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# **The Effect of Application of E-SKP and Competency Assessment System, On Performance with Work Discipline as an Intervening Variable in Papua Province Forestry and Environmental Services**

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**Abstract.** The aim of the study was to determine the effect of the application of the E-SKP assessment system and competence on performance with work discipline as an intervening variable in the Forestry and Environment Service of Papua Province. This is a quantitative study with 109 respondents. The results of the questionnaire were tabulated and analysed using Structural Equation Modelling (SEM) using the Smart PLS application. The results of the study are that E-SKP has a positive and significant effect on employee performance and work discipline. Work discipline does not mediate the relationship between E-SKP and employee performance. Competence has a positive and significant effect on employee performance. Employee work discipline. Work discipline does not mediate the relationship between competence and pawnshop performance. Work discipline has a negative and insignificant effect on the performance of employees of the Papua Province Forestry and Environment Service employees.

**Keywords.** e-SKP, competency, work discipline, employee performance

## **1. Background**

The government has a noble duty to realize the goals of the state, namely to protect the entire Indonesian Nation and all of Indonesia's bloodshed, promote public welfare, educate the nation's life, participate in carrying out world order based on freedom, eternal peace, and social justice as contained in the Preamble of the 1945 Constitution. Government Agencies are non-profit organizations that carry out service activities to the community. The human resources of government organizations are specially selected people, namely Civil Servants (PNS). Employees must have qualified performance and also obey the rules.

Good and clean governance, has a strong influence in improving the performance of the current Indonesian government. The spirit of a clean government obliges employees to work in accordance with applicable norms and conditions and not to deviate, let alone cause state losses and decline in performance. A good attitude alone is not enough, there is also a need to increase

the capacity of the human resources of the apparatus capable of bringing about change with professional, competent and accountable characteristics to be able to support transparent, democratic, just, effective and efficient government conditions by respecting the law which creates participation and empowerment. Existing human resources must be knowledgeable and highly skilled so that their performance increases. Good performance is optimal performance. According to Wirotomo & Pasaribu, (2015), the demand for realizing good governance in public organizations is mandatory and able to work fast, responsive, transparent and accountable. That can only be fulfilled by employees who are reliable and have high integrity.

The demand for bureaucratic reform requires civil servants to develop themselves and be accountable for their performance. Civil servants must be competent in their field of work. Competency development can be done through education and training activities (training). Competence is a person's work ability to integrate knowledge, skills, attitudes and personality values based on learning and experience in an effort to carry out tasks in a professional, effective and efficient manner. According to Lyle Spencer & Signe Spencer in Moehariono, (2012), competency is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a causal relationship with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations.

In addition to developing civil servant competencies, another variable that determines employee performance is discipline. In its application, discipline is more emphasized on the element of individual awareness to follow the rules that apply in the organization *Susilaningih*, (2008). In research conducted by Prawatya & Rahardjo, (2012) which shows that work discipline variables affect employee performance variables. In this case, discipline is important for the organization because it will be adhered to by most employees and it is hoped that the work will be carried out effectively.

Management of E-SKP is very helpful for employees in filling out the Employee Performance Target Plan which every day must fill in every work activity in the office in planning work. This SKP is a guideline for leaders to evaluate each employee in carrying out their duties and responsibilities as servants of the state.

The Papua Province Forestry and Environment Service has used the E-SKP for employee performance appraisal. However, in practice, not all employees can access and fill in the E-SKP or they still need the help of operators and other friends. Meanwhile, based on the indicators contained in the E-SKP that have been filled in by employees, it shows that not all employees have been able to achieve good work results. Researchers suspect employees lack the discipline to fill out applications every working day. This is also influenced by inadequate office conditions for all employees. The results of interviews with the Head of the Merauke Forestry and Environment Service Branch revealed that employee performance indicators that still did not meet expectations were on the aspects of work quality (work achievement), loyalty, and discipline. Meanwhile, after confirming with several employees, they complained about the lack of clear job descriptions, and also about the placement of employees not in accordance with their competence.

