

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

Agus Prihanto Donny

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
agusprihanto@mm.unjani.ac.id

Asep Kurniawan

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
asepkurniawan@mn.unjani.ac.id

Abstract

Kodim 1801/Manokwari is a military organization which has the main task of organizing combat and territorial training. However, in its implementation, Kodim 1801/Manokwari experienced problems where there were still individuals whose performance did not fully reach the expected performance standards. In overcoming these problems, it is important for Kodim 1801/Manokwari to improve the competency and work discipline of personnel. This research aims to determine the influence of competence and work discipline on the performance of Kodim 1801/Manokwari personnel. This research uses a descriptive method with a quantitative approach. The sampling technique in this research used purposive sampling with a sample size of 75 respondents using the Slovin formula. The results of the descriptive analysis show that the competency and work discipline of personnel are in the sufficient category, which indicates a need for further improvement. The results of data analysis show that competence and work discipline have a significant positive influence on the performance of Kodim 1801/Manokwari personnel. This research recommends strategic steps to improve personnel performance, including continued efforts in capacity building through relevant training, coaching, and field experience. Additionally, regular evaluation of performance and providing constructive feedback is necessary to help personnel improve and develop brand capabilities.

Keywords : Competence; Work Discipline; Personnel Performance.

I. INTRODUCTION

Every organization requires resources to achieve its goals, with human resources (HR) being the most crucial element. To reach these goals, it is essential to have HR that can perform effectively to meet the targets set by the organization, both individually and as a group. In this context, Kodim 1801/Manokwari, as a military organization at the district/city level with the primary tasks of organizing combat operations and territorial development to support the main duties of the Kodam/Korem (Perkasad No 5, 2019), must enhance the performance of its personnel to anticipate the complexity of future threats.

The performance evaluation carried out by Kodim 1801/Manokwari follows the guidelines of filling out the Performance Evaluation Form (Dapen), with assessments conducted over two periods: January-June and July-December. The evaluation is weighted using a grouping system: K (0-64), C (65-79), B (80-89), and BS (90-100). The following is the personnel performance report for the year 2024.

Table 1.
Individual Performance Report for 2024

Criteria	BS	B	C	K	Total
Score	90-100	80-89	65-79	0-64	
January	-	130	190		320
February	-	150	168		318
March	-	135	181		316
April	-	165	149		314
May	-	153	159		312

Source: Archive of Kodim 1801/Manokwari, 2024

Based on Table 1 above, it shows that several personnel from Kodim 1801/Manokwari have performance criteria classified as "sufficient," indicating that their performance is at the upper threshold. However, Kodim 1801/Manokwari expects personnel performance to be at least in the "good" category. The purpose of this performance evaluation is to monitor whether personnel performance aligns with the desired goals and to assist leadership in planning individual learning and development for each soldier.

This study highlights the importance of competence and work discipline in supporting personnel performance. Competence includes the skills and abilities that personnel must possess to carry out their duties effectively, both tactically, technically, and physically. Improving competence will help personnel complete tasks more efficiently and in line with organizational standards. Meanwhile, work discipline is also a key factor in maintaining operational stability and achieving the goals of Kodim 1801/Manokwari. Work discipline includes adherence to rules, punctuality, and a professional attitude in carrying out duties. However, the report shows that there are still some discipline issues, such as rule violations, absenteeism without permission (AWOL), and suboptimal performance. This indicates a gap between performance expectations and the actual conditions in the field.

Dari fenomena-fenomena yang terjadi tentang kurangnya kualitas sumber daya manusia yang terkait dengan masalah-masalah seperti masih adanya personel yang memiliki kinerja rendah, kompetensi atau keterampilan yang masih kurang dan kurangnya kedisiplinan personel dalam bertugas, maka alasan tersebut yang mendasari penelitian ini mengambil judul "Pengaruh Kompetensi dan Disiplin Kerja terhadap Kinerja Personel Kodim 1801/Manokwari".

