



The Influence of Ability, Motivation and Work Discipline on Employee Performance

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Abstract

This study aims to analyze the influence of the ability, motivation, and work discipline factors on the performance of employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. The population used as the target of this research is the parties related to the performance of the Employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, totaling 50 people, all of whom are respondents. This study used primary data obtained by distributing questionnaires to all respondents and analyzed using multiple linear regression analysis models. This study indicates that all variables, namely Ability, Motivation, and Work Discipline, have a positive and significant influence simultaneously on the Employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. Partially, it was found that the ability factor has the most dominant significant influence on the performance of the Integrated Licensing and Investment Agency Employees of Makassar City, South Sulawesi Province. Based on these results, the researcher suggests that the performance of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, can pay more attention to factors that can encourage employee performance, such as ability, motivation, and discipline to enforce rules and create a more conducive work environment.



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Introduction

In the next few years, by optimizing the utilization of its potential, the Integrated Licensing and Investment Board of Makassar City, Sulawesi Province, is expected to be more professional, transparent, and innovative to be able to respond to environmental changes and challenges to realize licensing/non-licensing services and investment. Excellence that has an impact on improving the investment climate by prioritizing the interests of the community and the business world, starting with improving the quality of services supported by the maximum use of information technology and through increasing the capacity and integrity of service personnel, strengthening service institutions to the basic level, as well as coordination and communication between stakeholders. Interest to realize these expectations, several conditions must be prepared.

Achievement of target Number of Permit Recommendation Applications processed according to the rules with main performance indicators Number of Permits Issued according to Number of Recommendations issued is 100% with a target of 100% and realization of 100%. The target achievement is included in the high category.

Table 1. Performance Goals

Indicator	Target	Realization	% Achievements
Number of Permits issued according to the number of Recommendations issued	100 %	100 %	100 %

Source: BPTPM Year 2020

The target of the number of permit recommendation applications processed according to the rules is 100%. The realization of the permit recommendations processed according to the rules is 100% achieved. The Integrated Licensing and Investment Board processes all permit suggestions following applicable regulations. If there is a permit recommendation file that does not comply with applicable laws, it will be rejected and will not be processed.

Performance is an essential and exciting part because it has proven to be very important in its benefits. An institution wants employees to study seriously according to their abilities to achieve good work. Without good performance from all employees, the institution's success in achieving its goals will be challenging (Bili et al., 2018). Performance includes mental attitudes and behaviors that always believe that the work being carried out today must be of higher quality than the implementation of past work; for the future, it will be of higher quality than today. An employee or employee will feel pride and satisfaction with the performance achieved. Good performance is a desirable state in his working life. An employee will get good performance if the results of his work follow both quality and quantity standards (Mita, 2021).

According to (Hasibuan, 2005; Firman, 2019), performance is work achieved by a person in carrying out the tasks assigned to him based on skills, experience, ability, and time. Performance can show how much the employee's contribution to an institution is in achieving the work standards that have been set. Work standards need to be used as a benchmark in comparing what has been done and what is expected. To achieve this goal, employees are required to control themselves in the face of tension that occurs in carrying out each of these jobs or activities. Because if employees cannot

overcome this, it can impact decreasing morale (Yusuf, 2018).

Employees must be able to capture the various incentives given by the company to stimulate their work motivation while also increasing their work abilities. Sulila, (2019) defines motivation as representing psychological processes, which lead to the emergence, direction, and persistence of voluntary (volunteer) activities directed towards specific goals. Companies must also pay attention to meeting the needs of employees following the services provided by the company. Ability is needed to improve the performance of individual human resources (Coenraad, 2016; Kellner et al., 2019). Discipline, especially from an organizational perspective, can be formulated as the obedience of every organization member to all the rules that apply within the organization, which is manifested through good attitudes, behavior, and actions to create order, harmony, no disputes, and other good conditions. Discipline is the key to the success of an organization in achieving its goals. Good Discipline means that employees are aware and willing to do all their duties effectively and efficiently to achieve high performance (Hestisani et al., 2014).

