their positions, members being less motivated to develop themselves personally, lack of motivation to continue education due to time constraints, and not all members getting equal opportunities to participate in training or competency development due to budget, time, or participant number limitations. Furthermore, the lack of follow-up after diklat, such as assignments according to training competency results or monitoring of material implementation, causes diklat results to not have a significant impact on actual performance, and some diklat is conducted when members also have operational task responsibilities, thus disrupting focus and training effectiveness.

Another factor suspected of influencing the suboptimal performance of Polda Metro Jaya members is member discipline that is still not optimal, which can be seen from the uneven level of member compliance, not all members show high levels of compliance with rules and standard operational procedures (SOP). This is evident from the still existing violations such as late arrival times, weak supervision systems, and inconsistent application of sanctions for violations. This creates the impression that minor disciplinary violations do not always have serious impacts on careers or performance assessments. As well as low individual awareness of discipline as a basic value of the police profession.

Based on the above description, the author is interested in conducting research on **“The Influence of Education and Training (Diklat) and Discipline on the Performance of Members of Polda Metro Jaya”**.

2. Theoretical Review

According to Flippo in Purwandari (2022), “Education and training is the process of preparing individuals to assume different or higher responsibilities within an organization, usually related to improving intellectual abilities to perform better work”. According to Astarina and Windartini (2022: 84), “Education and training is an effort to improve the technical, theoretical, conceptual, and moral abilities of members according to job/position needs through education and training”.

According to Gary Dessler in Rivai (2019), “Discipline is a tool used by leaders to communicate with members so they are willing to change behavior and as an effort to increase awareness and willingness of a person to obey all organizational regulations and applicable social norms”. Hendrayani (2020) states that “Discipline is a tool used by managers to communicate with members so they are willing to change behavior and as an effort to increase awareness and willingness of a person to obey all organizational regulations”.

According to Campbell et al. in Rivaldi (2021), “Performance is behavior or action of a person that is relevant to organizational goals. Sedarmayanti in Burhannudin et al. (2019:192) states”Member performance is the achievement of a person or group in one

organization in completing their tasks and responsibilities to achieve organizational aspirations legitimately, without violating the law, and being moral and ethical”.

3. Research Hypotheses

In accordance with the theoretical framework, problem formulation, and research objectives, the hypotheses proposed in this research are as follows: It is suspected that there is an influence of Education and Training (Diklat) on the Performance of Members of Polda Metro Jaya; It is suspected that there is an influence of Discipline on the Performance of Members of Polda Metro Jaya; It is suspected that there is a simultaneous influence of Education and Training (Diklat) and Discipline on the Performance of Members of Polda Metro Jaya.

4. Research Methodology

The type of research used in this research is quantitative with descriptive and verificative approaches. According to Sugiyono (2019), quantitative data is a research method based on positivism (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problems studied to produce conclusions. According to Rukajat (2018), descriptive research is research that seeks to describe phenomena that occur realistically, actually, and currently, because this research consists of making descriptions, pictures, or paintings systematically, factually, and accurately regarding facts, characteristics, and relationships between the phenomena studied. Meanwhile, the verificative method according to Sugiyono (2019) is research conducted on a specific population or sample with the aim of testing predetermined hypotheses.

According to Sugiyono (2019), population is a generalization area consisting of research objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. In this research, the population is focused on all members of Polda Metro Jaya recorded as 2,224 people. According to Sugiyono (2019), a sample is part of the number and characteristics possessed by that population. According to Arikunto (2017:173), if the population is less than 100 people, then the sample size is taken entirely, but if the population is more than 100 people, then 10-15% or 20-25% of the population can be taken. Because the population used in this research is relatively large, namely 2,224 people, the sample size determination in this research uses the Slovin formula (Sugiyono, 2019), namely:

$$n = \frac{N}{1 + N(e)^2}$$

If calculated:

$$n = \frac{2224}{1 + N(e)^2}$$

$$n = \frac{2224}{1 + 2224.(10\%)^2}$$

$$n = \frac{2224}{1 + 2224 \cdot (0,01)}$$

$$n = \frac{2224}{1 + 22,24}$$

$$n = \frac{2224}{23,24}$$

n = 95.6 rounded to 96 Sample

Based on the above calculation, this research takes a sample of 96 members of Polda Metro Jaya. The author uses simple random sampling technique. According to Sugiyono (2019), Simple Random Sampling is the selection of sample members from the population done randomly without considering the strata that exist in that population.

