

The Role of Work Motivation, Work Discipline, and Work Ethic in Improving Employee Performance

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Abstract

The aim of this research is to describe motivation, discipline, work ethic and employee performance and analyze the level of significance of the influence of motivation, discipline and work ethic simultaneously, partially and dominantly on the performance of PT. Kerry Express Indonesia. This research is causal comparative and explanatory. The investigation was conducted at PT. Kerry Express Indonesia. This research includes all 60 employees at PT. Kerry Express Indonesia as the population and sample. Due to the manageable size of the population, a census research approach was employed, involving all employees as respondents. The analysis conducted includes descriptive analysis and multiple linear regression analysis, which will be subsequently assessed for hypotheses. The study findings indicate that motivation, work discipline, and work ethic have a notable impact on the performance of employees at PT Kerry Express Indonesia. Employee performance is positively influenced by motivation, work discipline, and work ethic, which result in timely completion of tasks in response to instructions. The most influential factor on employee effectiveness is their work ethic. This research can be utilized as input for PT. Kerry Express Indonesia to assess employees' attitudes towards work motivation, work discipline, and work ethic, as a strategic measure to enhance the company's performance.

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1. Introduction

Human Resources (HR) play an important role in the development of an organization (Rizki & Sulistyan, 2022; Sulistyan et al., 2022). An organization is formed on a vision for the common good, and humans are in charge of carrying out its objective (Ehnert et al., 2020). Employees are more than a resource, they are an asset to the organization (Pan et al., 2021). To fulfill organizational goals, high-quality resources are required. Human Resource Management (HRM) is a movement that recognizes the value of the human element as a potential resource that must be developed in order to contribute fully to the company's success and self-development (Stofkova & Sukalova, 2020). Work performance is measured by the quality and quantity of tasks completed by an employee in accordance with his obligations (Enny, 2019).

Positive performance is characterized by its ability to meet the objectives of the organization and contribute to its overall success; negative performance is defined as the exact inverse (Anwar & Abdullah, 2021). Due to the close relationship between performance appraisal and employee performance, it is mandatory for an organization to administer performance appraisals. Performance evaluation is a systematic process utilized within an organization to assess or gauge the results of the labor executed by an individual or a group (Murphy, 2019). Alternatively stated, the determination of performance evaluation involves a comparison between the outcomes of human resource (HR) activities and pre-existing benchmarks of performance (Ensslin et al., 2021).

Employee work motivation can come from within a person, which is sometimes referred to as internal motivation, or it can come from external forces that push someone to perform something in accordance with expected goals (Andreas, 2022). According to PT. Kerry Express Indonesia work motivation is the force that drives people to act in certain ways. Employee work motivation can be increased through training, such as providing training to improve work, rewarding employees who excel, implementing approaches to optimize employee performance, and holding special activities to foster kinship between employees and superiors.

Work discipline pertains to an employee's awareness of and readiness to adhere to all policies and societal conventions of the organization (Rivaldo & Nabella, 2023). Preventive discipline is one of three categories of work discipline; its purpose is to motivate employees to adhere to and comply with the organization's work principles and regulations (Efendi et al., 2020). Corrective discipline is an effort to reorient personnel within a policy and guide them to continue adhering to the policies and procedures that are applicable to the organization (Ernest, 2021). Progressive discipline is a policy in which repeated infractions result in more severe penalties. Communication is the process by which intentions or messages are transmitted from one individual to another via media or in person (Wabia et al., 2021).

With communication, a person can convey the desires hidden in his heart to others through voice movement or body signals (Mangkunegara, 2017). Communication functions include the command function, where communication allows each organization employee to discuss, receive, interpret, and act on an order-relational function, where communication allows organizational employees to create personal relationships with other employees. The function of ambiguous management is that communication is a tool to overcome and reduce the ambiguity inherent in an organization.

Work ethic is an entire aspect of personality and values that contribute to achieving optimal results (Aflah et al., 2021). Meanwhile, employee performance is a pressing concern. The company's success can be stated to be appropriate based on employee performance because a company cannot be divorced from employee performance (Malayu, 2016), which defines performance as the consequence of a person's work in carrying out the responsibilities allocated to him. Based on ability, experience, seriousness, and time. According to Piwowar-Sulej (2021), human resources must meet work targets in order for the organization to realize its long-term goals. High performance is defined as completing a task aim on time or within the time restriction allowed. Many employees continue to complain about substandard service and discipline. For example, employees' attitudes about serving and being less attentive in addressing complaints and difficulties cause them to be frustrated and negatively appraise the performance of other employees. Low employee performance can be influenced by a variety of factors, including job motivation and discipline. Work motivation, discipline, and a strong work ethic can all help employees perform better.