Referring to the conditions described, it is essential for the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, to manage its human resources through good management by providing opportunities for employees to advance so that employees will get satisfaction at work. The progress of the Makassar City Integrated Licensing and Investment Board is also inseparable from the management in using resources in the form of material and financial as a means of achieving the goal, namely the welfare of its employees. In carrying out activities, employees carry out their duties and obligations appropriately according to applicable regulations so that the Integrated Licensing and Investment Board can meet the organization's needs. The problem then arises that ability, work motivation, and Discipline lead to better work implementation and achievement or vice versa. In connection with this, the authors are interested in conducting further research on the factors that influence the performance of the employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province.

Theoretical Framework and Hypotheses

Human resource management (HRM) is one of the fields of general management, which includes aspects of planning, organizing, implementing, and controlling. This process is contained in the functions/fields of production, marketing, finance, and staffing. Because human resources (HR) are considered to have an increasingly important role in achieving company goals, various experiences and research results in HR are systematically collected in what is called human resource management. Simamora (2004) suggests that human resource management is the utilization, development, assessment, provision of remuneration, and management of individual members of the organization or group of employees. To achieve the goals of human resource management, a department or department of human resources must develop, use and maintain employees (human resources) so that all organizational functions can run in balance. Human resource management activities are part of the most central human resource management process and are vital in achieving organizational goals.

Performance is the result of carrying out a job, both physical/material and non-physical/non-material, carrying out its duties based on the job description; it is necessary to assess the results after

a certain grace period (Nawawi, 2005; Yuningsih, 2019). According to (Hasibuan, 2001; Mariana, 2018), performance is a work result achieved by a person carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Hasibuan also explained that performance is a combination of three essential factors: the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of motivation of a worker. The higher the three factors, the greater the employee's performance. Performance is the result of a person's work in a certain period compared to various possibilities such as standards, targets/targets, or criteria that have been determined in advance and have been mutually agreed upon (Suprihanto, 2006; Hamid & Kurniawaty, 2020).

In carrying out their duties, each member who functions as a subordinate need to be assessed for the results after a certain grace period through a program (Istijanto, 2006). This program/business series can be regarded as an assessment of employee performance. Meanwhile (Ruky, 2006; Yamanie & Syaharuddin, 2017) states that performance appraisal records the results obtained from certain job functions or specific activities. According to (Nawawi, 2005; Yuningsih, 2019), employee performance appraisal, an HR management activity, is a process of observing (observing) the implementation of work by a worker who has protected human rights. According to (Hasibuan, 2001; Hamid & Kurniawaty, 2020), performance appraisal assesses the ratio of accurate work results to each employee's quality and quantity standards, establishing policies regarding promotions or remuneration.

Several factors affect performance, including the ability. Keith Davis (Azis, 2018) states that employees who have above-average abilities with adequate education for their positions and have skills in carrying out their daily tasks will achieve higher performance levels. Therefore, the placement of employees must follow the level of education and level of expertise/experience and must be following the level of skill. In addition, employees' ability will quickly achieve the expected level of performance if it is supported by high motivation. The workability of individual human resources who work in a work organization focuses on human resource activities carried out by individual human resources who have reliable abilities in complex work dynamics and are full of competition to demonstrate superior and profitable abilities (competency advantage)—reflected in the ability of individual human resources who have education levels, skills, work experience and mastery of technology in achieving human resource management (HRM) goals (Sztompka, 2003; AY Yusuf, 2017).

The second factor is work motivation. Human behavior is only the most superficial reflection of their fundamental motivation. For human behavior to be following organizational goals, there must be a combination of motivation to fulfill their own needs and the organization's demands. Human behavior is caused or initiated by the presence of motivation. According to (Robbins, 2007; Guterres et al., 2020), motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. Understanding motivation also comes from (Marihot Tua EH, 2002; Hamid & Kurniawaty, 2020), namely the factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of stiff or weak effort.