Data collection techniques used in this research are observation and questionnaire distribution.

Data analysis techniques in this research are: Data quality analysis using the Statistical Package for Social Sciences (SPSS) for Windows Release 25 program. The data quality analysis includes validity and reliability tests; Multiple linear regression analysis; Multiple correlation analysis and coefficient of determination.

5. Research Results and Validity and Reliability Tests Discussion

Discussion

Table 1. Recapitulation of Respondent Answers for Education and Training (Diklat) Variable (X1)

No	Statement	N	Average	Interpretation
1	Polda Metro Jaya always provides regular work training to members according to their work field	96	3.78	Good
2	As a member, I always participate in training programs provided by Polda Metro Jaya to improve my performance	96	3.97	Good
3	My work productivity increased after being given training by the institution	96	3.91	Good
4	I always take the initiative to participate in seminars/workshops outside the institution to improve my abilities and work skills	96	4.01	Good
5	I always take the initiative to learn independently through	96	3.92	Good

No	Statement	N	Average	Interpretation
6	print/electronic media to improve my abilities and work skills			
6	The institution always gives appreciation to members if work results are better than before	96	3.97	Good
7	I am motivated to sharpen my abilities and work skills to achieve good work achievements	96	4.01	Good
8	Leaders provide appreciation in the form of praise or awards for high-performing members	96	3.98	Good
Total			31.54	
Average			3.94	Good

Based on the recapitulation results of data from 8 statement items submitted to respondents, a total score of 31.54 was obtained with an average score of 3.94, which is in the “Good” category. This shows that education and training (diklat) efforts in the Polda Metro Jaya environment have been implemented quite effectively and received positive responses from members.

Table 2. Recapitulation of Respondent Answers for Discipline Variable (X2)

No	Statement	N	Average	Interpretation
1	I arrive at the workplace on time according to applicable regulations	96	3.81	Good
2	I leave work on time according to applicable regulations	96	4.00	Good
3	I request permission when unable to come to work	96	3.99	Good
4	I always wear clothing according to institutional regulations	96	3.96	Good
5	I work according to work standards established by the institution	96	4.10	Good
6	I am responsible for the tasks I work on	96	4.08	Good
7	I am always careful in working	96	3.97	Good
8	I am always thorough in working	96	4.00	Good
9	I have good ethics in working	96	4.04	Good
10	I am friendly toward fellow colleagues and leaders	96	4.09	Good

No	Statement	N	Average	Interpretation
	Total		40.05	
	Average		4.01	Good

Based on the questionnaire recapitulation results for the Discipline variable consisting of 10 statement items, a total score of 40.05 was obtained with an average score of 4.01, which is in the “Good” category. These results indicate that in general, the discipline level of Polda Metro Jaya members is at a good level.

Table 3. Recapitulation of Respondent Answers for Performance Variable (Y)

No	Statement	N	Average	Interpretation
1	I complete work tasks with thoroughness, precision, and care	96	3.90	Good
2	The skills I possess are appropriate for the work and tasks I currently perform	96	4.06	Good
3	My work quantity is already in accordance with work standards expected by the institution	96	3.95	Good
4	While working, my work results are better when compared to the past	96	3.89	Good
5	I am satisfied when I can carry out tasks maximally	96	4.09	Good
6	I try to find new ways that are more effective to complete each task or work	96	4.04	Good
7	I carry out work that is my responsibility	96	4.01	Good
8	I complete work according to leader instructions	96	3.82	Good
9	I have good initiative to carry out new tasks/work	96	3.88	Good
10	I am able to provide creative ideas for institutional progress	96	4.06	Good
	Total		39.70	
	Average		3.97	Good

Based on the recapitulation results of respondent answers to the performance variable, an average score of 3.97 was obtained with a good category. This shows that in general, the performance of Polda Metro Jaya members is already at a good level.