This research describes PT employees' work motivation, discipline, work ethic, and performance. Kerry Express Indonesia analyzed the significance level of the influence of work motivation, work discipline, and work ethic simultaneously, partially, and dominantly on the performance of PT employees. Kerry Express Indonesia. The contribution of this research can practically be used as input for practitioners and PT. Kerry Express Indonesia, so that you can find out what employees' attitudes are towards the variables of work motivation, work discipline, and work ethic on performance, can also be used as a reference in carrying out strategic steps to improve PT employees' performance. Kerry Express Indonesia.

2. Methods

Statistical methods are used to test a hypothesis in this type of quantitative study. The goal of this type of study is to find and explain the link between the dependent variable (performance) and the independent variables (leadership style, characteristics of individuals, and work environment). This study is about Human Resources Management (HRM), and its main goal is to find out how work motivation, work discipline, and work ethic affect the performance of temporary workers in different ways and at the same time. This is Kerry Express Indonesia.

This research was conducted at PT. Kerry Express Indonesia with address Jalan Harapan II No. 5 RT.2/ RW. 5 Setu, Cipayang District. East Jakarta City. The choice of location for this research is based on the field of knowledge of Human Resources researchers in serving society satisfactorily if employees at PT. Kerry Express Indonesia has a high discipline and work ethic and has high-performance responsibility for the Director's programs and policies. In this research, the population referred to is all employees at PT. Kerry Express Indonesia is numbering 60 people. Since the population is small, census research was used for all PT employees. Kerry Express Indonesia numbered 60 respondents, who will be researched as a whole. Thus, this research is census research. The research utilized descriptive analysis to examine the frequency distribution of respondents' answers from the questionnaire collection. Additionally, multiple linear regression analysis was employed to assess the impact of motivation, work discipline, and work ethic on the performance of PT employees at Kerry Express Indonesia, followed by hypothesis testing.

3. Results and Discussion

3.1. Results

Characteristics of Research Respondents

Images of research respondents are grouped according to gender, age, education, and length of work at PT Kerry Express Indonesia to measure the variables of motivation, work discipline, work ethic, and employee performance. This grouping can provide a clear picture of the symptoms researchers measure and reveal the problems that occur.

Gender

The results of the classification tabulation according to gender in the employees of PT Kerry Express Indonesia are presented in the table below.

Table 1. Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	50	83,3
2	Woman	10	16,7

Source: Data Processed (2023)

Based on Table 1 above, it can be seen that the number of male respondents was 50 people or (83.3%) and female respondents were 10 people or (16.7%). Thus, the number of male respondents showed a more significant number.

Age

Tabulated results according to age for employees of PT Kerry Express Indonesia are presented in the table below.

Table 2. Respondents by Age

No	Age (Years)	Number of Respondents	Presentation %
1	< 30 Years	7	11,7
2	31-40 Years	10	16,7
3	41-50 Years	20	33,3
4	>50 Years	23	38,3

Source: Data Processed (2023)

Based on Table 2 above, it can be seen that the number of respondents aged > 50 years dominates at 23 people or (38.3%). In general, this shows that employees of PT Kerry Express Indonesia. Most are of an age with a high level of experience and knowledge.

Education

The educational tabulation results of the employees of PT Kerry Express Indonesia are presented in the table below.

Table 3. Respondents Based on Education

No	Education	Number of Respondents	Presentation %
1	Senior High School	19	31,7
2	Diploma	15	25,0
3	Bachelor	21	35,0
4	Postgraduate	5	8,3

Source: Data Processed (2023)

Based on Table 3 above, it can be seen that the number of respondents with undergraduate education dominates at 21 people or (35%). In general, this shows that the undergraduate education level of PT Kerry Express Indonesia employees shows a good level of understanding in dealing with work problems.

Years of service

Tabulation results according to the length of service of employees of PT Kerry Express Indonesia are presented in the table below.

Table 4. Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentation %
1	<5 years	15	25,0
2	6 – 10 years	8	13,3
3	11 – 20 years	27	45,0
4	>20 years	10	16,7

Source: Data Processed (2023)

Based on Table 4 above, it can be seen that the number of respondents with a working period of more than 20 years dominates at 27 people or (45%). In general, this shows that the work period of PT Kerry Express Indonesia employees shows a good level of understanding in dealing with work problems.