## **2. Literature Review**

Work behaviour Assessment of work behaviour has a weight of 40%. Assessment of work behaviour includes aspects of:

- Service orientation, namely the attitude and behaviour of employees in providing the best service to those served, including the community, superiors, colleagues, related work units, or other agencies.

- Integrity, namely the ability of employees to act in accordance with the values, norms and ethics in the organization.

- Commitment, namely the willingness and ability to align the attitudes and actions of employees to realize organizational goals by prioritizing the interests of the agency rather than self-interest, a person or group.

- Discipline is the ability of employees to comply with obligations and avoid prohibitions specified in statutory regulations or official regulations which, if not adhered to or violated, are subject to disciplinary punishment.

- Collaboration, namely the willingness and ability of employees to work together with their co-workers, superiors, subordinates in their work units and other agencies in completing a specified task and responsibility, so as to achieve maximum efficiency and effectiveness.

- Leadership is the ability of employees to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals.

Competency indicators according to Gordon in Sutrisno, (2013):

- Knowledge, namely awareness in the cognitive field.

- Understanding, namely the cognitive and effective depth possessed by individuals.

- Ability (skill), is something that is owned by an individual to carry out the task or work assigned to him.

- Value (value) is a standard of behaviour that has been believed and psychologically has been united in a person.

- Attitude, namely feelings (happy-dislike, like-dislike) or reaction to a stimulus that comes from outside.

- Interest is a person's tendency to do an act.

Singodimejo in Sutrisno, (2013) divides the indicators that affect the level of employee discipline into 4 dimensions which can also be used to measure the level of employee discipline, namely:

- Obey the rules of time: seen from the hours of entry to work, hours of rest, and hours of return on time in accordance with the rules that apply in the company.

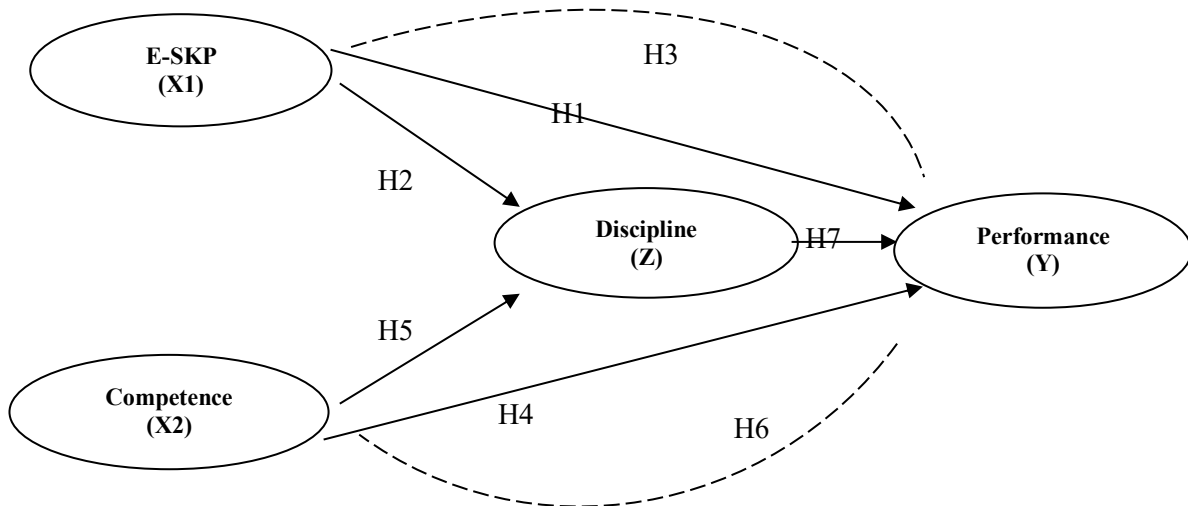
- Obey company rules: relates to basic rules on how to dress and behave at work.

- Compliance with the rules of conduct at work: demonstrated by ways of carrying out jobs according to position, duties and responsibilities as well as how to relate to other work units.

- Obey other regulations: relating to rules that may and may not be done by employees in the company.

Based on this description, this study focuses on examining the implementation of E-SKP, competence and performance on Discipline and the implications for employee performance. Furthermore, the thinking framework model can be seen in Figure 1.