Given the recurring issues concerning the quality of human resources, such as the presence of personnel with low performance, lack of skills or competencies, and insufficient discipline in carrying out duties, these factors form the basis for this research titled "The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari."

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

Based on the background above, this study aims to:

1. To understand the overview of competence, work discipline, and performance of personnel at Kodim 1801/Manokwari.
2. To identify and analyze the influence of competence on the performance of personnel at Kodim 1801/Manokwari.
3. To identify and analyze the influence of work discipline on the performance of personnel at Kodim 1801/Manokwari.
4. To identify and analyze the influence of competence and work discipline on the performance of personnel at Kodim 1801/Manokwari.

II. LITERATURE REVIEW

COMPETENCE

Competence refers to an individual's motivation that drives them to perform key tasks in their job. Etymologically, competence is defined as the dimension of a leader's or staff's behavioral expertise or excellence, involving skills, knowledge, and good behavior (Armaniah, 2019). Meanwhile, Jufri (2018) explains that several factors influence a person's competence, including beliefs and values, which shape one's behavior towards oneself and others. Skills also play a critical role, as competence can be learned, trained, and refined, such as public speaking. Experience is another essential component in developing competence, such as organizing, communicating, and problem-solving. Personality traits, such as conflict resolution skills and teamwork, also have a significant impact. Additionally, motivation can be enhanced through encouragement and recognition from superiors, positively affecting performance. Emotional barriers, such as fear and embarrassment, often hinder competence development. Intellectual ability is also important, particularly in analytical and conceptual thinking. Finally, organizational culture influences employee competence, especially through recruitment practices and decision-making processes.

Edison et al. (2016) state that competence dimensions are based on behaviors aligned with regulations. These competencies include three main elements: knowledge, skills, and attitude. Knowledge refers to information acquired through formal education or training related to the job field. Skills involve the specific ability to handle tasks in detail, coupled with the capability to solve problems quickly and efficiently. Meanwhile, attitude encompasses the application of organizational ethics and maintaining a positive demeanor, such as being friendly and polite, which not only affects task execution but also the image of the company or organization as a whole. Furthermore, Priansa (2014) outlines several indicators that demonstrate employee competence. Competency in motives, character, and self-concept are factors that influence behavior and skills, which in turn impact performance outcomes. A competent employee can perform tasks and responsibilities rationally, has an in-depth understanding of their work, and masters more effective and efficient techniques for completing tasks. Moreover, the employee should be familiar with the standards and

procedures of the organization and be process- and result-oriented, ensuring optimal task execution.

WORK DISCIPLINE

Sinambela (2019) states that good discipline is reflected in a person's strong sense of responsibility towards the tasks assigned to them. Thus, rules are necessary to create good order in the workplace, as an office or workplace is considered disciplined when most employees follow the existing regulations. Sutrisno (2016) explains that several factors influence employee work discipline. One factor is the level of compensation, where employees tend to comply with rules if they feel that the compensation they receive is proportional to the effort they put in. Leadership example is also crucial, as leaders who set a good example encourage employees to maintain discipline. Additionally, clear and definitive written rules provide an important basis for enforcing discipline. Discipline is hard to enforce when the rules are only verbal and subject to change. Other factors include the leadership's willingness to take action against disciplinary violations and strict supervision by leadership to ensure that employees follow established standards.

According to Susanty (2012), work discipline can be measured through several key dimensions. First, punctuality reflects the employee's ability to arrive and leave on time, in accordance with the set schedule. Second, carefulness in using and maintaining office equipment shows the employee's attention to preserving work facilities. Third, responsibility for tasks is a critical measure, where employees are expected to complete their assigned duties according to procedures and take responsibility for their work outcomes. Lastly, adherence to office rules, such as wearing uniforms, using identification, and requesting permission for absences, reflects the employee's compliance with workplace policies. Furthermore, Siswanto (2010) adds that work discipline indicators can be seen from several aspects, including attendance frequency, where employees with high attendance rates demonstrate good discipline. Additionally, alertness, characterized by attentiveness at work, is an important indicator in maintaining safety and work quality. Adherence to work standards and regulations is also a benchmark to ensure employees follow procedures for creating a safe and productive work environment. Good work ethics are also needed to foster harmonious relationships and mutual respect among employees in carrying out their daily tasks.

