

The Impact of Self Efficacy, Competence, and Intrinsic Motivation on Employee Performance at BAWASLU in North Sumatera Province

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ABSTRACT

This study seeks to identify and examine how self-efficacy, competence, and intrinsic motivation affect employee performance at the North Sumatera Province BAWASLU Secretariat, his type of research uses quantitative research. study involved 80 respondents. The data analysis method involves the use of multiple linear regression analysis. Based on the results of the t hypothesis test, it can be concluded that self-efficacy significantly affects employee performance. This is evident from the t-value of 3.957, which is greater than the critical t-value of 1.991, and the significance value of 0.000, which is less than 0.05. Similarly, competence also has a significant effect on employee performance, as indicated by a t-value of 4.776, which exceeds the critical t-value of 1.991, and a significance value of 0.000, which is below 0.05. Intrinsic motivation also significantly influences employee performance, as shown by a t-value of 2.537, which is higher than the critical t-value of 1.9901, and a significance value of 0.013, which is less than 0.05.

INTRODUCTION

In today's increasingly globalized world, every organization must have a human resource management system that keeps evolving and possesses dependable skills to meet the challenges of the current global era. Human Resources play a vital role in shaping the success of an organization, whether it operates in the private sector or the government sector. Employees play a crucial role in driving the progress of an organization, as their performance directly influences the overall effectiveness and success of the institution. HRM or Human Resource Management is a component of organizational management that deals with the aspects related to human resources. Effective human resources management is about finding ways to maximize employees' abilities in order to help the organization reach its objectives.

Therefore, each organization must handle its staff in a professional manner in order to effectively deal with the ongoing changes in the workplace. Similarly to government agencies, the North Sumatera Province BAWASLU secretariat relies on the performance of its employees to ensure the efficient execution of organizational tasks. As a supervisory body with a key responsibility in upholding democratic principles, the North Sumatera Province BAWASLU must have human resources that are not only in line with administrative standards but also possess strong mental stamina to help achieve the organization's objectives, particularly in the context of overseeing the conduct of elections.

BAWASLU is tasked with creating a rigorous recruitment and selection system to ensure that the hired staff possess the necessary skills and qualifications. In addition to this, there is also a focus on training and development initiatives aimed at enhancing the skills of staff involved in election supervision and ensuring they have a clear understanding of the relevant regulations. Employees must perform their duties in accordance with established procedures while maintaining a professional approach. The effectiveness of BAWASLU in performing its responsibilities is closely tied to how well its employees carry out their tasks. Performance is the outcome of an employee's efforts in completing tasks as per the responsibilities assigned to them. Therefore, organizations should focus closely on different factors that affect how well employees perform.

LITERATURE REVIEW

Self Efficacy

Self-efficacy refers to a person's confidence in their ability to plan and perform the actions needed to reach specific outcomes or objectives. High self-efficacy makes a person more likely to keep trying, whereas low self-efficacy often causes someone to avoid tasks, as noted by Albert Bandura in (1977).

Competency

Competency is the ability to carry out a job or task, which depends on a person's skills, knowledge, and the right attitude needed for that role, as stated by Wibowo (2017:271). Sutrisno (2017:303) explains that "Competency refers to the ability that is based on skills and knowledge, supported by work attitudes, and applied in practice when performing tasks and responsibilities that align with the required job standards."

