



**THE IMPACT OF DISCIPLINE ON EMPLOYEE PERFORMANCE AT  
CENTRAL MALUKU REGENCY'S PERSONNEL AND HUMAN  
RESOURCES DEVELOPMENT AGENCY (BKPSDM)**

**PENGARUH DISIPLIN TERHADAP KINERJA PEGAWAI  
DI BADAN KEPEGAWAIAN DAN PENGEMBANGAN  
SUMBER DAYA MANUSIA (BKPSDM)  
KABUPATEN MALUKU TENGAH**

**Ibrahim Idham Sopamena<sup>1</sup>, Normawati<sup>2</sup>, Hengky V. R. Pattimukay<sup>3</sup>**

<sup>1,2,3</sup>Pattimura University

[idhamsopamena@gmail.com](mailto:idhamsopamena@gmail.com)<sup>1</sup>

[normawati@gmail.com](mailto:normawati@gmail.com)<sup>2</sup>

[hevrich70@gmail.com](mailto:hevrich70@gmail.com)<sup>3</sup>

**Abstract**

This study aims to determine the influence of discipline on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. The research method used is quantitative, with a sample size of 36 people. The types of data used in this study include primary data and secondary data. Data collection was carried out through literature studies and field studies. Data analysis was conducted using regression analysis tools with the help of SPSS version 20 software. The results of the study show that discipline has a significant influence on employee performance at BKPSDM Central Maluku Regency. Good and consistent discipline can improve overall employee performance. These findings emphasize the importance of implementing strict and systematic discipline in the workplace to achieve optimal performance. Based on regression analysis, there is a positive relationship between the level of discipline and the improvement in employee performance. The implications of these research findings are the need to strengthen the influence of discipline on employee performance at BKPSDM Central Maluku Regency. This can be done through the implementation of more effective disciplinary policies, employee training and development, as well as increased supervision and evaluation of the execution of the duties and responsibilities of employees. Thus, it is expected that employee performance at BKPSDM Central Maluku Regency can continue to improve and provide a positive contribution to the achievement of organizational goals.

Keywords: Work Discipline, Employee Performance, BKPSDM, Central Maluku.

**Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh disiplin terhadap kinerja pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Maluku Tengah. Metode penelitian yang digunakan adalah metode kuantitatif dengan jumlah sampel sebanyak 36 orang. Jenis data yang digunakan dalam penelitian ini meliputi data primer dan data sekunder. Pengumpulan data dilakukan melalui studi kepustakaan dan studi lapangan. Analisis data dilakukan dengan



menggunakan alat analisis regresi dengan bantuan perangkat lunak SPSS versi 20. Hasil penelitian menunjukkan bahwa disiplin memiliki pengaruh yang signifikan terhadap kinerja pegawai di BKPSDM Kabupaten Maluku Tengah. Disiplin yang baik dan konsisten dapat meningkatkan kinerja pegawai secara keseluruhan. Temuan ini menekankan pentingnya penerapan disiplin yang ketat dan sistematis di lingkungan kerja untuk mencapai kinerja yang optimal. Berdasarkan analisis regresi, terdapat hubungan positif antara tingkat disiplin dan peningkatan kinerja pegawai. Implikasi dari hasil penelitian ini adalah perlunya penguatan pengaruh disiplin terhadap kinerja pegawai di BKPSDM Kabupaten Maluku Tengah. Hal ini dapat dilakukan melalui penerapan kebijakan disiplin yang lebih efektif, pelatihan dan pengembangan pegawai, serta peningkatan pengawasan dan evaluasi terhadap pelaksanaan tugas dan tanggung jawab pegawai. Dengan demikian, diharapkan kinerja pegawai di BKPSDM Kabupaten Maluku Tengah dapat terus meningkat dan memberikan kontribusi positif terhadap pencapaian tujuan organisasi.

Kata Kunci: Disiplin Kerja, Kinerja Pegawai, BKPSDM, Maluku Tengah.

## INTRODUCTION

The expectation of every organization, whether governmental, private, or community-based, is to develop capable human resources to achieve organizational goals effectively. The administration and management of organizations continually strive to enhance their existence through the implementation and development of tasks by managing human resources to achieve work results that meet established performance standards and earn recognition as productive organizations with excellent achievements. A productive organization is characterized by the quality of its human resources and high discipline in carrying out organizational tasks according to established procedures and rules, which define the roles, duties, functions, and responsibilities in managing the organization. Consequently, organizational leaders continuously encourage their employees to adhere to all applicable regulations and norms within the organization.

Employee discipline is also related to inherent characteristics such as perception, personality, and needs, which determine their performance in fulfilling organizational duties and responsibilities. A disciplined employee adheres to and implements every work rule, avoiding deviant behavior and inconsistency with work regulations. Therefore, every regulation established in the organization must be followed by all employees as members of the organization. In this context, discipline encompasses criteria based on attitude, norms, and responsibility (Hasibuan, 2013:32).