PERFORMANCE

Performance is the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities assigned to them (Widiyanti, 2017). To improve employee performance, it is important for management to understand the various factors that influence it. According to Wanasaputra et al. (2017), key factors include effectiveness and efficiency, where goals must be achieved efficiently and not just effectively without clear objectives. Additionally, authority plays an important role in guiding personnel to perform tasks in line with their contributions. Discipline, or adherence to laws and regulations, ensures that employee activities align with work agreements. Initiative, or

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

creativity in planning matters related to organizational goals, is also a crucial factor. Lastly, a comfortable and conducive work environment can enhance employee comfort and facilitate better task completion.

Widiyanti (2017) describes performance dimensions as follows: first, output quantity, which refers to the number of activities performed and results achieved by employees. Second, output quality, which assesses the level of excellence in work and the extent to which tasks align with the employee's skills and abilities. Third, timeliness, which is measured by how well employees complete activities within the set timeframe and maximize the available time. Fourth, attendance, which shows the frequency of employee presence in the company and its impact on their performance. Fifth, teamwork, which evaluates how well employees collaborate with colleagues and their environment. Meanwhile, Sedarmayanti (2014) explains that performance indicators are quantitative and/or qualitative measures that describe the level of target or goal achievement, and are used as the basis for evaluating performance at various stages of activities. Wuisan (2021) adds that performance indicators include quality, which assesses how well the job is done; quantity, which measures the duration and speed of employee work; responsibility, which relates to the employee's awareness of their obligations; cooperation, which reflects employee participation in working with others; and initiative, which includes the employee's willingness to do work and solve problems without waiting for instructions from a superior.

Based on the literature review, the model in this study can be described as follows.

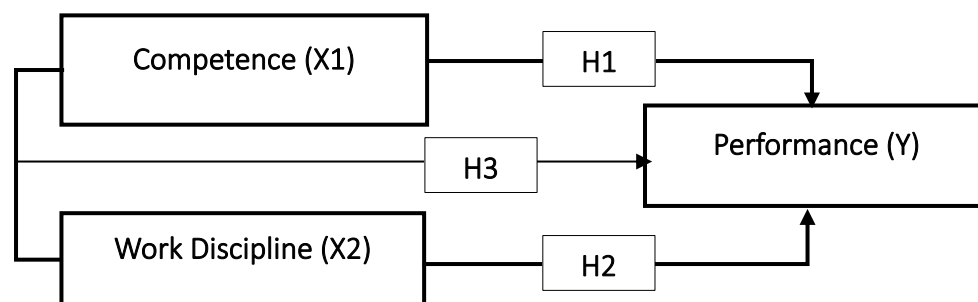


Figure 1. Research Model

The research conceptual model presented above serves as the foundation for the hypothesis of this study:

H1 : Competence (X1) has a positive effect on the Performance (Y) of personnel at Kodim 1801/Manokwari.

H2 : Work Discipline (X2) has a positive effect on the Performance (Y) of personnel at Kodim 1801/Manokwari.

H3 : Competence (X1) and Work Discipline (X2) have a simultaneous effect on the Performance (Y) of personnel at Kodim 1801/Manokwari.

III. RESEARCH METHODOLOGY

In this study, the author employs a descriptive-verificative type of research with a quantitative approach. The data sources used in this research include primary data, which was

collected through direct research methods such as interviews, observations, and questionnaires distributed to personnel of Kodim 1801/Manokwari. Secondary data was gathered from documents like the 2024 individual performance reports.