Intrinsic Motivation

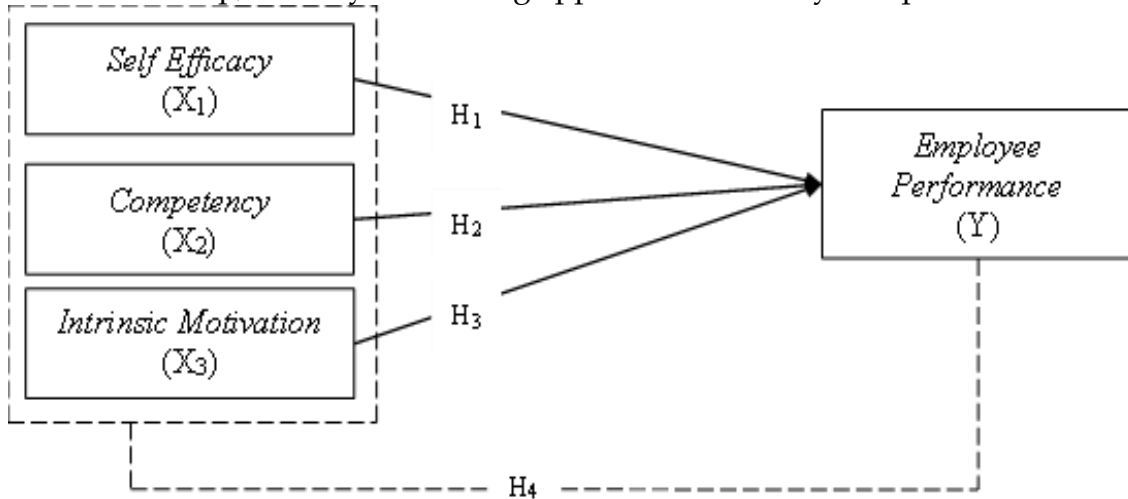
Intrinsic motivation refers to a drive that comes from inside an individual to perform a task because the task itself is enjoyable, fulfilling, or personally significant, rather than being influenced by outside rewards, pressure, or force. As noted by Dewantoro et al., (2025), intrinsic motivation is a longing or wish that originates from a worker while doing their job.

Employee Performance

Performance refers to how well a person or a group accomplishes their work within a specific timeframe, focusing on both how good and how much work is done. This outcome comes from a mix of skills, drive, and effectiveness in reaching the goals that have been established. As stated by Kaswan, (2017:78) "An employee's performance shows their actions at work, demonstrating the use of their skills, talents, and knowledge that help further the organization's objectives."

Framework Of Thinking.

To sum up, the way of thinking applied in this study is explained like this:



METHODOLOGY

The research in this study utilizes quantitative methods. For this research, the researcher used both primary and secondary data sources. The main data was gathered by distributing multiple questionnaires or statements to the employees working at the Secretariat of the General Elections Supervisory Agency (BAWASLU) in North Sumatera Province. The secondary data was obtained from books and other written documents.

This study was conducted at the Secretariat of the General Election Supervisory Agency (BAWASLU), situated at Jl. H. Adam Malik No.193, Sei Agul, Kec. Medan Baru, Medan City, North Sumatera 20235. The study was conducted from September 2025 to February 2026. The total population for this study comprised 80 employees from the General Election Supervisory Agency (BAWASLU) in North Sumatera Province, employing a saturated sampling method.

RESULTS AND DISCUSSION

Validity Test

The findings from the validity assessment are presented below:

Table 1 Validity Test Results

Variable	r_{count}	r_{table}	Explanation
Self-Efficacy 1	0,763	0.220	Valid
Self-Efficacy 2	0,692	0.220	Valid
Self-Efficacy 3	0,539	0.220	Valid
Self-Efficacy 4	0,899	0.220	Valid
Self-Efficacy 5	0,647	0.220	Valid
Self-Efficacy 6	0,910	0.220	Valid
Competency 1	0,658	0.220	Valid
Competency 2	0,735	0.220	Valid
Competency 3	0,627	0.220	Valid
Competency 4	0,875	0.220	Valid
Competency 5	0,665	0.220	Valid
Competency 6	0,889	0.220	Valid
Intrinsic Motivation 1	0,807	0.220	Valid
Intrinsic Motivation 2	0,818	0.220	Valid
Intrinsic Motivation 3	0,914	0.220	Valid
Intrinsic Motivation 4	0,870	0.220	Valid
Intrinsic Motivation 5	0,889	0.220	Valid
Intrinsic Motivation 6	0,876	0.220	Valid
Intrinsic Motivation 7	0,705	0.220	Valid
Intrinsic Motivation 8	0,584	0.220	Valid
Intrinsic Motivation 9	0,702	0.220	Valid
Intrinsic Motivation 10	0,725	0.220	Valid
Employee Performance 1	0,669	0.220	Valid
Employee Performance 2	0,832	0.220	Valid
Employee Performance 3	0,593	0.220	Valid
Employee Performance 4	0,799	0.220	Valid
Employee Performance 5	0,672	0.220	Valid
Employee Performance 6	0,827	0.220	Valid
Employee Performance 7	0,597	0.220	Valid
Employee Performance 8	0,801	0.220	Valid
Employee Performance 9	0,542	0.220	Valid
Employee Performance 10	0,588	0.220	Valid

Source: Analyzed data, SPSS (2026)

According to the table provided, the r_{count} exceeds r_{table} (0.220), indicating that the comprehensive survey addressing self-efficacy, competence, intrinsic motivation, and employee performance is deemed valid and suitable for additional research exploration.