Validity Test

Table 4. Validity Test for Education and Training (Diklat) Variable (X1)

No	Statement	Pearson Correlation	Sig. (2-tailed)	N	Validity
1	Polda Metro Jaya always provides regular work training to members according to their work field	0.610**	0.000	96	Valid
2	As a member, I always participate in training programs provided by Polda Metro Jaya to improve my performance	0.868**	0.000	96	Valid
3	My work productivity increased after being given training by the institution	0.829**	0.000	96	Valid
4	I always take the initiative to participate in seminars/workshops outside the institution to improve my abilities and work skills	0.749**	0.000	96	Valid
5	I always take the initiative to learn independently through print/electronic media to improve my abilities and work skills	0.306**	0.002	96	Valid
6	The institution always gives appreciation to members if work results are better than before	0.869**	0.000	96	Valid
7	I am motivated to sharpen my abilities and work skills to achieve good work achievements	0.623**	0.000	96	Valid
8	Leaders provide appreciation in the form of praise or awards for high-performing members	0.698**	0.000	96	Valid

No	Statement	Pearson Correlation	Sig. (2-tailed)	N	Validity
9	Education and Training (Diklat)	1		96	
Keterangan: ** Korelasi signifikan pada level 0.01 (2-tailed)					

From the table above, it can be seen that the education and training (diklat) variable has a significance value smaller than 0.025. Therefore, the education and training (diklat) variable can be said to be valid and can be used for further testing.

Table 5. Validity Test for Discipline Variable (X2)

No	Statement	Pearson Correlation	Sig. (2-tailed)	N	Validity
1	I arrive at the workplace on time according to applicable regulations	0.677**	0.000	96	Valid
2	I leave work on time according to applicable regulations	0.832**	0.000	96	Valid
3	I request permission when unable to come to work	0.691**	0.000	96	Valid
4	I always wear clothing according to institutional regulations	0.849**	0.000	96	Valid
5	I work according to work standards established by the institution	0.733**	0.000	96	Valid
6	I am responsible for the tasks I work on	0.595**	0.000	96	Valid
7	I am always careful in working	0.681**	0.000	96	Valid
8	I am always thorough in working	0.842**	0.000	96	Valid
9	I have good ethics in working	0.461**	0.000	96	Valid
10	I am friendly toward fellow colleagues and leaders	0.679**	0.000	96	Valid
	Discipline	1		96	

- Correlation is significant at the 0.01 level (2-tailed).
- Correlation is significant at the 0.05 level (2-tailed).

From the table above, it can be seen that the discipline variable has a significance value smaller than 0.025. Therefore, the discipline variable can be said to be valid and can be used for further testing.

Table 6. Validity Test for Performance Variable (Y)

No	Statement	Pearson Correlation	Sig. (2-tailed)	N	Validity
1	I complete work tasks with thoroughness, precision, and care	0.748**	0.000	96	Valid
2	The skills I possess are appropriate for the work and tasks I currently perform	0.756**	0.000	96	Valid
3	My work quantity is already in accordance with work standards expected by the institution	0.815**	0.000	96	Valid
4	While working, my work results are better when compared to the past	0.537**	0.000	96	Valid
5	I am satisfied when I can carry out tasks maximally	0.780**	0.000	96	Valid
6	I try to find new ways that are more effective to complete each task or work	0.700**	0.000	96	Valid
7	I carry out work that is my responsibility	0.590**	0.000	96	Valid
8	I complete work according to leader instructions	0.483**	0.000	96	Valid
9	I have good initiative to carry out new tasks/work	0.412**	0.000	96	Valid
10	I am able to provide creative ideas for institutional progress	0.610**	0.000	96	Valid
	Performance	1		96	

- Correlation is significant at the 0.01 level (2-tailed).

- Correlation is significant at the 0.05 level (2-tailed).

From the table above, it can be seen that the performance variable has a significance value smaller than 0.025. Therefore, the performance variable can be said to be valid and can be used for further testing.

Reliability Test

Table 7. Reliability of Education and Training (Diklat) Variable (X1)

Reliability Statistics	
Cronbach's Alpha	0.839
N of Items	8

From the table above, it can be seen that all items have a Cronbach's alpha of 0.839, meaning it is greater than the Cronbach's alpha table > 0.70 . Therefore, the education and training (diklat) variable can be said to be reliable and can be used for further testing.

Table 8. Reliability of Discipline Variable (X2)

Reliability Statistics	
Cronbach's Alpha	0.853
N of Items	10

From the table above, it can be seen that all items have a Cronbach's alpha of 0.853, meaning it is greater than the Cronbach's alpha table > 0.70 . Therefore, the discipline variable can be said to be reliable and can be used for further testing.