The population in this study consists of 300 TNI soldiers serving at Kodim 1801/Manokwari. Using the Slovin formula, a sample size of 75 personnel was determined to serve as respondents. The sampling technique used was purposive sampling with the following criteria: 1) Soldiers with more than 3 years of service to ensure they have a deep understanding of the organizational structure and human resource policies at the institution, and 2) Soldiers who are available and present at the research site during the study (not assigned to duties outside the city).

The data analysis techniques in this study are divided into two parts. First, descriptive data analysis, which describes or illustrates a variable based on the results of collected questionnaires, presented using cross-tabulation and then interpreted to explain the scores for the variables of work discipline, work motivation, and performance. Second, verificative data analysis, which is used to determine the influence of work discipline and work motivation on performance, both partially and simultaneously, using statistical testing tools with SPSS version 26 software.

IV. RESEARCH RESULTS AND DISCUSSION

RESEARCH RESULTS

Table 2. Recapitulation of the Average Scores of Each Variable

Variable	Average Score	Categorization
Competence	3.38	Adequate
Work Discipline	3.15	Adequate
Performance	4.16	Adequate

Source: Processed Questionnaire, 2024

Based on Table 2 above, it shows that the competence variable for personnel of Kodim 1801/Manokwari falls into the adequate category with an average score of 3.38. This indicates that personnel are performing their duties to an acceptable standard, but their competence has not yet reached the optimal level expected. Therefore, there is a need for improvement in various aspects, such as further training, practical experience, and access to necessary resources for skill development. To achieve a higher level of competence, strategies focusing on capacity enhancement through relevant training programs, mentoring, and regular performance evaluations with constructive feedback are required. These efforts are expected to improve and develop personnel capabilities, ultimately enhancing overall performance and effectiveness of the Kodim 1801/Manokwari unit.

Meanwhile, the work discipline variable for personnel of Kodim 1801/Manokwari also falls into the adequate category with an average score of 3.15. This indicates a potential lack of clarity in regulations, insufficient supervision, or challenges in maintaining consistency in rule enforcement. To improve work discipline, it is important for Kodim 1801/Manokwari to

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

clarify expectations and applicable rules, as well as provide adequate training and support. Additionally, stricter monitoring and constructive feedback can help reinforce commitment to discipline and encourage more consistent application of rules across personnel. These efforts are expected to reduce variation in discipline enforcement and improve overall personnel performance.

Furthermore, the performance variable for personnel of Kodim 1801/Manokwari falls into the adequate category with an average score of 3.34. This indicates that while personnel are meeting basic expectations, there is still potential for further improvement. Factors such as time management, work quality, and level of collaboration affect this performance result. To enhance performance, a thorough evaluation of factors impacting work outcomes is necessary. Providing additional training, clarifying expectations, and offering constructive feedback can help personnel improve their effectiveness and efficiency. Additionally, creating a supportive work environment and providing recognition for achievements can motivate personnel to achieve better results. With these steps, it is expected that personnel performance can be improved to a higher and more optimal level.

Results of Classical Assumption Test

Table 3.
Results of Classical Assumption Test

No	Type of Assumption Test	Test Result		Interpretation
1	Normality Test (Kolmogorov-Smirnov)	(sig) ≥ 0.05		Data is Normally Distributed
	Impact of Competence and Work Discipline on Personnel Performance	0.200		
2	Multicollinearity Test	<i>Tolerance value</i> ≥ 0.10	<i>VIF</i> ≤ 10	No Multicollinearity Symptoms
	Impact of Competence and Work Discipline on Personnel Performance	(X ₁) 0.933	1.072	
		(X ₂) 0.933	1.072	
3	Heteroscedasticity Test (Glejser Test)	(sig) $\geq 0,05$		No Heteroscedasticity Symptoms
	Impact of Competence and Work Discipline on Personnel Performance	(X ₁) 0.538		
		(X ₂) 0.655		

Source: Processed Questionnaire, 2024

Based on the normality test results, the significance value (sig.) for the variables of competence and work discipline affecting the performance of Kodim 1801/Manokwari personnel is 0.200, which is greater than 0.05, indicating that the data in this study is normally distributed. Furthermore, the multicollinearity test results for competence and work discipline variables affecting personnel performance show a VIF value of 1.072 (less than 10) and a tolerance value of 0.933 (greater than 0.10). This indicates that there is no correlation between the independent variables in the regression model, or in other words, no multicollinearity symptoms are present. Additionally, the heteroscedasticity test results show significance values greater than 0.05, with 0.538 for competence and 0.655 for work discipline, indicating that there are no heteroscedasticity symptoms. This suggests that there is no unequal variance of residuals from one observation to another.