Discipline is also defined as compliance with or adherence to rules and regulations. It serves as a training method aimed at developing orderly behavior. Discipline can be a procedure that corrects or punishes subordinates for violating organizational rules or work procedures. It is also a tool used by leaders to communicate with their subordinates, encouraging them to change behavior and increasing awareness and willingness to comply with all organizational rules and social norms (Rivai, 2004:23).

A disciplined employee always strives to comply with work rules and regulations, performing their duties and functions in the organization as best as possible, and continually seeks to develop themselves to achieve good work performance within the organization. Conversely, employee performance is also determined by the discipline of the employees within the organization who adhere to the principles and work regulations. High-performing employees are evident in their ability to carry out assigned tasks, the time used to complete tasks, and the results achieved (Sutrisno, 2010:56).

Employees with the necessary capabilities can achieve the organization's vision, mission, main tasks, and functions. As a government organization, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency pays attention to the vision, mission, main tasks, and functions assigned to its human resources. BKPSDM's primary role is crucial to its performance,



according to its position in development. Therefore, BKPSDM needs highly disciplined employees to perform their duties and functions effectively to achieve the established goals, reflecting successful employee performance in achieving these goals. However, the reality shows that discipline and employee performance at BKPSDM Central Maluku Regency are not as expected. This is identified from several symptoms related to discipline based on attitude, norms, and responsibility in performing tasks, such as (a) employees generally not being disciplined in coming to work at the specified time, with some arriving on time but leaving early; (b) employees not attending the office, resulting in verbal and written warnings and forfeiture of performance allowances; and (c) employees frequently postponing work, leading to delays.

These indiscipline symptoms affect functional and administrative staff, delaying the processing of incoming letters and the distribution of correspondence. Additionally, personnel management is slow in processing rank proposals and other personnel-related matters, impacting all work areas. Employee performance also shows symptoms such as (a) inability to perform assigned tasks well, (b) inefficient use of time in performing tasks, and (c) unsatisfactory work results.

These realities indicate the importance of proper discipline and employee performance at BKPSDM Central Maluku Regency. This attracted the author's attention to conduct research based on these symptoms, as discipline and employee performance are issues requiring objective examination and validation in the form of a problem statement: "To what extent is the realization of discipline and employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency?"

This problem statement focuses on discipline with criteria based on attitude, norms, and responsibility, which can manifest in employee performance in the form of the ability to perform assigned tasks, the time used in performing tasks, and the results achieved at BKPSDM Central Maluku Regency. The research aims to analyze and determine the partial and simultaneous influence of discipline based on attitude criteria on employee performance in terms of the ability to perform assigned tasks, the time used in performing tasks, and the results achieved at BKPSDM Central Maluku Regency.

## METHODS

The research design utilizes a descriptive study method aimed at solving problems by presenting the research results as they are. This method is categorized as an explanatory survey research approach, which is a quantitative approach to explaining the causality or influence between variables through regression analysis and hypothesis testing (Singarimbun, 2003:21).

The research location is the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. The selection of this location is based on: (1) current issues related to discipline and employee performance; (2) the location being within the author's work scope; and (3) efficient use of time, cost, and effort during the research.

The research population consists of the generalization area, comprising objects and subjects with specific quantities and characteristics determined by the researcher for study and conclusion drawing. The research sample is a portion of the population taken as the data source and can represent the entire population (Arikunto, 2003:108; Sugiono, 2007:57; Riduwan, 2007:56). The population in this study includes all employees at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency, totaling 54 people. The sample was determined using non-probability sampling, specifically purposive sampling for 4 leadership elements (Head of BKPSDM, Secretary, Head of Planning Division, Head of Human Resources Development Division) and simple random probability sampling for subordinate elements, with a sample size of 50% (32 people) of the population. Thus, the total sample size is 36 respondents.



Operational variables are elements of research that indicate how to measure a variable (Singarimbun, 2003:46–47). In other words, the operational definition is an implementation guide on how to measure a variable. The operational variables in this research are divided into two types: discipline as the independent variable (X), with its dimensions as X1, X2, and X3, comprising a set of measurement indicators, and employee performance as the dependent variable (Y), with its dimensions as Y1, Y2, and Y3, also comprising a set of measurement indicators.

### **Discipline (X)**

Discipline is a manifestation of behavior in an effort to increase employee awareness and willingness to comply with all regulations and norms within the organization. Discipline criteria are as follows:

1. Discipline based on attitude criteria includes:
  - a. Awareness and compliance with regulations
  - b. Willingness and readiness to perform duties
  - c. Supporting teamwork and group cooperation in performing duties
  - d. Properly executing assigned tasks
2. Discipline based on normative criteria includes:
  - a. Respecting and obeying superiors' orders in performing duties
  - b. Appreciating colleagues for carrying out tasks
  - c. Understanding and performing tasks according to provisions
3. Discipline based on responsibility criteria includes:
  - a. Having a strong and consistent commitment to performing duties
  - b. Being brave and able to face work challenges as a consequence of performing duties
  - c. Being responsible for each assigned task in its execution and completion (Hasibuan, 2013).