**Pic. 1.**  
**Model research framework**



Source: visualization of the relationship between variables

**Research Hypothesis**

**Hypothesis 1:** It is suspected that the application of the E-SKP Assessment System has an effect on the performance of employees of the Papua Province Forestry and Environment Office.

The results of Nurhayati, (2017) are convincing that the implementation of e-performance has a positive and significant impact on employee performance. E-performance in question consists of implementing SKP electronically, recording targets and work realization, and presence, quantity causes increased performance. The influence of E-Performance is so great that it is not mediated by motivation. The same thing was also concluded by (Hartanto, 2016).

**Hypothesis 2:** It is suspected that the application of the E-SKP Assessment System has an effect on the work discipline of the employees of the Forestry and Environment Office of Papua Province

**Hypothesis 3:** It is suspected that the application of the E-SKP Assessment System has an effect on employee performance mediated by the Work Discipline of the Papua Provincial Forestry and Environment Service Employees.

SKP Online is an application that aims to assist employees in making job assignments and goals that must be achieved within a real and measurable evaluation period. Employee activity is always assessed from every work activity carried out in increasing competence in their respective fields. In relation to employee discipline it is closely related without good discipline. According to Hiryaned, (2017), the effect of the Performance Appraisal System on Rider Work Discipline in Food Taxi Jakarta. The research sample is 25 people. Using linear regression analysis. The result is 61.7% work discipline is influenced by the performance appraisal system.

**Hypothesis 4:** It is suspected that competence has an effect on performance employees are mediated by the Work Discipline of the Papua Provincial Forestry and Environment Service Employees.

In carrying out the duties and responsibilities of a State Apparatus, it is mandatory for him to have high competence so that he can indicate himself through the method of thinking, acting, and playing a role and expertise in drawing conclusions at a certain time and period.

Hidayat, (2021), conducted research on employees of PT. Surya Yoda Indonesia produces competencies that do not affect performance. In contrast to Dinda, (2017) reports good or bad employee competence affects employee performance. The role of competence in improving employee performance depends on the competencies possessed by employees. HR competence is the main capital for employees to achieve goals and to realize these goals if employees have good quality. Employees who are full of dedication, great loyalty, creative, and responsible make their performance better.

**Hypothesis 5:** Is it suspected that competence affects the work discipline of employees of the Forestry and Environment Office of Papua Province?

**Hypothesis 6:** It is suspected that competence has an effect on employee performance mediated by the Work Discipline of the Employees of the Forestry and Environment Service Office of Papua Province

Lukita et al., (2020), conducted research on the Effects of Leadership, Organizational Culture and Competence on Performance through Discipline as Intervening Variables in Employees of the Riau Province Industry and Trade Office. Research results Competency through discipline has a significant influence in improving performance.

**Hypothesis 7:** Allegedly Work Discipline influences the Performance of Employees of the Forestry and Environment Office of Papua Province.

According to Hasibuan, (2016), Discipline is the most important operative function of Human Resource Management because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for organizations to achieve good results. The link between Discipline and Performance is also supported by research from Sujana, (2020) Work Discipline (Y2) has a positive and significant effect on Employee Performance (Y1). so it can be concluded that there is a significant influence of Work Discipline on Employee Performance at the Palembang City Industry Office.

### **3. Method**

Population is an object of research as a target to obtain and collect data. So that it can be interpreted that the population is the whole element of the object as a source of data with certain characteristics in a study. The population used in this study were Employees of the Merauke Forestry and Environment Service Branch and the Papua Province Forestry and Environment Service with a total of 32 employees of the State Civil Apparatus from CDKLH Merauke and Employees of the Papua Province Forestry and Environment Office of 71 employees so that the total population was 109 people.

Data Analysis Techniques Data analysis techniques in this study used Partial Least Square (PLS). PLS is an equation model of Structural Equation Modelling (SEM) with an approach based on variance or component-based structural equation modelling, According to Ghozali & Latan, (2015), the purpose of PLS-SEM is to develop theory or build theory (predictive orientation). PLS is used to explain whether there is a relationship between latent variables (predictions).

