

THE ROLE OF MOTIVATION IN MEDIATING THE INFLUENCE OF HUMAN RELATIONS AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE DIRECTORATE OF PORT MINISTRY OF TRANSPORTATION

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Abstract: The purpose of the study was: "The Role of Human Relations, Discipline towards Motivation in Improving Employee Performance at the Directorate of Port, Ministry of Transportation". This type of research is a quantitative descriptive study, the population of this study is employees in the Port Directorate of the Ministry of Transportation which amounts to 149 people. The sampling technique in this study used saturated sampling found in Non-Probability Sampling, then the sample used was 149 respondents. The analysis method in this study was carried out with a Structural Equation Model (SEM) based on Partial Least Square (PLS). The results showed that: There is a positive influence of human relations on employee performance. The absence of the influence of discipline on the performance of employees. There is a positive influence of motivation on employee performance. There is a positive influence of human relations on motivation. The presence of a positive influence of discipline on motivation. Motivation cannot mediate the influence of human relations on employee performance, Motivation can mediate the influence of discipline on employee performance.

Keywords: Human Relations; Discipline; Motivation; Employee Performance.

INTRODUCTION

The Directorate of Port of the Ministry of Transportation has such a heavy role and task, so human resources that have reliable performance are needed. In the influence of employee performance, discipline is an attitude/behavior or obedience, both to the applicable provisions and orders/instructions of superiors or leaders that are carried out consciously and responsibly. The Directorate of Port as the Technical Directorate responsible for national ports to be able to realize ports that can provide economic value in order to support the socio-cultural life of the surrounding community and is able to act as an adhesive for national unity and unity. It should be as a state apparatus that has the responsibility to be able to maintain its attitude and carry out obligations in accordance with what is implied in Government Regulation Number: PP 53 of 2010. The author is interested in taking the object of performance research at the Office of the Ministry of Transportation, especially the Directorate of Sea Transportation Port which really needs employee performance for optimal work results.

Some researchers have tested the relationship between *human relations*, discipline, and motivation known to affect employee performance, because basically employees also have different needs and expectations. In addition, as human beings they are inseparable from the various wants and needs that drive to achieve their goals. From previous research, there are differences in the results of research in the

work environment on employee performance. The following are the results of previous studies related to performance, with a number of factors that influence it also shown by the results of previous research studies. Anzhari Research, (2018); Mustikawati and Hotimah (2016); Rosalina and Apiska (2018) showed the results that *human relations* have a positive and significant effect on performance. Fahlefi (2016); Ummah (2017); Sha'rani (2018); Tyas and Sunuharyo (2018), Sardjana et al. (2018), Siswanto (2019) ; in the study, motivation and discipline partially had a significant effect on performance. In addition, Sumbung *et al.* (2017) suggests that work motivation has a positive and significant impact on performance.

From the results of previous studies that have different *research* gaps, this difference is due to different forms of work. Therefore, the differences in the results of the study need to be clarified again the findings of empirical evidence about the extent of the influence of *human relations*, discipline and motivation on employee performance, and this is a gap for clarity of research results. The findings obtained by Prihandoko's research (2021) that the influence of human relations on performance through motivation has a significant positive effect, stating that motivation is able to mediate the relationship of human relations influence on performance. Employees feel a harmonious relationship between people working in the organization based on the desire and awareness to cooperate with each other for the achievement of common interests. Meanwhile, Prabowo et al (2021)

found that work motivation can mediate the influence of work discipline on employee performance. This proves that the higher the work motivation, the higher the indirect influence of work discipline on employee performance.

Human Relations is the existence of an interaction, not just a passive relationship or relationship, but an activity that is an 'action oriented' to develop results in the management system of an institution as optimally (Tombe, 2015). The role of human relations determines the activities of the organization in achieving its goals. The importance of human relations in motivating employees to work more optimally and is expected to be an input for leaders and all employees in order to develop human relations.

Furthermore, the level of undisciplined absenteeism is an important part of civil servants in carrying out their duties, and can also be used as one of the parameters to see the performance of employees in this agency, absenteeism is the presence of employees related to their duties and obligations. In general, agencies or institutions always pay attention to their employees to come and go home on time, so that work is not delayed. The absence of an employee will affect work productivity, so that agencies or institutions cannot achieve goals optimally.