Reliability Test

The outcomes of the reliability testing are detailed as follows:

Table 2 Reliability Test Results

Variabel	<i>N of Items</i>	<i>Cronbach's Alpha</i>	Explanation
Self-Efficacy	6	0,842	Reliable
Competency	12	0,837	Reliable
Intrinsic Motivation	8	0,933	Reliable
Employee Performance	10	0,877	Reliable

Source: Analyzed data, SPSS (2026)

The information in the above table indicates that the *Cronbach's Alpha* coefficient across all listed variables is 0.60. This suggests that the 32 instruments used for the research variables exhibit reliability, given that the Cronbach's Alpha value exceeds 0.60. Consequently, the research variables are deemed suitable for further analysis.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.71229039
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.055
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200^c

Source: Analyzed data, SPSS (2026)

In Table 3, the probability value *p*, also known as *iAsymp. iSig. (2-tailed)*, is recorded as 0.200. Since this probability value of 0.200 surpasses the significance threshold of 0.05, it implies that the data follows a normal distribution.

Normal P-P Plot of Regression Standardized Residual

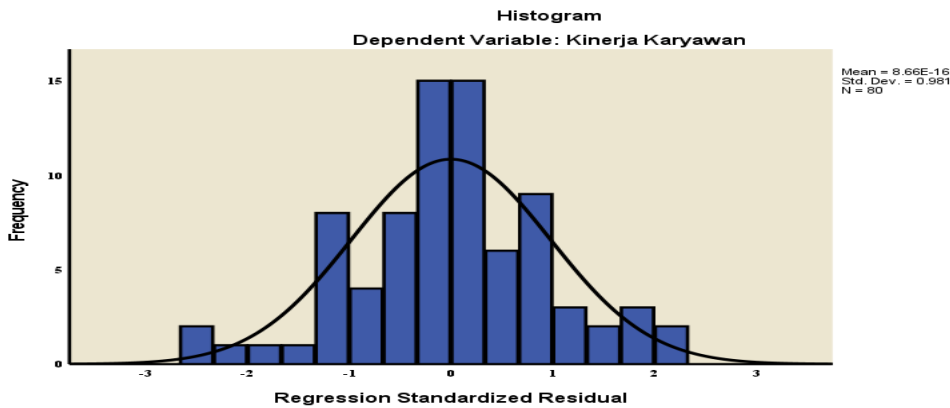


Source: Analyzed data, SPSS (2026)

Figure 1 Normality Test-Normal Probability Plots

Figure 1 shows a normality test conducted using a normal probability plot, whereas Figure 2 presents a normality test based on a histogram approach. As shown in Figure 1, the dots are scattered around the diagonal line.

Figure 2. Normality Test-Histogram



Source: Analyzed data, SPSS (2026)

Meanwhile, in Figure 2, you can observe that the curve is a normal curve, which is bell-shaped, with the highest point in the middle, indicating that the data follows a normal distribution.

Table 4 Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Self-Efficacy	0.514	1.945
	Competency	0.767	1.305
	Intrinsic Motivation	0.516	1.938

a. Dependent Variable: Employee Performance

Source: Analyzed data, SPSS (2026)

Table 4 above indicates that the VIF value is less than 10 and the Tolerance value is not below 0.1, which suggests that there is no significant relationship among the independent variables in this study. Therefore, it can be concluded that the regression model does not suffer from multicollinearity.

Table 5 Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.559	1.800		2.532	0.013
	Self-Efficacy	-0.039	0.087	-0.072	-0.453	0.652
	Competency	-0.068	0.071	-0.123	-0.951	0.345
	Intrinsic Motivation	0.021	0.045	0.072	0.458	0.649

a. Dependent Variable: Abs_Res

Source: Analyzed data, SPSS (2026)

Based on the findings from the heteroscedasticity test using the Glejser test as shown in Table 5, it is evident that the significance value (Sig.) for each variable is greater than 0.05. This indicates that heteroscedasticity is not present in the regression model used in this study. Therefore, it can be concluded that the independent variables do not exhibit heteroscedasticity.