Hypothesis Testing

Multiple regression testing, assisted by SPSS version 26, resulted in the following equation: $Y = 10.101 + 0.243X_1 + 0.160X_2$. The interpretation of the coefficients is as follows: a coefficient of 0.243 indicates that for each one-unit increase in competence, personnel performance will increase by 0.243 units, assuming work discipline remains constant. This means that competence has a significant positive impact on personnel performance. In other words, the better the competence of the personnel, the higher their performance will be. The coefficient of 0.160 shows that for each one-unit increase in work discipline, personnel performance will increase by 0.160 units, assuming competence remains constant. This indicates that work discipline also has a significant positive impact on personnel performance. In other words, higher work discipline leads to better performance.

The results of hypothesis testing are presented in the following table.

Table 4.
Hypothesis Testing Results

Hypothesis	Variable Relationship	Beta Coefficient	T Table	F Table	T dan F Calculate	Sig.	Status
H ₁	$X_1 \rightarrow Y$	0.243	1.666		2.261	0.027	Accepted
H ₂	$X_2 \rightarrow Y$	0.160	1.666		2.298	0.024	Accepted
H ₃	$X_1, X_2 \rightarrow Y$			2.76	7.007	0.002	Accepted

Source: Processed Questionnaire, 2024

Based on Table 4, to determine the partial effects, we can examine the t-value for the competency variable, which is 2.261, and the t-table value, which is 1.666. The t-table value is derived using the formula $df = (n-k) = (75-3) = 72$ with an alpha (α) of 5% or 0.05. Since the t-value (2.261) is greater than the t-table value (1.666) and the significance value for competency is $0.027 < 0.05$, this means that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This indicates that competency has a positive and significant effect on performance.

Similarly, the t-value for the work discipline variable is 2.298 and the t-table value is 1.666. With the same formula for degrees of freedom ($df = (n-k) = (75-3) = 72$) and an alpha (α) of 5% or 0.05, the t-value (2.298) is greater than the t-table value (1.666), and the significance value for work discipline is $0.024 < 0.05$. This means that H_0 is rejected and H_a is accepted, indicating that work discipline has a positive and significant effect on performance.

For simultaneous effects, the F-value is 7.007 and the F-table value is 2.76. The F-table value is derived using the degrees of freedom for the numerator ($df = (k-1) = (3-1) = 2$) and for the denominator ($df = (n-k) = (75-3) = 72$) with an alpha (α) of 5%. Since the F-value (7.007) is greater than the F-table value (2.76) and the significance level is $0.002 < 0.05$, this means that H_0 is rejected and H_a is accepted. This indicates that both competency and work discipline have a positive and significant effect on performance when considered simultaneously.

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

Coefficient of Determination

Tabel 5.
Results of the Coefficient of Determination Test

Variable Influence	R Square	Description
$X_1, X_2 \rightarrow Y$	0.163	Very Weak

Source: Processed Questionnaire, 2024

Based on the calculations using SPSS version 26, the coefficient of determination is 0.163 (16.30%). This value indicates that 16.30% of the personnel's performance is explained by the variables of competency and work discipline. The remaining 83.70% is explained by other variables outside the independent variables of this study. This means that competency and work discipline have a very weak influence on the performance of personnel at Kodim 1801/Manokwari.