Validity Test Results

Table 5. Validity test results

Variable	Items	Correlation	R Table	Sig.	Information
Motivation (X1)	X1.1	.567**	0.250	.000	Valid
	X1.2	.816**	0.250	.000	Valid
	X1.3	.743**	0.250	.000	Valid
	X1.4	.841**	0.250	.000	Valid
	X1.5	.605**	0.250	.000	Valid
	X1.6	.713**	0.250	.000	Valid
	X1.7	.754**	0.250	.000	Valid
	X1.8	.596**	0.250	.000	Valid
	X1.9	.643**	0.250	.000	Valid
	X1.10	.771**	0.250	.000	Valid
Work Dicipline (X2)	X2.1	.688**	0.250	.000	Valid
	X2.2	.698**	0.250	.000	Valid
	X2.3	.681**	0.250	.000	Valid
	X2.4	.761**	0.250	.000	Valid
	X2.5	.635**	0.250	.000	Valid
	X2.6	.761**	0.250	.000	Valid
Work Ethic (X3)	X3.1	.695**	0.250	.000	Valid
	X3.2	.632**	0.250	.000	Valid

	X3.3	.660**	0.250	.000	Valid
	X3.4	.835**	0.250	.000	Valid
	X3.5	.809**	0.250	.000	Valid
	X3.6	.706**	0.250	.000	Valid
	X3.7	.749**	0.250	.000	Valid
	X3.8	.510**	0.250	.000	Valid
	X3.9	.851**	0.250	.000	Valid
	X3.10	.818**	0.250	.000	Valid
Performance (Y)	Y1.1	.692**	0.250	.000	Valid
	Y1.2	.648**	0.250	.000	Valid
	Y1.3	.665**	0.250	.000	Valid
	Y1.4	.835**	0.250	.000	Valid
	Y1.5	.788**	0.250	.000	Valid
	Y1.6	.743**	0.250	.000	Valid
	Y1.7	.767**	0.250	.000	Valid
	Y1.8	.519**	0.250	.000	Valid

Source: Data Processed (2023)

The test findings indicate that the estimated r value for the 36 statement items was lower than the specified r table figure of 0.250. Additionally, the probability value for the 34 questionnaire items was below 0.05. The comparison indicates that the respondents comprehended the 34 questionnaire items presented by the researcher. All questionnaire items in this study were confirmed to be valid.

Reliability Test Results

Table 6. Validity test results

Variable	Cronbach's Alpha	r. Table	Information
Motivation (X1)	0.768	0.6	Reliable
Work Discipline (X2)	0.777	0.6	Reliable
Work ethic (X3)	0.773	0.6	Reliable
Performance (Y)	0.773	0.6	Reliable

Source: Data Processed (2023)

Finding test, indicate that the Cronbach's Alpha value for the four variables representing the 34 study questionnaire items remained above the specified threshold of 0.6. The comparison indicates that respondents provided consistent answers to the 34 questionnaire items presented by the researcher. All questionnaire items in this study were deemed reliable.

Multiple Linear Regression Results

Results of multiple linear regression analysis between leadership style and character variables Individual characteristics and work environment on the performance of members of the Bogor Search and Rescue Air Unit are explained in table 7 below:

Table 7. Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Coefficient	count	Sig.
X1	Motivation	0.341	3,831	,000
X2	Work Discipline	0.442	4,678	,000
X3	Work ethic	0.795	26,702	,000
Constant	2,232			
R ²	0.980			
Adjusted R Square	0.979			
F Count	897.234			
Sig. F	0.000b			
N	60			

Dependent variable = Employee Performance (Y)

Source: Data Processed (2023)

Based on table 7 above, a multiple linear regression equation can be prepared as follows:

$$Y = 2.232 + 0.341X_1 + 0.442X_2 + 0.795X_3 + e$$

The regression constant value of 2.232 indicates that even when the independent variables (motivation, work discipline, and work environment) are held constant or set to 0, there is still a performance from PT Kerry Express Indonesia personnel. The regression coefficient (b1) for the motivation variable is 0.341, suggesting a favorable impact of motivation on the performance of PT Kerry Express Indonesia personnel. The t-test findings indicate that the p-value of variable X1 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$). The regression coefficient (b2) for the work discipline variable is 0.442, suggesting a positive influence of work discipline on the performance of PT Kerry Express Indonesia personnel. The t-test findings indicate that the p-value of variable X2 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$). The regression coefficient (b3) for the work ethic variable is 0.795, suggesting a beneficial impact of the work environment on the performance of PT Kerry Express Indonesia personnel. The t-test findings indicate that the p-value of variable X3 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$).