An employee's behavior can change due to changes he or she experiences personally or organizationally. Such changes can be rapid or slow depending on the nature of the individual in question. Meanwhile, changes in the group take place more slowly because it requires considerable force to be carried out and

take place for group members in a fairly high level of contribution. The relationship of motivation and performance at the organizational level depends largely on motivation in the management element in all the hierarchies that play a role in it.

Based on the background, the problems that will be discussed can be formulated to build hypotheses for further research, namely:

1. How much influence does *human relations* have on employee performance at the Port Directorate of the Ministry of Transportation?
2. How much influence does discipline have on employee performance at the Port Directorate of the Ministry of Transportation?
3. How much influence does motivation have on employee performance at the Directorate of Port, Ministry of Transportation?
4. How much influence does *human relations* have on employee motivation at the Port Directorate of the Ministry of Transportation?
5. How much influence does discipline have on employee motivation at the Port Directorate of the Ministry of Transportation?
6. How big is the role of motivation in mediating the influence of *human relations* on employee performance at the Directorate of Port, Ministry of Transportation?

How big is the role of motivation in mediating the effect of discipline on employee performance at the Port Directorate of the Ministry of Transportation?

Literature Review

Human Relation

According to definition of *Human Relations* is the existence of an interaction, not just a passive relationship or relationship, but an activity that is an '*action orientated*' to develop results in the management system of an institution is optimally feasible.

Lengkey (2015) Job satisfaction, one of which is influenced by *human relations*, by providing a sense of comfort, security and a satisfied heart at work, thereby increasing employee work motivation which has an impact on work productivity.

Rusmania (2015) the most important thing in realizing human relations is how we understand human nature and how we are able to accept others outside of ourselves as we are and are able to behave professionally at work in order to create a harmonious, pleasant and good work atmosphere which then increases morale which will affect also work results.

So it is very important for companies/agencies to create a work climate that can integrate all employees into a situation that can provide a sense of security and a sense of appreciation. In organizations, employees are required to have good humanitarian relations, which include relationships with leaders, subordinates, and colleagues Rosalina & Apiska (2018).

So, it can be concluded that *human relations* are a relationship between people that is more than just a human relationship, but a human relationship that not only attaches importance to the aspects of communication, but also psychological

aspects and satisfaction.

Mustikawati, Hotimah (2016), *Human indicators*, namely:

1. Relationship with colleagues, is a condition of bond that is established between fellow employees and members of the organization.
2. Relationship with superiors, is a condition of bond established between juniors and seniors.
3. Client relationship, is a working bond formed between the employee inside and the client company.
4. Relationship with the community is a bond of cooperation formed with the community around the environment.

Discipline

Fahlefi (2016) The meaning of discipline is: management to encourage the implementation of organizational standards. The implementation of discipline in the organization/ministry can be shown so that all employees/employees in the organization/ministry are willing and voluntarily able to comply with and obey all rules and regulations in the organization/ministry without any coercion.

Anggara's opinion (2016) states that the notion of discipline is obedience that is impersonal in nature, uses feelings and does not use self-esteem or personal interests. Discipline is the only way or means to maintain the existence or existence of an organization.

Therefore every organization needs to have various provisions that must be adhered to by its members, standards that must be met. Chairunisa & Jaenudin (2015), Work discipline is a reflection and

key to success in carrying out work according to the goals set by the organization, obey, obey and responsibility that has an impact on performance.

Basically, there are many indicators that affect the level of discipline of employees in an organization. According to Bejo Siswanto in the research of Tyas & Sunuharyo (2018) argued that the factors of work discipline are 5 (five) namely as follows:

a. Frequency of Attendance

Attendance frequency is one of the benchmarks for determining the level of employee discipline. The higher the frequency of attendance or the lower the level of attendance, the employee has high work discipline.

b. Level of vigilance

Employees who in carrying out their work are always calculating and meticulous have a high level of vigilance both towards themselves and towards their work.

c. Observance of working standards

Employees in carrying out their work are required to comply with all established work standards in accordance with work rules and guidelines so that work accidents do not occur or can be avoided.

d. Observance of Work Rules

Compliance with these work regulations is intended for convenience and smoothness in work.

e. Work Ethics

Work ethics are needed by every employee in carrying out work in order to create an atmosphere of harmony

and mutual respect between fellow employees.