DISCUSSION

Overview of Competency, Work Discipline, and Performance of Kodim 1801/Manokwari Personnel

Based on descriptive analysis, the competency variable for Kodim 1801/Manokwari personnel falls into the "sufficient" category, indicating that while personnel have the basic ability to perform their tasks adequately, there is still room for further improvement. Factors such as limited training, lack of practical experience, and restricted access to resources affect this competency level. To achieve higher competency levels, continuous efforts in capacity building through relevant training, mentoring, field experience, and regular evaluations and feedback are required. The highest indicator in the competency variable is the level of situational responsiveness, reflecting personnel's proactive attitude in identifying and addressing issues quickly, as well as adapting to changes.

Similarly, the work discipline variable for Kodim 1801/Manokwari personnel is also categorized as sufficient, indicating a basic understanding of the importance of discipline but with variations in its application. Factors such as unclear rules, lack of supervision, and consistency challenges can affect discipline implementation. The highest indicator in this variable is adherence to working hours, showing that personnel consistently follow work schedules and demonstrate commitment to time. This reflects a high level of discipline and responsibility, as well as personnel's initiative in following rules and punctuality.

For the performance variable, descriptive analysis results indicate that personnel performance at Kodim 1801/Manokwari is in the sufficient category, signifying that performance is adequate but not optimal. Personnel demonstrate the ability to perform tasks well, but there is potential for further improvement. The highest indicator is the speed in completing tasks, reflecting personnel's ability to handle and finish tasks efficiently while adhering to schedules and deadlines. This speed indicates good time management and effectiveness in meeting leaders' expectations.

Impact of Competency on Personnel Performance at Kodim 1801/Manokwari

The data analysis results indicate that competency has a significant positive effect on the performance of Kodim 1801/Manokwari personnel. This means that higher levels of competency among personnel lead to better performance. In other words, an increase in competency is likely to result in improved work performance. Competency, which includes job-related knowledge, individual skill levels, work attitude, task motivation, and situational responsiveness, is a factor that helps personnel perform their duties.

Impact of Work Discipline on Personnel Performance at Kodim 1801/Manokwari

The data analysis results show that work discipline has a significant positive effect on the performance of Kodim 1801/Manokwari personnel. This implies that more disciplined personnel tend to show better performance in their tasks and responsibilities. In other words, work discipline, which encompasses adherence to social norms, compliance with organizational rules, job responsibility, and punctuality in work hours, plays a crucial role in achieving optimal performance. Disciplined personnel are more likely to meet deadlines, follow procedures accurately, and produce high-quality work.

Impact of Competency and Work Discipline on Performance at Kodim 1801/Manokwari

The data analysis results indicate that both competency and work discipline influence the performance of Kodim 1801/Manokwari personnel. Personnel with higher competency levels tend to be more effective and efficient in their work, which in turn improves their work results. Similarly, disciplined personnel are more likely to meet deadlines, follow procedures accurately, and produce high-quality work. Thus, the development of competency and the implementation of good work discipline are key factors in achieving optimal performance. Improvement in both aspects will contribute to better work results and overall effectiveness of personnel at Kodim 1801/Manokwari.

V. CONCLUSION AND RECOMMENDATIONS**Conclusion**

Based on descriptive analysis, it can be concluded that the variables of competency, work discipline, and performance of Kodim 1801/Manokwari personnel are all in the sufficient category. The competency variable indicates that personnel have adequate abilities but still need improvement through additional training, practical experience, and access to resources. The work discipline variable reflects a good basic understanding of discipline, but there are variations in its application influenced by unclear rules and insufficient supervision. Meanwhile, the performance variable shows that personnel can perform tasks well but have not yet reached an optimal level, indicating potential for further improvement in effectiveness and efficiency.

The Influence of Competence and Work Discipline on the Performance of Personnel at Kodim 1801/Manokwari

Based on inferential analysis, it can be concluded that both competency and work discipline have a significant positive effect on the performance of Kodim 1801/Manokwari personnel. Higher levels of competency result in better performance, meaning that improving competency is likely to enhance work outcomes. Additionally, work discipline also has a significant positive impact, with more disciplined personnel showing better performance by meeting deadlines, following procedures accurately, and producing high-quality work. Overall, both competency and work discipline significantly contribute to improving personnel performance, playing important roles in increasing job effectiveness and efficiency.