The R-value (0.990) indicates a 99.0% correlation between the independent factors (motivation, work discipline, and work ethic) and the dependent variable (employee performance). This figure demonstrates a strong link between the independent variables. Both the researcher and the dependent variable chose her. The R² (adjusted) value, or coefficient of determination, is 0.979, indicating that motivation, work discipline, and work ethic contribute to member performance by 97.9%. The remaining 2.1% is another independent variable that should be investigated.

a. Hypothesis Test Results 1

In this study, hypothesis 1 is tested using the F test, which examines the effect of motivation variables, work discipline, and work ethic on the performance of PT Kerry Express Indonesia personnel. The F test results show a calculated F value of 897.234 with a Sig. F of 0.000. The Ftable value ($\alpha:DF=nk-1$) for $\alpha = 0.05$ and $DF = 60$ is 0.250. The comparison of Fcount and Ftable reveals that Fcount is bigger (Fcount (897,234) > Fable (0.250)-the Sig. F value (0.000) is less than the researcher's error rate of 0.05 or 5%. As a result, it is possible to conclude that motivation, work discipline, and work ethic all have a major impact on PT Kerry Express Indonesia employees' performance. Thus, Hypothesis 1 can be confirmed.

b. Hypothesis Test Results 2

In this study, hypothesis II is tested using the t-test, which is used to determine the significance of each (partial) independent variable's influence on the dependent variable as follows: Variable X1 has a t value of 3,831 and a significance (Sig.) of 0.000. Variable X2 has a t value of 4.678 and a significance (Sig.) of 0.000. Variable X3 has a t value of 26,702 and a significance (Sig.) of 0.000. The findings of this study indicate that the independent factors, namely motivation, work discipline, and work ethic, have a substantial effect on the performance of PT Kerry Express Indonesia personnel. Thus, Hypothesis II can be confirmed.

c. Hypothesis Test Results 3

By comparing the Unstandardized coefficient value of the work ethic variable (X3) of 0.795, it is the largest compared to the motivation and work discipline variables. Thus, hypothesis III can be proven.

3.2. Discussion

Employee motivation is measured into five indicators, namely Physical Needs, Safety Needs, Social Needs, Appreciation Needs, and Actualization Needs. The total number of questionnaire items is ten items. Employee work discipline is measured into three indicators: obeying time rules, company regulations, and the rules of behavior at work. The number of questionnaire

items is six items. Employee work ethic is measured into five indicators: Skill Diversity, Task Identity, Task Significance, Autonomy, and Feedback. The number of questionnaire items is ten items. The variables of motivation, work discipline, and work ethic, both simultaneously and partially, significantly affect the performance of PT Kerry Express Indonesia employees. Work ethic predominantly has a significant influence on the performance of PT Kerry Express Indonesia employees.

Existence Needs motivation is measured by three questionnaire items: meeting the employee's physical needs, the need for salary, and the need for security. The means analysis results show the highest value by measuring the Existence Needs and motivation of PT Kerry Express Indonesia employees as indicated by the fulfillment of salary needs. The strongly agreed choice indicates this. Motivational Relatedness Needs are measured by three questionnaire items: Fulfillment of interpersonal interaction needs, Harmonious relationships with colleagues, and Harmonious relationships between superiors and subordinates. The means analysis results show the highest value by measuring the Relatedness Needs and motivation of PT Kerry Express Indonesia employees, which is indicated by the fulfillment of interpersonal interaction needs. The strongly agreed choice indicates this.

Growth Needs motivation is measured by three questionnaire items: fulfilling the need for interpersonal interaction, harmonious relationships with colleagues, and harmonious relationships between superiors and subordinates. The means analysis results show the highest value by measuring the Growth Needs motivation of PT Kerry Express Indonesia employees, which is shown by developing their abilities to the maximum. The agree option indicates this.

Employee work discipline is measured into four indicators: Punctuality in arriving at work, determination of time for leaving work, Compliance with applicable regulations, and Responsibility in carrying out tasks. The total number of questionnaire items is eight statements. Two questionnaire items measure Work Discipline Punctuality: I always arrive on time during working hours and am never absent from work without a reason. The means analysis results show the highest value by measuring work discipline and punctuality in arriving at work for PT Kerry Express Indonesia employees. I am always present on time during working hours and never absent from my work without a reason. The agree option indicates this.

Two questionnaire items measure Work Discipline Determination of work leaving hours: Go home from work according to the time set by the company and This employee goes home right from work. The means analysis results show the highest value by measuring Work Discipline. They determined work hours for PT Kerry Express Indonesia employees as shown by these employees returning home right from work. The strongly agreed option indicates this.