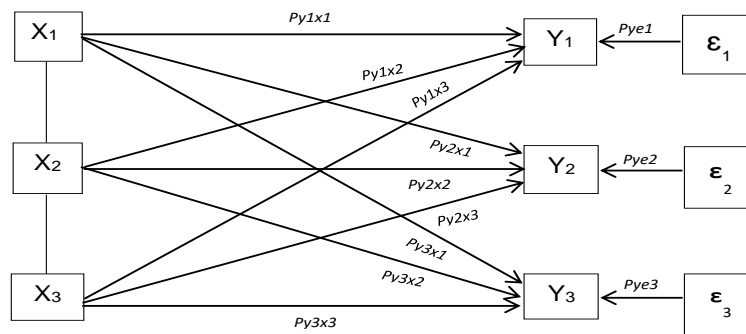
### **Employee Performance (Y)**

Employee performance is the success of an employee in performing tasks, the work results achieved by an individual or group of employees in an organization according to their respective authority and responsibility, as well as the tasks assigned to achieve goals. Employee performance criteria are as follows:

1. Employee performance in terms of the ability to perform assigned tasks includes:
  - a. Having adequate technical knowledge when performing tasks
  - b. Being able to perform new assigned tasks
  - c. Being capable of realizing new ideas related to task execution
  - d. Solving problems and achieving task execution goals
2. Employee performance in terms of time used in performing tasks includes:
  - a. Utilizing time appropriately in performing tasks
  - b. Not being late in completing tasks
  - c. Efficiently and effectively managing time when performing tasks
3. Employee performance in terms of work results includes:
  - a. Quantity of work results according to standards
  - b. Meeting work quality standards
  - c. Achieving goals according to expectations from work results (Sutrisno, 2010).



The operational variables are translated into a statistical model illustrated as follows:



**Figure 1.** Operational Variable Statistical Model Diagram

Explanation:

1. X1 = discipline based on attitude criteria.
2. X2 = discipline based on norm criteria.
3. X3 = discipline based on responsibility criteria.
4. Y1 = employee performance in terms of the ability to perform assigned tasks.
5. Y2 = employee performance in terms of the time used to perform tasks.
6. Y3 = employee performance in terms of achieved work results.
7. P = a parameter indicating the magnitude of the influence between two variables.
8.  $\epsilon$  = other factors outside the model influencing employee performance.

The types of data in this study consist of primary and secondary data related to discipline and employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. Primary data is obtained directly from the field through questionnaires filled out by respondents regarding discipline and employee performance at BKPSDM Central Maluku Regency. Secondary data are supporting data for primary data obtained from literature sources such as documents, reports, and other literature related to discipline and employee performance at BKPSDM Central Maluku Regency.

Data collection regarding discipline and employee performance at BKPSDM Central Maluku Regency is completed, processed, and analyzed using data collection techniques through literature studies and field studies via observation, interviews, and questionnaires.

In this study, the data collection instrument meets the validity and reliability requirements. The measurement of discipline and employee performance uses a Likert scale, referring to four (four) alternative answers: Strongly Agree (SA) = 4, Agree (A) = 3, Somewhat Agree (SA) = 2, Disagree (D) = 1. A trial and calibration were conducted using Pearson's product-moment correlation and Cronbach's alpha formula (Ridwan, 2009:75).

The t-test statistical values and the test results for 10 items of the discipline variable and 10 items of the employee performance variable show that each item is valid with a probability value of  $\text{sig. } 0.000-0.003 < 0.05$ . Additionally, the reliability test results for the discipline and employee performance variables indicate reliable data with scores above 0.7, specifically 0.722 for the discipline variable and 0.741 for the employee performance variable, confirming their validity for further analysis.

The data analysis technique uses statistical methods, namely regression analysis with partial and simultaneous testing of the direct influence of the independent variable (X), which is discipline, on the



dependent variable (Y), measuring the influence of the dimensions of the independent variable (X1, X2, X3) on the dimensions of the dependent variable (Y1, Y2, Y3) through standardized research data. For regression analysis purposes, data transformation from ordinal to interval scale is performed using the Method of Successive Intervals (MSI).

The regression analysis approach used, based on the dimensions of the dependent variable, is as follows:

$$Y_i = a + b_1x_1 + b_2x_2 + b_3x_3 + \varepsilon$$

The significance of the partial influence of the independent variables on the dependent variable is tested using the t-test.

Subsequently, the significance of the regression parameters is tested simultaneously using the F-test to determine whether the independent variables collectively have a significant influence on the dependent variable.