The third factor is work discipline. Discipline is the attitude and behavior shown by every worker or employee in complying with the provisions and rules set to achieve organizational goals

(Notoatmodjo, 2002; Hamid & Kurniawaty, 2020). This understanding implies that every employee must have discipline as a form of attitude and behavior as a worker. Disciplined employees must comply with the rules and regulations set by each organization. These provisions and regulations for civil servants have been adjusted in Law No. 30 of 1980 concerning civil servant discipline. The socialization of understanding the provisions and regulations relating to employee discipline is concretely tangible at the level of civil servants' craft to come to work every day, consistent with the working hours that have been set, having an optimal level of attendance every day, and having a high level of integrity. Loyal to the leadership to maintain the integrity of an organization in achieving the desired goals. According to (Farel, 2003; Agustina & Bismala, 2014), to create dynamic work activities following the dynamics of the world of work, the application of discipline is very influential in increasing employee work efficiency in managing regional finances from an agency.

- H1:** Ability has a positive and significant impact on the performance of the Office of the Integrated Licensing and Investment Agency Office of Makassar City, South Sulawesi Province
- H2:** Motivation has a positive and significant effect on the performance of the employees of the Office of the Integrated Licensing and Investment Agency, Makassar City, South Sulawesi Province
- H3:** Discipline has a positive and significant effect on the performance of the Office of the Integrated Licensing and Investment Agency Office of Makassar City, South Sulawesi Province

The research model is as shown in Figure 1.

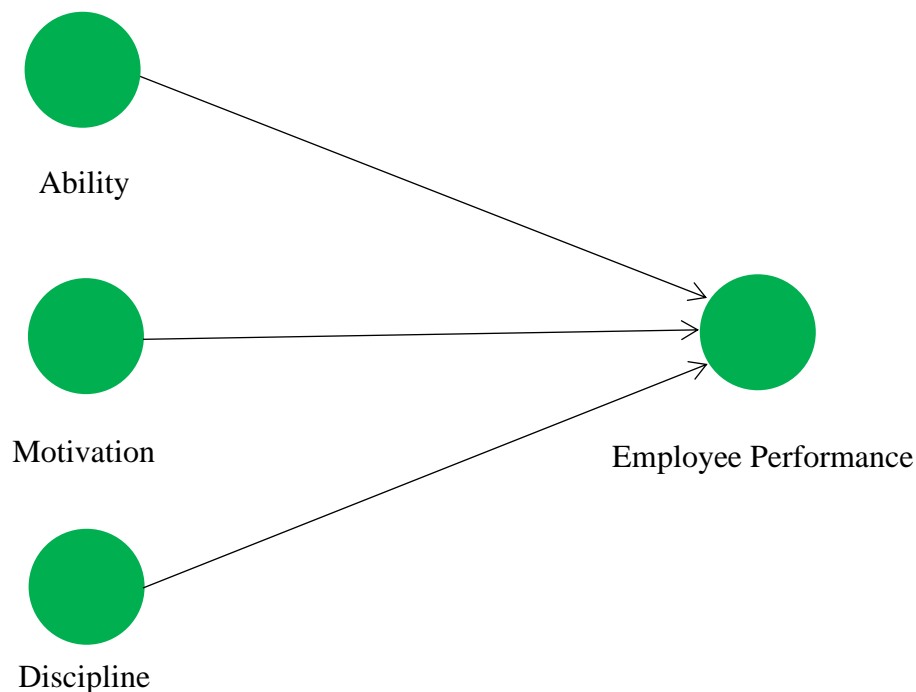


Figure 1. Research Conceptual Framework

Research Method

This type of research is quantitative research with a survey approach. This study involved 50 employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. Because the population is small or very limited, the census sampling method is used where all population members are sampled. The data in this study uses primary data obtained by distributing questionnaires to all respondents filled with several statements with five answer options that will be given a weighted score such as answers (Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree = 2, Strongly Disagree=1). The data collected will be analyzed through four stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data, which consists of (a validity test and a reliability test). The third stage is the classical assumption test consisting of (normality, multicollinearity, heteroscedasticity test). The fourth stage is to test all hypotheses proposed in this study and will be proven through the coefficient of determination, partial, and simultaneous tests.