#### 4. Results and Discussion

##### 4.1. Results

Research can be continued if the variables used are declared valid. The following is the calculation result of Heterotrait Monotrait Ratio (HTMT), Construct Reliability and Validity Calculation Results, R-Square and F-Square

**Table 1.** PLS Algorithm Calculation Results Against Heterotrait Monotrait Ratio (HTMT)

Discriminant Validity	Conclusion
E-SKP (X1) to discipline (Z1)	0,793 (Valid)
E-SKP (X1) to performance (Y1)	0,879 (Valid)
E-SKP (X1) to competency (X2)	0,701 (Valid)
Competency (X2) to discipline (Z1)	0,707 (Valid)
Competency (X2) to performance (Y1)	0,786 (Valid)
Discipline (Z1) to performance (Y1)	0,622 (Valid)

Source: data processed using Smart PLS, 2022

**Table 2.** Construct Reliability and Validity Calculation Results

Discriminant Validity	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Discipline	0.819	0.830	0.881	0.650
E-SKP	0.831	0.831	0.877	0.544
Performance	0.768	0.786	0.844	0.523
Competency	0.762	0.763	0.838	0.510

Source: data processed using Smart PLS, 2022

**Table 3.** Bootstrapping Calculation Results for Path Coefficients and P-Value

Direct Effect	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
E-SKP to Performance	0.548	6.341	0.000	Significant

E-SKP Discipline Competency to Performance	to	0.519	6.690	0.000	Significant
Competency to Discipline	to	0.348	3.792	0.000	Significant
Competency to Discipline	to	0.257	3.165	0.002	Significant
Discipline to Performance	to	-0.064	0.618	0.537	No Significant

Source: data processed using Smart PLS, 2022

**Table 4.** Bootstrapping Calculation Results for Path Coefficients and P-Value

Direct Effect		Original Sample (O)	T Statistics ((O/STDEV))	P Values	Conclusion
E-SKP Discipline to Performance	->	-0.033	0.589	0.556	No Significant
Competency to Discipline to Performance	->	-0.017	0.584	0.559	No Significant

Source: data processed using Smart PLS, 2022

## 4.2. Discussion

### 4.2.1. The Effect of E-SKP on Employee Performance

The results of the direct effect data analysis show that the competency variable has an influence on the performance variable of the Papua Province forestry and environment service employees. If the E-SKP variable value increases, the employee performance variable value also increases (rises). The total increase in employee performance is 54.8%.

Testing this hypothesis supports research conducted by Hartanto, (2016) and Nurhayati, (2017) which states that E-KTP has a significant effect on employee performance. Based on the results of the hypothesis analysis, it can be explained that the E-SKP variable is the main factor for improving the performance of employees of the Papua Province Forestry and Environment Service.

Taking into account the respondents' responses as contained in Table 4.1 regarding the E-SKP variable, the result is that the average value of the E-SKP variable is 4.38 and can be categorized as having good value or the average respondent has an answer in the agree category. The E-SKP assessment has become an awareness and a requirement that employees must comply with. The assessment is carried out online to address the large area that must be covered by the agency with employees spread across the province of Papua. On the question of being ready to accept the consequences if the E-SKP target is not achieved it is in the highest position, namely an average of 4.53.

E-SKP is an electronic performance appraisal. According to Sutrisno, (2013) performance appraisal includes: a). Preparation of work plans, b). Implementation, c). Development, d). Supervision and review and e). Control. Furthermore, it is stated that manual performance appraisal has weaknesses such as: a). The similarity with the appraiser, b). bias c). Halo effect and d). Position relationship. This weakness is minimized in electronic performance

appraisal. Employees can see directly the value obtained in accordance with attendance, work results according to predetermined or planned targets and assessments carried out by their immediate supervisor.

#### 4.2.2. The Effect of E-SKP on Work Discipline

The results of the data analysis of the direct effect of the E-SKP variable on work discipline are positive and significant. The effect is 51.9%. The results of this study support previous research conducted by Hiryaned, (2017) and Said Mahmud Helaby (2013) in Syari, (2019). states that E-SKP has a positive and significant effect on work discipline. Work discipline is a factor that must be considered by an organization in improving the performance or productivity of the organization (Arianti, 2019). Completing the E-SKP makes employees feel that their superiors are monitoring their whereabouts. Because the verification of work is carried out by his superiors. The more often you open E-SKP and input work reports, it will be known that employees are present when doing office work.