The magnitude of the influence of the independent variables on the dependent variable is calculated. For this purpose, both variables are standardized, resulting in the regression equation:

$$Y_i^* = P_{Y_iX_1}X_1^* + P_{Y_iX_2}X_2^* + P_{Y_iX_3}X_3^* + \varepsilon$$

The magnitude of  $P_{Y_iX_i}$  illustrates the influence of  $X_i$  ( $X_1 \dots X_3$ ) on  $Y_i$  ( $Y_1 \dots Y_3$ ) according to the operational variable statistical model, explaining the influence of discipline on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

## RESULTS AND DISCUSSION

### Results

#### **An Overview of Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM)**

In line with its duties and functions as a supporting element for the Regent of Central Maluku in government and development tasks, particularly in the field of personnel, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency is strongly committed to implementing a paradigm shift in personnel resource management. Within the Regional Medium-Term Development Plan (RPJMD) of Central Maluku Regency for 2017–2022, this change focuses on the rights and duties of each employee from a strategic human resources management point of view. It also makes sure that there are enough high-quality civil servants to support the changing goals of the Civil Service and the Regent of Central Maluku.

According to the Regional Regulation of Central Maluku Number: 04 of 2016 about the Formation and Structure of the Regional Apparatus of Central Maluku and the Regent Regulation of Central Maluku Number: 44 of 2016 about the Position, Organizational Structure, and Work Procedures of Regional Agencies of Central Maluku, BKPSDM is responsible for helping the Regent with certain government matters that fall under the regency's control, such as developing people and staff.

One important factor in promoting and realizing ethical and clean governance is improving the quality and capacity of the apparatus resources. Following the Regulation of the Minister of Administrative and Bureaucratic Reform number 26 of 2011 concerning Guidelines for Calculating the Number of Regional Civil Servants Needed, the apparatus resources of Central Maluku are cumulatively



sufficient. However, the distribution of personnel across regional apparatus organizations (OPD) and work units is relatively uneven, with some OPD and work units still lacking civil servants. Therefore, we need to take and enhance various measures to anticipate and improve bureaucracy, accelerating the quality and performance improvement of the apparatus according to its main tasks and functions.

One of the tasks of the Personnel and Human Resources Development Agency of Central Maluku Regency is technical guidance in the field of personnel. Issues faced include the incomplete filling of structural positions, suboptimal handling of civil servant disciplinary cases, uneven distribution of civil servants across OPD/work units, and the lack of use of information technology in personnel management.

### **Respondent Characteristics**

The respondents in this study are 36 employees at Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM). Based on the percentage, male respondents make up 53%, which is higher than female respondents at 47%. Meanwhile, respondents in the productive age group make up 74%, which is higher than those in the non-productive age group, who make up 26%. Furthermore, all respondents have higher education, with a dominant percentage having a bachelor's degree (85%), compared to those with a diploma (9%) and a master's degree (6%). Most respondents are in the third rank, with the highest percentage at 94%, and have a long tenure, with the majority having worked for eleven to twenty years (56%) and twenty-one to thirty years (29%).

### **Respondent Feedback**

The following is a description of the respondents' positive support for discipline with criteria based on attitude, norms, and responsibility:

#### **1. Criteria Based on Attitude (X1)**

Respondents showed positive support for awareness and compliance with regulations at 83%, awareness and willingness to perform duties at 83%, supporting teamwork and group cooperation in performing duties at 89%, and properly executing assigned tasks at 80%. Thus, respondents' positive support for discipline based on attitude criteria ranges from 80–90%.

#### **2. Criteria Based on Norms (X2)**

Respondents showed positive support for respecting and obeying superiors' orders in performing duties at 86%, appreciating colleagues in carrying out tasks at 91%, and understanding and performing tasks according to provisions at 86%. Thus, respondents' positive support for discipline based on norm criteria ranges from 80–100%.

#### **3. Criteria Based on Responsibility (X3)**

Respondents showed positive support for having a strong and consistent commitment to performing duties at 86%, being brave and able to face work challenges as a consequence of performing duties at 83%, and being responsible for each assigned task in its execution and completion at 80%. Thus, respondents' positive support for discipline based on responsibility criteria ranges from 80–90%.

### **Employee Performance**

Respondents' positive support for employee performance in terms of the ability to perform assigned tasks, the time used to perform tasks, and the achieved work results can be described as follows:

#### **1. Ability to Perform Assigned Tasks (Y1)**

Respondents showed positive support for having adequate technical knowledge in performing tasks at 88%, being able to perform new assigned tasks at 80%, being capable of realizing new



ideas related to task execution at 86%, and solving problems and achieving task execution goals at 83%. Thus, respondents' positive support for employee performance in terms of the ability to perform assigned tasks ranges from 80–90%.

2. Time Used to Perform Tasks (Y2)

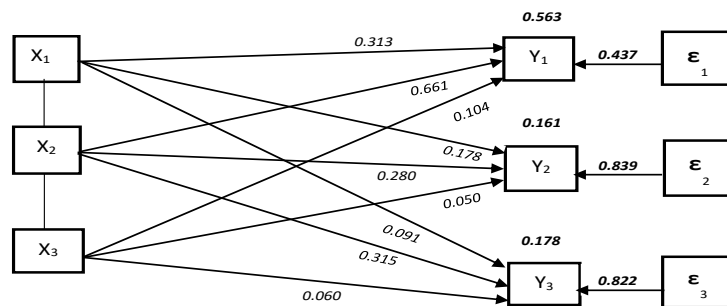
Respondents showed positive support for utilizing time appropriately in performing tasks at 89%, not being late in completing tasks at 86%, and efficiently and effectively managing time in performing tasks at 86%. Thus, respondents' positive support for employee performance in terms of the time used to perform tasks ranges from 80 to 90%.