Table 2. Population and Sample

No	Respondent	Population	Sample
1	Secretariat	4	4
2	Licensing Services Bidang	18	18
3	Licensing Processing Sector	10	10
4	Investment Sector	8	8
5	Data and Control	10	10
	Amount	50	50

Sumber: BPTPM 2020

Table 3. Variable Operationalization

Variable	Code	Indicator	Major Reference
Ability (X1)	X1.1	Formal education owned	(Firman, 2019; Sembiring et al., 2021)
	X1.2	Technical training	
	X1.3	Ability to master work	
	X1.4	Technical Instructions	
	X1.5	Accuracy in completing work	
Motivation (X2)	X2.1	Recognition as an individual	(Hamid & Kurniawaty, 2020; Siahaan & Bahri, 2019)
	X2.2	Acceptance by group	
	X2.3	Working conditions	
	X2.4	Wise Discipline	
	X2.5	Loyalty leader	
	X2.6	Allowances received	
	X2.7	Job promotion	
Discipline (X3)	X3.1	Punctuality at work	(Hestisani et al., 2014; Rohmania, 2021)
	X3.2	Upholding the work rules	
	X3.3	Obey and obey the orders of superiors	
	X3.4	Consistent on task	
	X3.5	Working procedurally	
Employee Performance	Y1.1	Able to increase target	(Firman, 2019; Hamid &
	Y1.2	Able to complete work on time	

(Y)	Y1.3	Able to create innovation in completing work	Kurniawaty, 2020)
	Y1.4	Able to create creativity in completing work	
	Y1.5	Able to minimize work errors.	

Data Analysis and Discussion

Data Analysis

This research was conducted in 2016 and obtained data according to the variables to be analyzed using three independent variables and one dependent variable. The independent variables of this research are ability (X1), motivation (X2), and discipline (X3). To find out variations in attitudes and behavior of employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, it is necessary to state the employee's identity as a respondent, which is expected to strengthen the position and position of this research.

Table 4. Demographic Data

Variable	Measurement	n	%
Gender	Man	28	61
	Woman	22	39
Age	< 25	-	-
	25-40	9	18
	>40	41	82
Level of education	High School	14	28
	Diploma	1	2
	Bachelor	32	64
	Master	3	6
Working time	< 10	10	20
	11-20	38	76
	>20	2	4

Demographic data in table 4 illustrates that the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province has employees of the male sex as many as 28 people or 61% and female sex as many as 22 people or 39%, with an age distribution of over 40 years as many as 41 people, followed by the age group between 25-40 years as many as nine people and there are no employees with an age distribution of 25 years, then based on the level of education, then from the 50 respondents studied were dominated by employees with S1 education as many as 32 people, then high school education as many as 14 people, followed by three people for Masters and only one person for Diploma level, and the characteristics of respondents according to the years of service that were captured showed that the most working years were 10-20 years as many as 38 people, ten years of service <10 years and two people working have more than 20 years of service.

Based on the classical assumption test results, the estimated multiple regression has met the requirements of the classical assumptions, so it is expected that the results will be good in analyzing the influence of the independent variable on the dependent variable. The regression results obtained

were tested simultaneously using the F-test and partial testing using the t-test. Then it can be described in more detail:

Simultaneous hypothesis testing aims to see the effect of ability (X_1), motivation (X_2), and discipline (X_3) on employee performance at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, by looking at the F value -count it. Table 5 shows that the calculated F-value obtained is 85.930, while the F-table at a 95% confidence interval or error rate ($\alpha = 0.05$) will obtain 2.79. Thus, the F-count $>$ F-table or $85.930 > 2.79$ means that the independent variable will simultaneously affect the dependent variable. High significance because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously the variables of ability (X_1), motivation (X_2), and discipline (X_3) have a significant and positive effect on the performance of the employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province.