Table 6 Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.808	2.871		2.372	0.020
	Self-Efficacy	0.549	0.139	0.373	3.957	0.000
	Competency	0.542	0.114	0.369	4.776	0.000
	Intrinsic Motivation	0.184	0.072	0.239	2.537	0.013

a. *Dependent Variable: Employee Performance*

Source: Analyzed data, SPSS (2026)

As shown in Table 6, the multiple linear regression equation is derived as follows:

$$Y = 6,808 + 0,549X_1 + 0,542X_2 + 0,184X_3$$

Based on this equation, it can be interpreted as follows:

1. The table above displays a consistent value of 6.808, which suggests that when the variables self-efficacy, competence, and intrinsic motivation remain unchanged, the resulting employee performance value is 6.808 units.
2. The table above indicates that the self-efficacy has a value of 0.549, which suggests it has a positive effect on performance. This indicates that for each 1 unit rise in self-efficacy, there is a corresponding 0.549 unit increase in employee performance.
3. The table above indicates that the competency has a value of 0.542, which suggests it has a positive impact on performance. This indicates that for each 1 unit rise in competency, there is a corresponding 0.542 unit improvement in employee performance.
4. The table above presents the value of the intrinsic motivation as 0.184, which suggests a positive effect on performance. This indicates that for each 1 unit rise in intrinsic motivation, there is a corresponding 0.184 unit increase in employee performance.

Table 7. Hypothesis Testing-F

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2046.281	3	682.094	47.615	0.000
	Residual	1088.707	76	14.325		
	Total	3134.987	79			

Source: Analyzed data, SPSS (2026)

According to the information in Table 7 mentioned earlier, the outcomes from the simultaneous F_{test} are shown. The calculated F_{value} stands at 47.615 and the significance value is 0.000. It is noted that the F_{count} value of 47.615 is greater than the F_{table} value of 2.725 and the significance value is 0.000.

Table 8. Hypothesis Testing-T

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.808	2.871		2.372	0.020
	Self-Efficacy	0.549	0.139	0.373	3.957	0.000
	Competency	0.542	0.114	0.369	4.776	0.000
	Intrinsic Motivation	0.184	0.072	0.239	2.537	0.013

a. *Dependent Variable:* Employee Performance

Source: Analyzed data, SPSS (2026)

Table 8 above that the results obtained:

1. It is understood that the coefficient value for self-efficacy is 0.549, and this value is positive. This indicates that self-efficacy has a positive impact on employee performance. The significance value for the self-efficacy variable is 0.000, which is less than 0.05, and the t_{count} is 3.957, which is greater than the t_{table} value of 1.991. Therefore, self-efficacy has a positive and statistically significant effect on employee performance.
2. It is understood that the coefficient value for competence is 0.542, and this value is positive. This indicates that competence positively influences employee performance. The significance value of the competency variable is 0.000, which is less than 0.05, and the t_{count} of 4.776 is greater than the t_{table} value of 1.991. Therefore, competency has a positive and statistically significant effect on employee performance.
3. It is understood that the coefficient value for intrinsic motivation is 0.184, and this value is positive. This indicates that competence positively influences employee performance. The significance value for the intrinsic motivation variable is 0.013, which is less than 0.05, and the t_{count} of 2.537 is greater than the t_{table} value of 1.991. Therefore, intrinsic motivation has a positive and statistically significant impact on employee performance.

Table 9. Analysis of the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.808	0.653	0.639	3.785

Source: Analyzed data, SPSS (2026)

According to the information in Table 9 earlier, the adjusted R Square value is 0.639. This indicates that self-efficacy, skills, and internal motivation can affect how well employees work by 63.9%. The other 36.1% is shaped by different aspects like discipline, work attitude, or additional elements.

DISCUSSION

1. The Impact of Self Confidence on Worker Performance

Self-confidence refers to an employee's belief in their ability to successfully complete the tasks needed to reach specific outcomes. According to the research findings presented earlier, the self-confidence and performance of employees at Bawaslu in North Sumatera Province showed a t_{count} of 3.957, which is greater

than t_{table} 1.991. Furthermore, the t-test results revealed a Sig. value for self-confidence (X_1) of 0.000, which is less than 0.05 (0.000). According to the hypothesis, Bawaslu employees' performance in North Sumatera Province is positively and significantly impacted by self-efficacy. (H_1 is approved). According to research findings by Khaerana (2020), employee performance is positively and strongly impacted by self-efficacy. An employee's performance increases with their level of self-efficacy. Strong self-confidence enables workers to overcome barriers at work more successfully, which directly promotes the accomplishment of more ideal organizational goals.