Work Motivation

Zakiah (2015) posits that a motive is something that is consistently thought about or desired by the person who causes the action. Motives encourage, direct and choose behaviors towards a specific action or goal. Savitri et al. (2017) define the motivation to achieve, namely the effort to achieve success or succeed in competition with a measure of excellence that can change the achievements of others or oneself. Meanwhile, Permatasari (2015) argues that work motivation is an effort that can increase employee morale to perform their duties and responsibilities.

Meanwhile, Henry Murray (in J. Winardi, 2012) formulated the motivation for achievement as the desire to carry out a difficult task or job. Mastering, manipulating or organizing physical, human or ideological objects carry out these things as quickly as possible and as efficiently as possible according to the prevailing conditions. Overcoming obstacles, achieving high standards. Achieve peak performance for yourself. Able to win in competition with the other party. Improve one's abilities through the successful application of talents.

According to Herzberg in Mangkunegara (2016), The indicators of extrinsic motivation are:

a. Compensation

Compensation is all income that is in the form of money. direct or indirect goods that the agent receives in exchange for services rendered to the

company.

b. Working conditions

Working conditions are all aspects of physical work, psychological work and work regulations that can affect job satisfaction and achievement affects job satisfaction and the achievement of work productivity.

c. Administrative system and company policy.

Easy company administration system for agents to carry out transactions related to their work and interests. and company policies that are appropriate to be implemented or complied with by scoring agents to achieve company goals.

d. Opportunity for development.

Development is the planning of human resources in an organization. The development of insurance agents is important to be carried out in a planned and sustainable manner so that the company's goals can be achieved. The company is expected to be able to provide opportunities for agents to develop, seek knowledge or broader insights.

Performance

According to Kurniawati (2016) states that work performance or performance is something that is done or a product/service produced or provided by a person or group of people. This performance can be measured or assessed, both in human workers, machines, and the state of an enterprise.

Furthermore, Sya'rani (2018) also stated that Performance is something important for agencies, especially

employee performance that can lead the company to the achievement of expected goals. The good or bad performance of employees can affect the good and bad performance of the agency.

Meanwhile, according to Simanjuntak (in Tyas, 2018) states that performance is the level of achievement of results for the implementation of certain tasks in this case including individual performance, group performance, company performance which is influenced by internal and external factors.

Furthermore, the opinion of Sobirin, (2016) states that, The definition of Performance is a set of processes that encourage a manager to take appropriate actions so as to be able to produce organizational performance in the future (i.e. organizational effectiveness and efficiency).

As stated by Sobirin (2016) in his book says performance is the ability to produce or the potential to create results (for example, customer satisfaction can be seen as a potential for an organization to create sales in the future).

Furthermore, Sedarmayanti (2016), also stated that performance includes several aspects, namely:

- a. Kualitas pekerjaan (*Quality of Work*).
Quality of work is a result of work achieved by a person in carrying out the tasks charged to him based on
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| skills, experience and earnestness and time. | communication can be vertically or horizontally. |
|--|--|
- b. *Timeliness (Promptness).*
Punctuality is the conformity of the results of work with the time used in a predetermined time schedule.
 - c. Initiative or Initiative (*Initiative*).
Initiative is a new idea or idea in carrying out tasks and responsibilities.
 - d. *Capability.*
Ability is the quality of a person in completing tasks and work that are his responsibility.
 - e. *Communication.*
Communicating is the interaction of employees in carrying out work, the
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No	Title, Author and Year	Research Methods	Research Results
1.	The Effect of <i>Human Relations</i> on Employee Performance in the Regional Office of the Ministry of Religious Affairs of Central Sulawesi Province. Asrifah (2015).	This research was conducted by observation, interviews and questionnaires with the population and a sample of all employees	The results of this study partially dimension of dominant human relations have a significant effect on the performance of employees at the Central Sulawesi Provincial Religious Office.
2.	The Role of <i>Human Relations</i> on The Work Motivation of Employees in the Regional Personnel Agency (BKD) of North Sulawesi Province. Lengkey et al. (2015)	This research method uses the correlation method, sample 72 employees.	Based on the results of a simple linear analysis of the Role of <i>Human Relations</i> to the Work Motivation of Employees in the Regional Personnel Agency of North Sulawesi Province , there is a functional and linear and meaningful relationship between the two variables, namely the Role of Human relations to the Work Motivation of Employees in the Regional Personnel Agency of North Sulawesi Province.
3.	The Effect of Work Motivation and Work Discipline on Employee Performance. Siswanto (2019). JIMS – Scientific Journal of Human Resource Management, Vol. 7, No. 2 June 2019.	The sample in this study was 30 respondents and used multiple linear regression analysis with regression equations.	The results showed that the Work Motivation Variable stated that there was a significant influence on Employee Performance, it can also be said that the more work motivation it will affect Employee Performance.
4.	The Effect of Organizational Commitment and Work Discipline on Employee Performance with Work Motivation as a Mediating Variable at the Regional Office of the Ministry of Religious Affairs of Central Java Province Prabowo et al (2021)	The population in the study was 180 people, the sample was 100 employees using a random system. The analysis method uses 2-path Regression and the sobel method for its mediation assessment, SPSS program data processing.	The results of the analysis of mediation variables using the Sobel test, found that work motivation can mediate the influence of work discipline on employee performance. This proves that the higher the work motivation, the higher the indirect influence of work discipline on employee performance.