Table 5. Simultaneous Testing (F-Test)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.071	3	5.024	85.930	.000 ^a
	Residual	2.689	46	.058		
	Total	17.760	49			

a. Predictors: (Constant), Discipline, Motivation, Ability

b. Dependent Variable: Performance

Furthermore, partial hypothesis testing is used to see the effect of the ability (X_1), motivation (X_2), and discipline (X_3) variables on work performed at the Integrated Licensing and Investment Board of Makassar City South Sulawesi Province. The test results can be seen from the t-count value.

Table 6. Partial Testing (t-test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.390	.296		-1.316	.195
	Ability	.484	.091	.480	5.335	.000
	Motivation	.268	.102	.221	2.624	.012
	Discipline	.357	.107	.319	3.325	.002

a. Dependent Variable: Performance

Based partial testing as in table 6 shows that ability (X_1), motivation (X_2), and discipline (X_3) individually have a significant and positive effect on employee performance at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. It can be seen from the value of t-calculated obtained that it is more significant than t-estimated or t-calculated is smaller than t-estimated. The results of the analysis also show that from the three influential variables, it turns out

that the ability variable has a dominant influence in improving the performance of the employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province; this can be seen from the t-calculated value of motivation which is greater than the t-calculated value of motivation and from the value of t-calculated of discipline.

Furthermore, the results of the multiple linear regression equation from this research model are as follows:

$$Y = -0,390 + 0,484X_1 + 0,268X_2 + 0,357X_3$$

Based on the multiple linear regression equation, it can be interpreted that the value of $b_0 = -0.390$, which states that the amount of employee performance at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, tends to decrease if the ability of the variable (X_1), motivation (X_2), and discipline (X_3) in a stable position. The value of $b_1 = 0.484$ has a positive meaning indicating that ability has a positive and significant effect on employee performance. It can be explained that if there is an increase in the ability variable and other variables are constant, it will increase employee performance. The value of $b_2 = 0.268$ has a positive sign indicating that motivation positively affects employee performance. This can be explained if there is an increase in motivation and other independent variables are constant. There is an increase in employee performance. The value of $b_3 = 0.357$ has a positive sign indicating that discipline will have a positive effect on employee performance; it can be explained that if there is an increase in discipline and other independent variables are constant, it will affect the increase in employee performance at the Makassar City Integrated Licensing and Investment Agency. South Sulawesi Province.

Because the analysis results according to the attached ANOVA table, the probability value of $P = 0.000$ is less than 0.05 , so simultaneously, the variables X_1 , X_2 , and X_3 have a significant effect on employee performance (Y). Thus, the first hypothesis of this study can be accepted. Furthermore, a partial analysis with SPSS 17 shows that the most considerable Standardized beta value is 0.484 , which is the coefficient of the X_2 variable (motivation). Thus, the motivation variable (X_2) has the most significant influence on employee performance (Y). In connection with that, the second hypothesis of this study is rejected.

The amount of the contribution given from the variables, ability (X_1), motivation (X_2), and discipline (X_3) to the performance of the employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province can be seen in the coefficient determination.

Table 7. Coefficient of Determination (R^2) test results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.849	.839	.24179

a. Predictors: (Constant), Discipline, Motivation, Ability

Based on the results of the determination test in table 7, it can be explained that the magnitude of the coefficient of determination (R^2) is 0.849 . The coefficient of determination states that the ability, motivation, and discipline variables can only explain or contribute to variations in employee

performance changes of 84.9%. At the same time, the rest is influenced by other variables that are not involved in this study.

Discussion

The results of testing the first hypothesis (H_1) prove that ability positively affects the Performance of the Integrated Licensing and Investment Agency Employees of Makassar City, South Sulawesi Province. As explained in the theoretical basis, the ability has a strong relationship with individual performance in the agency. Mangkunegara (2006) mentions two determinants of individual performance: the individual's ability. It is explained that the ability is formed from the knowledge and skills factor possessed by the individual. Meanwhile, knowledge is related to mastery of abstract concepts and related to one's educational background, while expertise and skills are related to the learning process of specific skills. Knowledge will determine a person's ways of analyzing and making decisions. Meanwhile skills and expertise are related to technical expertise so that when skills and expertise get better, the error rate and speed in doing something will get better. The explanations (Hasibuan, 2009; Rahman, 2015) also provide a strong indication of improving employee performance. It is stated that several employee development goals encourage individual abilities to achieve work productivity and work effectiveness. For example, training will improve technical skills, human skills, and managerial skills, encouraging performance and productivity to increase. Training will also reduce the error rate to reduce waste costs to encourage work effectiveness. The results of this study are in line with research (Coenraad, 2016; Ghozali, 2017) which found that ability has a positive effect on employee performance.