2. The Impact of Skills on Job Performance.

Skills refer to the mix of knowledge, abilities, and mindset that employees have to meet the goals of the organization. According to the findings from the research mentioned, the relationship between skills and job performance at Bawaslu of North Sumatera Province showed that t_{count} was 4.776, which is greater than t_{table} at 1.991. Additionally, the t-test results showed a significance value for skills (X_2) of 0.000, which is lower than 0.05 (0.000). According to the hypothesis, Bawaslu employees' performance in North Sumatera Province is positively and significantly impacted by competence. (H_2 approved). According to studies by Kurniawan et al. (2023) and Lumaela et al. (2024), competency significantly and favorably affects employee performance. It demonstrates that workers have the knowledge and skills necessary to successfully execute any task assigned by the leader. Employees tend to operate more productively when they possess strong and pertinent competences, which has an effect on raising workers' productivity.

3. The Impact of Internal Motivation on Worker Performance.

Internal motivation refers to the drive that comes from within employees to reach specific objectives they desire to accomplish. According to the findings of the prior study, the relationship between internal motivation and worker performance in Bawaslu of North Sumatera Province showed a t_{count} of 2.537, which is higher than the t_{table} value of 1.991. The t-test results showed a significance value for internal motivation (X_3) of 0.013, which is less than 0.05 (0.013). According to the hypothesis, Bawaslu workers' performance in North Sumatera Province is positively and significantly impacted by intrinsic motivation. (H_3 approved). According to research findings by Widiawaty et al. (2020), employee performance is positively and significantly impacted by intrinsic motivation. when attaining the best possible job outcomes depends on personal motivation. Workers that are motivated by personal fulfillment and a feeling of accountability are typically more reliable, creative, and autonomous. This demonstrates that dedication and output increase with internal encouragement.

4. Influence, Self-Efficacy, Competence, And Intrinsic Motivation All Play A Role In How Well Employees Perform Their Jobs.

The F_{count} was 47.615, which is higher than the F_{table} value of 2.725, and the significance level is considered. BAWASLU North Sumatera Province. So, the idea is that self-efficacy, feeling competent, and having inner motivation all have a good and important influence on how well Bawaslu workers in North Sumatera Province do their jobs. (H_4 is accepted).

CONCLUSION

After looking at the analysis and discussion that was done, these are the conclusions that were reached:

1. It is known that the self-efficacy coefficient is 0.549. Based on a partial test, called a $t_{\text{-test}}$, it is found that the self-efficacy variable has a positive and significant effect on employee performance at Bawaslu in North Sumatera Province. The $t_{\text{-count}}$ value is 3.957, which is higher than the $t_{\text{-table}}$ value of 1.991, and the significance (Sig) value is 0.000, which is less than 0.05. The more confident an employee feels about their ability to do their job, the better their performance will be in BAWASLU of North Sumatera Province.
2. It is known that the coefficient for the competence variable is 0.542. From the partial test ($t_{\text{-test}}$), it is clear that the competence variable has a positive and significant impact on employee performance at the Bawaslu of North Sumatera Province. This is shown by the $t_{\text{-count}}$ value of 4.776, which is higher than the $t_{\text{-table}}$ value of 1.991, and the Sig value of 0.000, which is less than 0.05. The success of completing work at the BAWASLU of North Sumatera Province largely depends on the understanding and technical skills of the employees.
3. It is understood that the coefficient value for intrinsic motivation is 0.184. Based on a partial test, specifically a $t_{\text{-test}}$, it is evident that the variable of intrinsic motivation has a positive and statistically significant impact on employee performance at Bawaslu in North Sumatera Province. This is indicated by a $t_{\text{-count}}$ value of 2.537, which is greater than the $t_{\text{-table}}$ value of 1.991, along with a significance level (Sig) value of 0.013.
4. According to a test that was simulated ($F_{\text{-test}}$), it has been found that $F_{\text{count}} 47.615$ is greater than $F_{\text{table}} 2.725$ and the Sig value is 0.000, which is less than 0.05. Therefore, self-efficacy, competence, and intrinsic motivation together have a positive and meaningful impact on how employees perform at BAWASLU in North Sumatera Province.
5. Based on the Adjusted R^2 value of 0.639, self-efficacy, competence, and intrinsic motivation can affect the performance of employees at Bawaslu in North Sumatera Province by 63.9%, while the remaining 36.1% is influenced by other factors like work discipline and work ethic.

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