Discipline is a driving force for every employee, so that work can run smoothly Permatasari et al., (2019). Disciplined employees will obey the rules and norms that apply in the organization. If every employee has good discipline it will accelerate the achievement of organizational goals, whereas if discipline is less than optimal it will become a barrier and slow down the achievement of organizational goals (Widia & Rusdianti, 2018).

#### 4.2.3. Work discipline mediates the relationship between E-SKP and Performance.

In this study work discipline did not mediate the relationship between E-SKP and performance. This means that the influence of E-SKP and performance is a direct influence. This condition strengthens hypothesis 1 above.

The research was carried out by involving employees of the Forestry and Environment Service and the focus of the sample was taken from all employees on duty in the Papua Province and also those in the Merauke Forestry Service Branch. Discipline which in this study does not mediate E-SKP and performance because the discipline in question cannot be applied purely and consistently due to the location of the service branch which is far from the main service.

According to Chusminah, (2019) the relationship between discipline and employee performance has been widely researched, but the terminology of the two is still debatable. Discipline is a factor that has a positive effect on performance Mangkunegara, (2016). While other studies state that discipline has no significant effect on performance by Safitriani, (2016). In this study, discipline has a negative but not significant effect on performance so that it cannot mediate the relationship between E-SKP and performance.

#### 4.2.4. The effect of competence on Employee Performance

The results of the data analysis of the direct effect of the competence variable affect the performance of the employees of the Forestry and Environment Office of Papuai Province. This research supports previous research conducted by Ghazali et al., (2016), Nurhayati, (2017) and Hidayat, (2021) where the results of the research conducted showed a significant influence between competency and employee performance.

Competence is a balanced blend of skills, knowledge and attitudes. Forestry service employees on average come from having a bachelor's degree in forestry, so they already have competence and skills. Training at the forestry service also supports employees to have high abilities and skills. Meanwhile, in terms of attitude, forestry employees have a solid corps spirit as fellow foresters.

Competence is an individual characteristic that underlies performance or behavior in the workplace (Wibowo, 2010). Performance at work is influenced by: 1). knowledge, ability, and attitude 2). Work style, personality, interests/interests, basics, values attitudes, beliefs, and leadership style. Core competence is an understanding of the company's vision, mission and values. A competency linked to an organizational strategy that can be applied to all employees as a superior skill in an organization.

#### 4.2.5. The Effect of Competence on Work Discipline

The results of the data analysis of the direct effect (direct effect) of the competence variable have a positive and significant effect on the work discipline of the employees of the Forestry and Environment Office of Papua Province. The element of competence that is closely related to work discipline is the attitude of willingness to work well and obey. This awareness makes competence affect discipline.

Previous research which states that competence affects work discipline has been carried out by Mariani & Sasmita, (2020), Saputra et al., (2016), Firdaus et al., (2017) and Dzulkifli, (2013). This means that increasing competence can improve employee discipline. Discipline itself is also part of work ability. According to Sinambela, (2012) work discipline is the ability to work regularly, diligently continuously and work according to applicable rules by not violating the rules. - Predefined rules.

Competence is an important part that must be owned by an employee in order to carry out the job well Ardiansyah, 2018 in (Prayogi et al., 2019). Employees who have competence, they will work with focus and according to their expertise. So that employees can work more effective and efficient for the company (Yuliana, 2017).

#### 4.2.6. Work discipline does not mediate the effect of competence on employee performance

Results Indirect effect (indirect effect) concluded that the variable work discipline does not mediate the influence of competency variables on employee performance variables. Improvement of work discipline needs to be done at the Forestry and Environment Office of Papua Province. Employee discipline aims to increase efficiency as much as possible by preventing wastage of time and energy.

Increasing competence is also an effort to build awareness so that employees can carry out activities efficiently. The agency's firmness in implementing regulations may increase employee discipline, but the discipline that is desired to be applied is discipline that is encouraging and not restraining employees.