The results of testing the second hypothesis (H_2) have proven a positive but not significant effect between motivation on the performance of employees of the Integrated Licensing Agency and Investments in Makassar City, South Sulawesi Province. This result is supported by previous research (Rismawati, 2018); someone who has high motivation will work hard and has self-controlled behavior toward essential goals. Thus, high motivation possessed by an employee in working will also produce high work discipline. However, on the other hand, if no motivation supports each employee's work, it will not produce good work discipline. According to (Hasibuan, 2001; Hamid & Kurniawaty, 2020), motivation is the provision of a driving force that creates one's work enthusiasm, so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Besides that, it also supports the motivation theory put forward by Abraham Maslow (Marjaya & Pasaribu, 2019), which reveals that in every human being, there are five levels of needs, namely first, Physiological, including hunger, thirst, protection (clothing and housing), sex, and other needs. Second, Security, safety, and protection against physical and emotional losses. Third, Social includes affection, belonging, good acceptance, and friendship. Fourth, appreciation includes internal respect factors, such as self-esteem, autonomy, and achievement, and external factors, such as status, recognition, and attention. Fifth, is self-actualization, namely the drive to become what he becomes, which includes growth, reaching his potential, and self-fulfillment. The right motivation will be able to advance and develop the organization. The results of this study are in line with research (Rais et al., 2021; Sukmawati, 2017), which found that motivation positively affects employee performance.

The results of testing the third hypothesis (H_3) prove that discipline positively affects Employee Performance of the Integrated Licensing and Investment Agency of Makassar City, South Sulawesi Province. The effect of discipline on employees based on the results of this study emphasizes how to apply high discipline in carrying out their duties as employees. The main focus of discipline is that it is expected that there will be obedience in carrying out their duties following the applicable provisions. In addition, there is also appropriate treatment if employees can carry out their duties properly and sanctions for those who violate these provisions. This research has been proven through respondents' responses who say that work discipline has a strong influence in improving employee performance at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. Although the results of this study indicate a significant effect, if viewed from the percentage of the effect, there is still a group of employees who have a low level of attendance, so they still need continuous and continuous improvement and awareness-raising efforts. With this effort, it is hoped that it will increase a discipline that can strengthen employee empowerment at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. The results of this study are supported by the theoretical concept put forward by Notoatmodjo (Hamid & Kurniawaty, 2020), which says that discipline is an attitude and behavior that can be shown by every worker or employee in complying with the provisions and rules that have been set to achieve organizational goals. In addition, this research has also been supported by research results (Hestisani et al., 2014; N. Yusuf, 2018) which found that work discipline has a positive and significant effect on employee performance.

Conclusions

From the results of the research and discussion that has been described, it can be concluded that all variables, namely Ability, Motivation, and Work Discipline, have a positive and significant influence simultaneously on the performance of the Employees of the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province. Partially, it was found that the ability factor has the most dominant significant influence on the performance of the Integrated Licensing and Investment Agency Employees of Makassar City, South Sulawesi Province. Following the results and discussions, and research conclusions that have been stated, several things need to be suggested or recommended to the management leadership at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, namely: 1) To improve and maintain employee performance, especially in terms of service, management needs to make efforts to improve and improve capabilities through discipline. 2) To further improve the performance of employees at the Integrated Licensing and Investment Board of Makassar City, South Sulawesi Province, it is still necessary to have the attitude and behavior shown as part of the encouragement or support that comes from inside and outside the employee. 3) Management must further improve performance through motivation, capacity building through education and training, and enforcement of discipline and additional income to improve employee welfare.

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