3. Achieved Work Results (Y3)

Respondents expressed positive support for the quantity of work results that met standards at 80%, the quality of work results that met standards at 78%, and the achievement of goals that aligned with expectations at 86%. Thus, respondents' positive support for employee performance in terms of achieved work results ranges from 70–90%.

**The Study Examines The Influence of Discipline on Employee Performance at BKPSDM Central Maluku Regency**

This section discusses the influence of discipline, consisting of criteria based on attitude (X1), norms (X2), and responsibility (X3), on employee performance, namely the ability to perform assigned tasks (Y1), the time used to perform tasks (Y2), and the achieved work results (Y3). We examine the relationship between these variables and dimensions using statistical test results, presenting them objectively and rationally based on the obtained test results, and conduct a detailed analysis. Initially, we display a diagram that illustrates the impact of these variables and dimensions. The data processing using the SPSS 20 statistical program produces standardized regression coefficients illustrating the influence of the service quality dimensions on the dimensions of user satisfaction with library services, as shown in the diagram below:



**Figure 2.** Diagram of the Test Results on Discipline's Influence on Employee Performance

**Discussion**

We present and discuss the detailed impact of discipline on employee performance in the following manner:





**The Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency examines the impact of discipline based on attitude, norms, and responsibility criteria on employee performance and their ability to perform assigned tasks.**

### Partial Influence

The partial influence of discipline based on attitude criteria (X1), norm criteria (X2), and responsibility criteria (X3) on employee performance in terms of the ability to perform assigned tasks (Y1) is shown in the table below.

**Table 1**

Results of the Partial Influence Test on Y1 (X1, X2, and X3)

| Variable              | Magnitude of Influence | Percentage (%) | $t_{\text{statistic}}$ | $t_{\text{table}}$ | Decision        |
|-----------------------|------------------------|----------------|------------------------|--------------------|-----------------|
| $X_1 \rightarrow Y_1$ | $P_{Y_1X_1} = 0.313$   | 9.80           | 2.502                  | 1.988              | Significant     |
| $X_2 \rightarrow Y_1$ | $P_{Y_1X_2} = 0.661$   | 43.69          | 6.290                  | 1.988              | Significant     |
| $X_3 \rightarrow Y_1$ | $P_{Y_1X_3} = 0.104$   | 1.08           | 1.072                  | 1.988              | Not Significant |

Source: Data Processing Results, 2023.

According to the influence test results in the table above, the explanations are as follows:

1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

According to the standardized regression coefficients, discipline based on attitude criteria has a 0.313 influence on performance in terms of the ability to perform assigned tasks. The influence is significant, with a t-value of 2.502 greater than the t-table value of 1.988. Discipline based on attitude criteria, with a significant influence of 9.80%, supports the ability to perform assigned tasks. Therefore, fulfilling the criteria based on attitude has supported the ability to perform assigned tasks quite well as a reflection of discipline and employee performance. This focus on discipline based on the needed attitude criteria can significantly influence performance in terms of the ability to perform assigned tasks. Thus, with the significant influence of discipline based on attitude criteria on employee performance in terms of the ability to perform assigned tasks, it can be stated that fulfilling attitude-based criteria supports the ability to perform assigned tasks. Consequently, based on this significant influence, discipline based on attitude criteria can bring about changes in the ability to perform assigned tasks. As changes in an employee's ability to do their job show how well they are doing, it can be said that discipline based on attitude criteria works well with employee performance as shown by changes in their ability to do their job at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

According to the standardized regression coefficients, discipline based on norm criteria has a 0.661 influence on performance in terms of the ability to perform assigned tasks. The influence is significant, with a t-value of 6.290 greater than the t-table value of 1.988. With a significant influence of 43.69%, discipline based on norm criteria supports employee performance in terms of the ability to perform assigned tasks. Therefore, fulfilling the criteria based on norms has supported the ability to perform assigned tasks quite well as a reflection of discipline and employee performance, as discipline based on norms is directed towards employee performance in terms of the ability to perform assigned tasks. The discipline realized has included norm-



based criteria and can support the ability to perform assigned tasks, providing significant influence where the discipline practiced meets established criteria for producing good employee performance from the ability to perform assigned tasks. As a result of this significant influence, discipline based on normative criteria can lead to changes in the ability to perform assigned tasks. It is clear that norm-based criteria support the ability to do assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. This is because changes in the ability to do assigned tasks show how well an employee is doing their job.