#### 4.2.7. The Effect of Work Discipline on Employee Performance

The results of the data analysis of the direct effect of the work discipline variable did not affect the performance of the employees of the Papua Provincial Forestry and Environment Office. From the research results tend to influence negatively. The application of finger print as proof of presence cannot be implemented because of the many irregularities that occur when filling it out. There are employees who cannot fill in the attendance list because they work at the guard post or other outside assignments (Siddik, 2015).

Previous research which stated that negative discipline and insignificant performance had been carried out by Sanjaya & Prijati, (2020) with a sample of employees at PT. BRI KC Surabaya Jemursari.

### 4.3. Theoretical and Managerial Implications

#### 4.3.1. Theoretical Implications

The results of this study can provide theoretical support or contribution to previous research on variables that affect performance, especially those related to E-SKP, competence, and work discipline.

E-SKP is a typical or specific variable of performance appraisal for government offices today. The equivalent of an assessment for companies or other organizations is e-performance or digital or online performance appraisal. E-SKP has a positive effect on employee performance and employee discipline. This is the opinion and perception of the employees of the Forestry and Environment Office of Papua Province.

This study supports the research results of Hartanto, (2016) and Nurhayati, (2017) which state that E-KTP has a significant effect on employee performance. This research also supports the results of research conducted by Hiryaned, (2017) and Said Mahmud Helaby. (2013) in Syari, (2019) which states that E-SKP has a positive and significant effect on work discipline.

In this study competence affects performance and also employee discipline. The research results are in line with research conducted by Ghazali et al., (2016), Nurhayati, (2017) and Hidayat, (2021) where the research results show a positive and significant influence between competency and employee performance. In addition, competence has a positive and significant effect on work discipline, such as research conducted by Lukita et al., (2020), Mariani & Sasmita, (2020), Saputra et al., (2016), Firdaus et al., (2017) and Dzulkifli, (2013).

The effect of discipline on performance in a negative and insignificant way has not been widely studied by researchers. It is only concluded by Sanjaya & Prijati, (2020) with a sample of employees at PT. BRI KC Surabaya Jemursari.

#### 4.3.2. Managerial Implications

The performance of employees of the Papua Province Forestry and Environment Service is influenced by 54.8 percent E-SKP and 34.8 percent competency. If the two are totaled, the number is 89.6 percent, this amount is considered high. The remaining 10.4 percent is influenced by other variables.

Filling in the E-SKP must continue to be refined so that it can be carried out by employees directly, not represented or filled in by operators.

The acceptance of forestry service employees is in accordance with the requirements and needs of the institution. Recruitment of employees according to the field of knowledge needs to be carried out. Training for the development of certain competencies in forestry agencies has also been carried out well, even training in the form of refresher on certain competencies is also continuously carried out so that competency certificates in a field in forestry and environmental affairs can still be used to supervise technical staff in forestry companies or other companies that have an obligation to comply with an Environmental Impact Assessment (AMDAL).

The discipline of the foresters needs to be improved, especially in their obedience to being present on time and filling out the attendance list. Employees on duty outside the office can fill out a list with finger print equipment that is also available at the guard post.

## 5. Conclusion

This study concludes that the performance of employees of the Papua Province Forestry and Environment Service is influenced by E-SKP and competence. The full conclusion is as follows:

- 1) E-SKP has a positive and significant effect on the performance of employees of the Forestry and Environment Office of Papua Province.
- 2) E-SKP has a positive and significant effect on the work discipline of the employees of the Forestry and Environment Office of Papua Province.
- 3) Work discipline does not mediate the relationship between E-SKP and the performance of the Papua Province Forestry and Environment Service employees.
- 4) Competence has a positive and significant effect on the performance of employees of the Papua Province Forestry and Environment Service employees.
- 5) Competence has a positive and significant effect on the work discipline of employees of the Forestry and Environment Office of Papua Province.
- 6) Work discipline does not mediate the relationship between competence and performance of employees of the Forestry and Environment Office of Papua Province.
- 7) Work discipline has a negative and insignificant effect on the performance of employees of the Papua Province Forestry and Environment Office.

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