Table 1: Relevant past research			
No	Title, Author and Year	Research Methods	Research Results
5.	The Effect of Human Relations on Employee Performance through Motivation at KPP Pratama Kepanjen Prihandoko, Haryo Bagas Prihandoko (2021)	This research was conducted with a quantitative approach with data collection techniques were all employees who worked at KPP Pratama Kepanjen Malang which totaled 79 people.	Based on the analysis of the study, it was found that the influence of human relations on performance through motivation had a significant positive effect. The results of the hypothesis test state that motivation is able to mediate the relationship of human relations influence on performance. Employees feel a harmonious relationship between people who work at KPP Pratama Kepanjen Malang based on the desire and awareness to cooperate with each other for the achievement of common interests.

MATERIALS AND METHODS

The approach in this research is quantitative research. The population of this study were employees at the Port Directorate of the Ministry of Transportation, totaling 149 people. In this study the authors used a saturated sampling technique found in Non-Probability Sampling. According to Sugiyono (2012), saturated sampling is a technique for determining the number of samples when all members of the population are used as samples. Then the number of samples used was 149 respondents taken from the entire population. Testing the research hypothesis was carried out using the Partial Least Square (PLS) based Structural Equation Model (SEM) approach. The analytical

method in this study was carried out using the Structural Equation Model (SEM). The model used is path analysis (Path Analysis). The next stage after evaluating the construct or variable measurement model is evaluating the structural model or inner model or hypothesis testing. The steps for evaluating the structural model according to Siswoyo (2017), namely: 1) Evaluating the structural model by looking at the significance of the relationship between constructs or variables, 2) Evaluating the value of R², 3) Changes in the value of R² can be used to see whether the effect of exogenous latent variables on endogenous latent variables have a substantive effect, 4) Validate the overall structural model using the Goodness of Fit Index (GoF). This path analysis model uses the following structural models and equations:

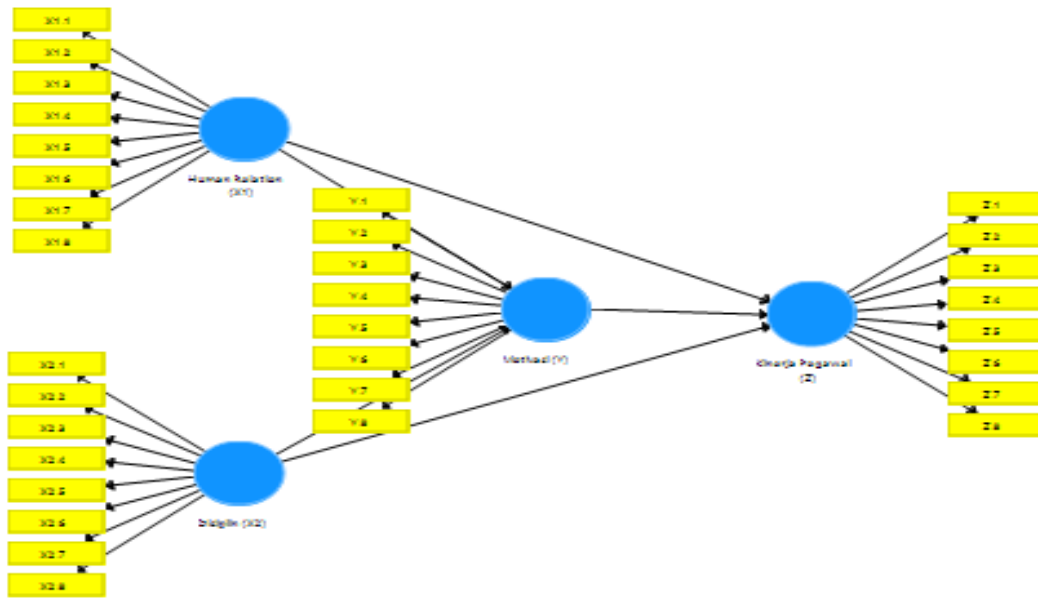


Figure 1: Schematic Model of Relationships Between Variables
Source: Processed (2022).