### 3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

According to the standardized coefficients, discipline based on responsibility criteria has a 0.104 influence on performance in terms of the ability to perform assigned tasks. The influence is below the decision standard, being insignificant with a t-value of 1.072 smaller than the t-table value of 1.988. With an influence below the decision standard at 1.08%, it indicates that discipline based on responsibility criteria is less specifically directed towards performance in terms of the ability to perform assigned tasks. Responsibility-based criteria that do not support the ability to perform assigned tasks are certainly an obstacle, resulting in an insignificant influence. Therefore, fulfilling responsibility-based criteria is crucial to developing good discipline. As a result, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency knows how important it is to meet responsibility-based criteria in order to encourage people to be able to do their assigned tasks in a way that is properly adjusted and dealt with in order to get good results. According to the above explanation, discipline based on attitude criteria has a greater influence on the ability to perform assigned tasks, followed by discipline based on norm criteria, compared to discipline based on responsibility criteria. Discipline based on attitude and norm criteria has supported employee performance, displaying the ability to perform assigned tasks. Meanwhile, discipline based on responsibility criteria does not support employee performance in terms of the ability to perform assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

### Simultaneous Influence

Discipline based on attitude criteria (X1), norm criteria (X2), and responsibility criteria (X3) will influence employee performance in terms of the ability to perform assigned tasks (Y1). This is evidenced by their simultaneous influence as shown in the following table.

**Table 2**  
Simultaneous Influence Test Results X1, X2, X3 on Y1

| Statistic           | Magnitude of Influence | Description   | Significance     |
|---------------------|------------------------|---|------------------|
| $R^2_{Y1X1X2X3}$    | 0.563                  | Simultaneous influence of X1, X2, X3 on Y1 is 56.3% |                  |
| $R^2_{Y1\epsilon1}$ | 0.437                  | Influence of other variables on Y1 is 43.7%         | Significant/Real |
| F-value             | 12.874                 |   |                  |
| F-table (0.05;4,85) | 2.479                  | $H_0$ rejected                                      |                  |

Source: Data Processing Results, 2023.



Based on the results of the simultaneous influence test between the dimensions of the discipline variable (attitude criteria X1, norm criteria X2, and responsibility criteria X3) and the employee performance variable (ability to perform assigned tasks Y1) using the F-test, the calculated F-value (Fhitung) is 12.874, surpassing the F-table value (Ftabel) of 2.479. According to statistical rules, this empirically indicates that the dimensions of the discipline variable (X1X2X3) influence the dimension of employee performance in terms of the ability to perform assigned tasks (Y1). It is proven that discipline based on attitude, norm, and responsibility criteria together significantly influence the ability to perform assigned tasks by 56.3%. This means that the better the discipline that meets the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of the ability to perform assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

### **Influence of Discipline Based on Attitude, Norm, and Responsibility Criteria on Employee Performance in Terms of Time Used to Perform Tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.**

#### **Partial Influence**

The partial influence of discipline based on attitude, norm, and responsibility criteria on employee performance in terms of time used to perform tasks is shown in the following table.

**Table 3**

Partial Influence Test Results X1, X2, and X3 on Y2

| Variable              | Magnitude of Influence | Percentage (%) | $t_{\text{statistic}}$ | $t_{\text{table}}$ | Decision        |
|-----------------------|------------------------|----------------|------------------------|--------------------|-----------------|
| $X_1 \rightarrow Y_2$ | $P_{Y_2X_1} = 0.178$   | 3.17           | 1.600                  | 1.988              | Not Significant |
| $X_2 \rightarrow Y_2$ | $P_{Y_2X_2} = 0.280$   | 7.84           | 2.256                  | 1.988              | Significant     |
| $X_3 \rightarrow Y_2$ | $P_{Y_2X_3} = 0.050$   | 0.25           | 0.437                  | 1.988              | Not Significant |

Source: Data Processing Results, 2023.

Based on the partial influence test results in the table above, the explanations are as follows:

#### 1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of Time Used to Perform Tasks

Standardized regression coefficients show that discipline based on attitude criteria influences employee performance in terms of task completion time by 0.178. The influence, at a t-value of 1.600, is insignificant and falls below the decision standard, significantly smaller than the t-table value of 1.988. With an influence below the decision standard of 3.17%, it indicates that discipline based on attitude criteria has not been able to support employee performance in terms of time used to perform tasks well. It is predicted that the realization of discipline based on attitude criteria will be less focused on the time used to perform tasks, resulting in a lack of influence, reflecting that the time used to perform tasks has not been achieved well. Clearly, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency should strengthen discipline based on attitude criteria to enhance its influence on task completion time.

#### 2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of Time Used to Perform Tasks



Standardized regression coefficients indicate a 0.280 influence of discipline based on norm criteria on employee performance in terms of task completion time. The influence is significant, with a t-value of 2.256 greater than the t-table value of 1.988. With a significant influence of 7.84%, discipline based on norm criteria supports employee performance in terms of time used to perform tasks well. This indicates that discipline based on normative criteria has directed employee performance in terms of time used to perform tasks, leading to good results. It is clear that discipline based on norm criteria supports employee performance in terms of time spent performing tasks at Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM).