Work Discipline Compliance with applicable regulations is measured by two questionnaire items: Compliance with office rules and wearing a uniform according to company regulations. The means analysis results show the highest value by measuring the Work Discipline of PT Kerry Express Indonesia employees, shown by Compliance with the rules and regulations in the Office. The number of agreed choices indicates this.

Two questionnaire items measure Work Discipline Responsibility in carrying out tasks: I always try to carry out my tasks well according to the rules and always do my tasks on time. The means analysis results show the highest score by measuring the Work Discipline of PT Kerry Express Indonesia employees, shown by my always doing my tasks on time. The number of agreed choices indicates this.

Work ethic Skill diversity is measured by two questionnaire items: Employees must have different skills in completing their work and PT. Kerry Express Indonesia has a variety of activities to complete the work. The means analysis results show the highest value by measuring the work ethic-the diversity of skills of PT Kerry Express Indonesia employees is shown by PT. Kerry Express Indonesia has a variety of activities to complete the work. The strongly agreed choice indicates this.

Work ethic: Task identity is measured by two questionnaire items consisting of employees' work requiring thorough completion and employees being able to do the job from start to finish with good results. The means analysis results show the highest score by measuring the work ethic. The job identity of PT Kerry Express Indonesia employees is shown by their ability to do the job from start to finish with good results. The strongly agreed choice indicates this.

Work ethic The significance of the task is measured by two questionnaire items consisting of work carried out that involves a significant contribution to PT. Kerry Express Indonesia and its work is essential and meaningful to society. The means analysis results show the highest value by measuring the work ethic. The significance of PT Kerry Express Indonesia employees' duties, as shown by their vital work, is meaningful to society. The number of agreed choices indicates this.

Autonomy work ethic is measured by two questionnaire items: Employees having freedom in organizing their work and Employees having freedom in giving opinions on their work. The means analysis results show the highest value by measuring the Autonomy work ethic of PT Kerry Express Indonesia employees, which is shown by employees having the freedom to give opinions on their work. The agree option indicates this.

Feedback on work ethic is measured by two questionnaire items: Employees have much important information about the current working conditions, especially in helping work run smoothly, and the Director always knows how well the work has been completed. The means analysis results show the highest value by measuring the work ethic of PT Kerry Express Indonesia employees' Feedback, shown by the Director always knowing how well the work has been completed. The agree option indicates this.

Employee performance is measured by quantity, quality, and timeliness. The total number of questionnaire items is nine items. Quantity performance is measured by three questionnaire items: the number of work completions by company standards, the number of work completions that exceed company standards, and the completion of work faster than others. The means analysis results show the highest value by measuring the quantity of performance of PT Kerry Express Indonesia employees, as shown by the number of work completions that exceed company standards. The strongly agreed choice indicates this. Quality performance is measured by three questionnaire items: completion of work according to company quality standards, completion with complete accuracy, and completion of work neatly. The means analysis results show the highest value by measuring the performance of PT Kerry Express Indonesia employees as indicated by the completion of work per the company's quality standards. The strongly agreed option indicates this. Timeliness performance is measured by three questionnaire items consisting of completing work thoroughly, completing work according to the time target, and the amount of work completed that exceeds the amount produced by fellow workers in one section. The means analysis results show the highest value by measuring the punctuality performance of PT Kerry Express Indonesia employees as indicated by the completion of work according to the target time. The strongly agreed option indicates this.

4. Conclusion

The research showed that high work motivation received a positive perception from PT Kerry Express Indonesia employees. The work discipline of employees adheres to time regulations, and it is found that accurate working hours can result in working hours. Employee work ethic has a variety of different activities in completing work. Respondents responded positively. The performance of PT Kerry Express Indonesia employees was found to be of work quality and quantity, capable of completing work on time by applicable rules and regulations.

The research results also show that motivation, work discipline, and work ethic significantly affect the performance of PT Kerry Express Indonesia employees. Motivation, discipline, and work ethic in responding quickly to instructions positively impact employee performance by completing work on time. Employee work ethic is the most dominant symptom measured and influences performance. Thus, increasing the performance of PT Kerry Express Indonesia employees is greatly influenced by quality, quantity, motivation, discipline, and work ethic.

Based on the results of this research, several suggestions can be made to improve further the performance of PT Kerry Express Indonesia, including work motivation, which is very much needed when working at PT. Kerry Express Indonesia, every employee must have high work motivation. Employee responses to superiors' instructions received the highest response, meaning that employees of PT. Kerry Express Indonesia has high work discipline in carrying out

orders from superiors. The author believes many other variables can influence performance before being examined in this research. One of them is that workability and employee satisfaction are interesting to research at PT. Kerry Express Indonesia.

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