Recommendations

To improve the performance of Kodim 1801/Manokwari personnel, it is essential to implement strategic measures focused on enhancing competency and work discipline. Given that both competency and work discipline are in the sufficient category, it is recommended that Kodim 1801/Manokwari place greater emphasis on competency improvement through relevant training, continuous mentoring, field experience, and ensuring regular evaluations and feedback. For work discipline, strengthening expectations and rules, increasing supervision, and providing constructive feedback are crucial. Additionally, for overall performance, it is important to conduct in-depth evaluations of factors affecting performance, provide additional training, clarify task expectations, and create a supportive work environment with recognition for achievements. These steps will help improve overall work effectiveness and efficiency.

From a managerial perspective, leaders at Kodim 1801/Manokwari should implement ongoing training programs tailored to task requirements, including technical training, interpersonal skill development, and leadership coaching. Enhancing competency is expected to positively impact personnel performance. Moreover, leaders need to clarify work expectations and rules and ensure that all personnel understand and adhere to these regulations. This can be achieved by increasing monitoring and discipline supervision through the establishment of oversight teams responsible for ensuring adherence to established procedures, thus creating a more organized and efficient work environment.

REFERENCES

- Armaniah, H. (2018). Pengaruh Kompetensi dan Kompensasi Terhadap Kinerja Karyawan Staf Insurance di PT BMD. *Cakrawala-Jurnal Humaniora*, 18(2), 141-148.
- Edison, E., Yohny, A., & Imas, K. (2016). Manajemen Sumber Daya Manusia (Alfabeta). Erwina, & Mira.(2019). *Pengaruh Knowledge Sharing Terhadap Kinerja Karyawan Pada Perusahaan Air Minum (Pam) Tirta Mangkaluku Kota*.
- Jufri, Z. K. (2018). *Kompetensi sumber daya manusia di kantor sistem administrasi manunggal satu atap (SAMSAT) wilayah Gowa* (Doctoral dissertation, Universitas Negeri Makassar).
- Peraturan Kepala Staf Angkatan Darat No. Perkasad 5 Tahun 2019 tentang Organisasi dan Tugas Komando Distrik Militer Tipe A (Orgas Kodim Tipe A)

- Priansa, D. J. (2014). *Perencanaan & pengembangan SDM*. Bandung: alfabeta.
- Sinambela, L. P. (2019). *Manajemen kinerja: pengelolaan, pengukuran, dan implikasi kinerja*.
- Siswanto, B. (2010). *Manajemen tenaga kerja: ancangan dalam pendayagunaan dan pengembangan unsur tenaga kerja*. Sinar Baru.
- Susanty, A., & Baskoro, S. W. (2012). Pengaruh motivasi kerja dan gaya kepemimpinan terhadap disiplin kerja serta dampaknya pada kinerja karyawan (studi kasus pada pt. PIn (persero) apd semarang). *J@ Ti Undip: Jurnal Teknik Industri*, 7(2), 77-84.
- Sutrisno, E. (2016). *Manajemen sumber daya manusia*, Kencana Prenada. Jakarta: Media Group.
- Wanasaputra, S., & Dewi, L. (2017). Faktor-Faktor yang mempengaruhi kinerja anggota Yayasanpek. *Jurnal Performa: Jurnal Manajemen dan Start-up Bisnis*, 2(4), 494-503.
- Widiyanti, W. (2017). Motivasi Kerja Terhadap Kinerja Pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kota Depok. *Cakrawala-Jurnal Humaniora*, 17(2), 132-138.
- Wuisan, T. M. (2021). Pengaruh Kompetensi Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Freeport Indonesia. *Agri-Sosioekonomi*, 17(2 MDK), 497-508.