### 3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of Time Used to Perform Tasks

Standardized regression coefficients indicate a 0.050 influence of discipline based on responsibility criteria on employee performance in terms of task completion time. The influence is small and below the decision standard, being insignificant with a t-value of 0.437, which is smaller than the t-table value of 1.988. With an influence below the decision standard of 0.25%, it indicates that discipline based on responsibility criteria has not fully targeted employee performance in terms of time used to perform tasks, resulting in a lack of influence. This lack of influence indicates that discipline based on responsibility criteria cannot support employee performance in terms of time spent performing tasks. Therefore, by effectively recognizing and directing responsibility towards task completion time, we can achieve positive results. Therefore, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency should prioritize and enhance discipline based on responsibility criteria to link employee performance with task completion time.

According to the above explanation, discipline based on norm criteria has a more dominant influence on performance in terms of time spent performing tasks compared to discipline based on attitude and responsibility criteria. When employee performance aligns with task completion time, discipline based on normative criteria supports it. At the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency, discipline based on attitude and responsibility criteria lessens its support for employee performance in terms of task completion time.

#### Simultaneous Influence

Well-implemented discipline based on attitude, norms, and responsibility criteria will influence employee performance in terms of the time used to perform tasks. The simultaneous influence can be observed in the following table.

**Table 4**  
Simultaneous Influence Test Results X1, X2, X3 on Y2

| Statistic           | Magnitude of Influence | Description   | Significance     |
|---------------------|------------------------|---|------------------|
| $R^2_{Y2X1X2X3}$    | 0.161                  | Simultaneous influence of X1, X2, X3 on Y2 is 16.1% |                  |
| $R^2_{Y2E2}$        | 0.839                  | Influence of other variables on Y2 is 83.9%         | Significant/Real |
| F-value             | 3.193                  |   |                  |
| F-table (0.05;4,85) | 2.479                  | $H_0$ Rejected                                      |                  |

Source: Data Processing Results, 2023.



According to the F-test results, the F-value (Fhitung) is 3.193, which is higher than the F-table value (Ftabel) of 2.479. This is because the attitude criteria X1, the norm criteria X2, and the responsibility criteria X3 all had an effect on the employee performance variable (time used to complete tasks, or Y2). According to statistical rules, this empirically indicates that the dimensions of the discipline variable (X1X2X3) influence the dimension of employee performance in terms of the time used to perform tasks (Y2). It is proven that discipline based on attitude, norm, and responsibility criteria together significantly influence the time used to perform tasks by 16.1%. This means that the better the discipline that meets the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of the time used to perform tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

**Influence of Discipline Based on Attitude, Norm, and Responsibility Criteria on Employee Performance in Terms of Achieved Work Results at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.**

**Partial Influence**

The following table shows the partial influence of discipline based on attitude, norm, and responsibility criteria on employee performance in terms of achieved work results.

**Table 5**  
Partial Influence Test Results X1, X2, and X3 on Y3

| Variable                        | Influence Magnitude       | Percentage (%) | t <sub>statistic</sub> | t <sub>table</sub> | Decision        |
|---------------------------------|---------------------------|----------------|------------------------|--------------------|-----------------|
| X <sub>1</sub> → Y <sub>3</sub> | P <sub>Y3X1</sub> = 0.091 | 0.83           | 0.809                  | 1.988              | Not Significant |
| X <sub>2</sub> → Y <sub>3</sub> | P <sub>Y3X2</sub> = 0.315 | 9.92           | 2.317                  | 1.988              | Significant     |
| X <sub>3</sub> → Y <sub>3</sub> | P <sub>Y3X3</sub> = 0.060 | 0.36           | 0.518                  | 1.988              | Not Significant |

Source: Data Processing Results, 2023.

According to the partial influence test results in the table above, the explanation can be outlined as follows:

1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of Achieved Work Results  
The standardised coefficient of 0.091 reflects the influence of attitude-based discipline on employee performance in terms of achieved work results. The influence is minimal and below the decision standard, thus not significant, as the t-value of 0.809 is less than the t-table value of 1.988. With an influence below the decision standard of 0.83%, it means that discipline based on attitude criteria does not support employee performance in terms of achieved work results. The lack of specific focus on the achieved work results stems from the attitude-based criteria. Therefore, the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency should implement the discipline based on attitude criteria in a more results-oriented manner, ensuring positive support.
2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of Achieved Work Results



The standardised coefficient of 0.315 indicates the influence of normative criteria-based discipline on employee performance in terms of achieved work results. The influence is significant, as the t-value of 2.317 is greater than the t-table value of 1.988. The significant influence of 9.92% indicates a positive correlation between the fulfilment of norm criteria and the achievement of work results, suggesting a positive impact and positive outcomes. The fulfilment of norm criteria supports the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