RESULTS AND DISCUSSION

Structural Equation Modeling (SEM) Analysis

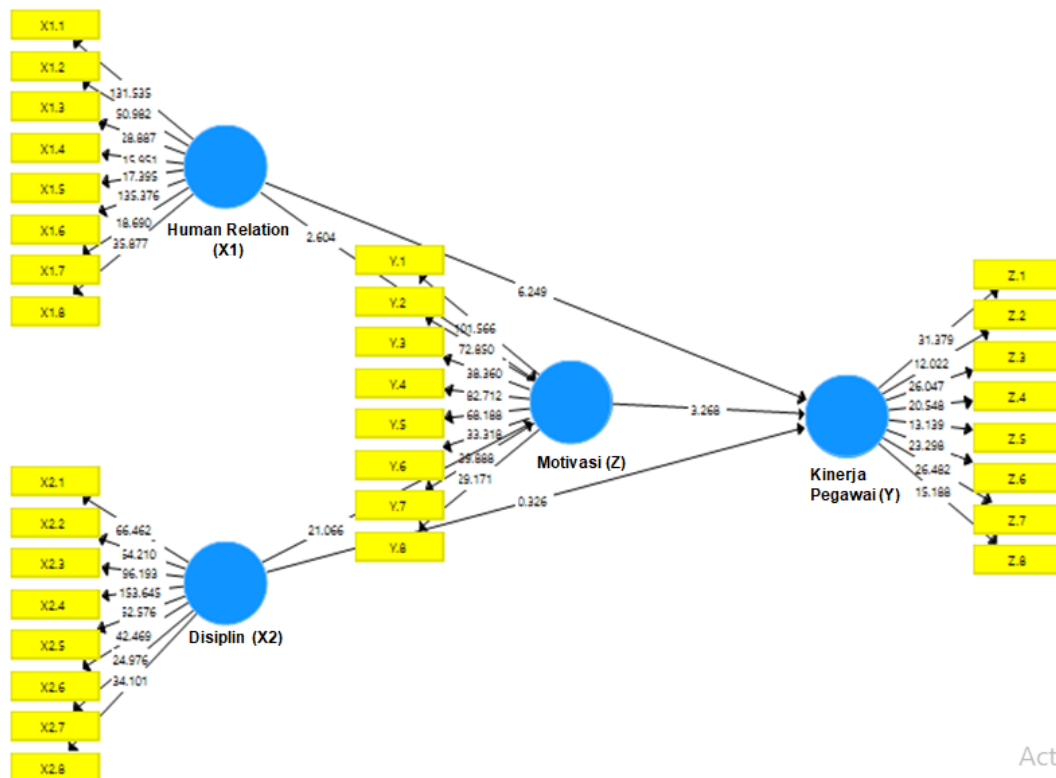


Figure 2: Path Diagram
Source : Primary Data that has been processed

From Figure 2, it can be explained that the relationship between Human Relations and Motivation has a Statistical T value of 2,604 > 1.97, this means significant, Discipline to Motivation statistical T value of 21,066 > 1.97, this means significant, *Human Relations* to Employee Performance has nilat T statistics 6.249 > 1.97, this means significant, Discipline on Employee

Performance statistical T value 0.326 < 1.97, this means insignificant, Motivation for Employee Performance has nilat T statistical 3.268 > 1.97, this means significant.

Path Coefficient Value Analysis

The analysis of the path coefficient value is to show the relationship between positive or negative variables.