Table 9. Reliability of Performance Variable (Y)

Reliability Statistics	
Cronbach's Alpha	0.706
N of Items	10

From the table above, it can be seen that all items have a Cronbach's alpha of 0.706, meaning it is greater than the Cronbach's alpha table > 0.70 . Therefore, the performance variable can be said to be reliable and can be used for further testing.

Table 10. Results of Multiple Linear Regression Analysis

Mode	Variable	Coefficients ^a			
		B	Std. Error	Standardized Coefficients	t
1	(Constant)	17.758	1.759		10.095
	Education and Training (Diklat)	0.528	0.172	0.572	3.072
	Discipline	0.964	0.134	1.341	7.205

a. Dependent Variable: Performance

Regression Equation: $y = a + bx_1 + cx_2$

The result obtained: $y = 17.758 + 0.528x_1 + 0.964x_2$

This means that every increase or decrease in the value of education and training (diklat) by 1, together with every increase and decrease in discipline by 1, is followed by an increase or decrease in performance value of $17.758 + 0.528 + 0.964$, equal to 19.250.

Table 11. Coefficient of Determination of the Influence of Education and Training (Diklat) and Discipline on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.820 ^a	0.672	0.665	2.356

a. Predictors: (Constant), Discipline, Education and Training (Diklat)

Magnitude of influence = Coefficient of Determination, $CD = R^2 \times 100\% = 0.672 \times 100\% = 67.2\%$.

Table 12. F Test

Mode	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1057.987	2	528.994	95.295	.000 ^b
Residual	516.253	93	5.551		
Total	1574.240	95			

a. Dependent Variable: Performance

b. Predictors: (Constant), Discipline, Education and Training (Diklat)

Based on the ANOVA table, a calculated significance of 0.000 was obtained, which is smaller than the alpha significance of 0.05 (5%). This means statistically that the hypothesis that there is an influence of Education and Training (Diklat) and discipline simultaneously on performance is accepted. This means there is a significant influence of Education and Training (Diklat) and discipline on the performance of members of Polda Metro Jaya of 67.2%.

6. Conclusions and Recommendations

Conclusions

Based on the research analysis results, in this section the researcher can conclude the research results as follows:

- There is a positive and significant influence of Education and Training (Diklat) on the performance of members of Polda Metro Jaya of 48.9%. This means that education and training (diklat) conducted through education and training, non-diklat activities, promotion, and motivation significantly contributes to improving member performance. The better the education and training (diklat) program implemented, the more member performance increases.
- There is a positive and significant influence of Discipline on the Performance of members of Polda Metro Jaya of 63.9%. These results show that discipline in carrying out tasks, obeying regulations, and being responsible in work provides a larger

contribution to improving performance. High discipline is able to create a positive work ethic in the institution.

- c. There is a simultaneous influence between Education and Training (Diklat) and discipline on the performance of members of Polda Metro Jaya of 67.2%. This indicates that both variables together have a strong influence on improving performance. In other words, the synergy between education and training (diklat) and discipline will create more optimal and professional member performance.

Recommendations

Based on the research results and conclusions that have been presented, the author provides several recommendations as follows:

- a. Polda Metro Jaya is expected to continue improving training and development programs relevant to member task areas. In addition to regular training, the institution can provide broader opportunities for members to participate in seminars, workshops, or external training to expand knowledge and skills. Furthermore, the reward and appreciation system needs to be continuously improved to encourage member motivation and work spirit.
- b. Polda Metro Jaya is expected to maintain and strengthen a disciplined work culture by continuously emphasizing role modeling from leaders, as well as conducting consistent supervision and evaluation of member compliance with work regulations. The application of sanctions and rewards must also be applied fairly to improve discipline comprehensively.
- c. Polda Metro Jaya needs to integrate training and discipline policies into long-term performance improvement strategies. Balanced attention to improving competence and enforcing discipline is believed to be able to optimally encourage member professionalism.
- d. This research is limited to only two independent variables, namely Education and Training (Diklat) and discipline. Future researchers are advised to add other variables such as work motivation, leadership, work environment, or job satisfaction to provide a more comprehensive picture of the factors that influence police member performance.

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