Table 2: Path Coefficient Values

	Motivation (Y)	Employee Performance (Z)
Human Relation (X1)	0,125	0,407
Discipline (X2)	0,869	-0,047
Employee Performance (Z)		
Motivation (Y)		0,517

Signification Value Analysis

Table 3: T-Statistical Path Values / P Value

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Human Relations (X1) -> Employee Performance (Y)	0,407	0,397	0,064	6,317	0,000
Discipline (X2) -> Employee Performance (Y)	-0,047	-0,045	0,158	0,295	0,768
Motivation (Z) -> Employee Performance (Y)	0,517	0,524	0,168	3,082	0,000
Human Relations (X1) -> Motivation (Z)	0,125	0,126	0,047	2,671	0,008
Discipline (X2)-> Motivation (Z)	0,869	0,869	0,041	21,371	0,000
Human Relations (X1) -> Motivation (Z) -> Employee Performance (Y)	0,065	0,068	0,034	1,879	0,061
Discipline (X2) -> Motivation (Z) -> Employee Performance (Y)	0,450	0,455	0,150	2,997	0,003

Source : Primary Data that has been processed, 2022

From Table 3. then it can be explained as follows :

1. *Human Relations on employee performance*, the value of the path coefficient of 0.407 and the value of P value = 0.000 (< 0.05) means that the influence of *Human Relations* on employee performance is positive and significant.
2. Discipline on employee performance, the value of the line coefficient -0.047 and the value of P value = 0.768 (> 0.05) means that the effect of discipline on employee performance is negative and insignificant.
3. Motivation on employee performance, the value of the path coefficient of 0.517 and the value of P value = 0.000 (< 0.05) means that the influence of motivation on employee performance is positive and significant.
4. *Human Relations on Motivation*, the value of the path coefficient of 0.125 and the value of P value = 0.008 (< 0.05) means that the influence of *Human Relations* on Motivation is positive and significant.
5. Discipline on Motivation, the value of the path coefficient of 0.869 and the value of P value = 0.000 (< 0.05) means that the influence of Discipline on Motivation is positive and significant.
6. *Human Relations to motivation* in improving employee performance the value of the path coefficient is 0.065 and the P value is 0.061 (> 0.05) meaning that it is positive but not significant, the performance of employees who are considered to mediate *Human Relations* to Motivation is not proven / supported.
7. Discipline on motivation in improving employee performance the value of the path coefficient is 0.450 and the P value is 0.003 (< 0.05) meaning that it is positive and significant, so employee performance that is considered to mediate the influence of Discipline on Motivation is proven / supported.

Predictor Value Analysis

Table 4.
Test Value Predictor Variable Effect Size

	Motivation (Z)	Employee Performance (Y)
Human Relation (X1)	0,085	0,304
Discipline (X2)	4,104	0,001
Employee Performance (Y)		
Motivation (Z)		0,098

Source : Primary Data that has been processed, 2022

The f2 category is also divided into three, namely 0.02 is a weak influence, 0.15 is a moderate influence, and 0.35 is a strong

influence (Wijaya, 2013; Sarwono, 2015). From table 4.17. Above it is known that all variables have a weak and moderate

influence in the structural model.

Fit Model Value Analysis

Table 5: Fit Model Values

	Model Saturated	Estimation Model
SRMR	0,062	0,062
d_ULS	2,051	2,051
d_G	10,718	10,718
Chi-Square	4431,112	4431,112
NFI	0,587	0,587
rms. Theta		0,256

Source : Primary Data that has been processed, 2022

Standardized Root Mean Square Residual (SRMR) assesses the average difference between observed and expected correlations, SRMR values of $0.062 < 0.10$ which is a *goodness of fit measure* for PLSSEM that can be used to avoid misspecification models (Henseler et al, 2014). Based on this, the model in this study is good because the SMRM < 0.10 . As for the Chi-Square Value of $4431.112 > 101.88$ meaning that the number of manifest variables in the PLS path model and the

number of independent variables in the covariance matrix model have not been sufficient, the NFI value obtained is 0.587. If the NFI value that is getting closer to 1 indicates a good model/the better the match so that the NFI value of 0.587 can be said to be not good/not suitable. The value of rms_theta below 0.12 indicates the right model, if the results of this study show RMS_theta 0.264 (above 0.12) then it can be conveyed that the model in this study is not good.

CONCLUSIONS

From the results of research and data analysis, conclusions can be made based on the hypothesis proposed as follows: There is an influence of Human Relations on employee performance; There is no disciplinary influence on employee performance (negatively influencing); There is an influence of motivation on

employee performance); There is an influence of Human Relations on motivation; There is an influence of discipline on motivation; There is no influence of the role of motivation in mediating the influence of human relations on employee performance (negative influence); There is an influence of the role of motivation in mediating the influence of discipline on employee performance.

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