### 3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of Achieved Work Results

The standardised coefficient of 0.060 reflects the influence of discipline based on responsibility criteria on employee performance in terms of achieved work results. The influence is minimal and below the decision standard, thus not significant, as the t-value of 0.518 is less than the t-table value of 1.988, with an influence below the decision standard at 0.36%. This means that discipline based on responsibility criteria does not support employee performance in terms of achieved work results. The lack of influence suggests that the implementation of responsibility criteria does not ensure the achievement of work results, as the responsibilities do not match the actual work outcomes. Thus, discipline based on responsibility criteria should be more focused on achieving work results at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

According to the explanations above, discipline based on norm criteria appears to have a more dominant influence on employee performance in terms of achieved work results than discipline based on attitude and responsibility criteria. Discipline based on normative criteria has supported employee performance, aligning well with the achieved work results. However, discipline based on attitude and responsibility criteria does not sufficiently support employee performance in terms of achieved work results at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

### Simultaneous Influence

The simultaneous influence table below illustrates how proper discipline implementation based on attitude, norm, and responsibility criteria will influence employee performance in terms of achieved work results.

**Table 6**  
Simultaneous Influence Test Results X1, X2, and X3 on Y3

| Statistik           | Besaran Pengaruh | Keterangan   | Signifikansi     |
|---------------------|------------------|--|------------------|
| $R^2_{Y3X1X2X3X4}$  | 0.178            | The simultaneous influence of X1X2X3 on Y3 is 17.8%. | Significant/Real |
| $R^2_{Y3E3}$        | 0.822            | The influence of other variables on Y3 is 82.2%.     |                  |
| F value             | 2.851            | $H_0$ rejected                                       |                  |
| F table (0.05;4,85) | 2.479            |  |                  |

Soure: Data Processing Results, 2023.

The F test yielded an F-value of 2.851, which is greater than the F-table value of 2.479, based on the simultaneous influence test results from the dimensions of discipline variables (attitude criteria X1, norm criteria X2, responsibility criteria X3) on employee performance variable dimensions (achieved



work results Y3) According to statistical principles, this indicates that empirically, the dimensions of discipline variables (X1X2X3) influence the dimensions of employee performance in terms of achieved work results (Y3). It is evident that discipline based on attitude, norm, and responsibility criteria collectively have a significant influence on the achieved work results by 17.8%. Therefore, this influence indicates a connection between discipline based on attitude, norm, and responsibility criteria and the enhancement of employee performance, as measured by the achieved work results. This means that the better the discipline fulfilling the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

The findings from this study differ from previous studies by Ardansyah and Wasilawati (2014), Galih Aryo Nimpuno (2015), and M.T. Rio Sanjaya (2015), where the percentage of influence varies among them. However, these differences are not fundamentally significant scientifically, as the results of this study complement each other conceptually and practically, providing valuable insights for scientific development.

## CONCLUSION

### Conclusion

Based on the presented research results and discussions, we can draw several conclusions, as follows:

1. Partially, discipline based on attitude criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
2. Partially, discipline based on norm criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
3. Partially, discipline based on responsibility criteria does not have a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
4. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on attitude criteria partially lacks a positive and significant influence on employee performance in terms of the time required to complete tasks.
5. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on norm criteria partially positively and significantly influences employee performance in terms of the time required to complete tasks.
6. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on responsibility criteria partially lacks a positive and significant influence on employee performance in terms of the time required to complete tasks.
7. Partially, discipline based on attitude criteria does not have a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
8. Partially, discipline based on norm criteria has a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
9. Partially, discipline based on responsibility criteria does not have a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.



10. Simultaneously, discipline based on attitude, norms, and responsibility criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks, the time used to carry out tasks, and the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

The results and findings of this research have implications for strengthening discipline to enhance employee performance at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

### **Recommendations**

Based on the outlined conclusions, here are some recommendations for strengthening discipline and improving employee performance at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency:

1. Given that discipline based on norms has a positive and significant influence on employee performance, BKPSDM should emphasise the importance of norms and existing rules through regular training and socialisation. Implementing reward and recognition programs for employees who consistently follow norms will encourage compliance and increase work motivation.
2. Since discipline based on attitude does not significantly affect the time used and the achieved work results, there needs to be a revision in the approach to developing employees' attitudes. This can involve training programmes that focus more on time management and productivity improvement. Integrating attitude evaluation into performance assessments will guarantee that the work results accurately reflect the anticipated positive attitudes.
3. Given that discipline based on responsibility does not show a significant influence, efforts should be made to improve understanding and implementation of responsibility among employees. Mentoring and coaching programs can help employees understand the importance of responsibility in daily tasks and how it contributes to achieved work results.
4. We regularly monitor and evaluate the discipline implementation at BKPSDM to confirm the effectiveness of the adopted approaches and their ability to produce the intended outcomes. We are establishing clear key performance indicators (KPIs) to measure the impact of the implemented discipline programmes.
5. We are intensifying socialization about the significance of norms, attitude, and responsibility in discipline, utilizing various internal communication media. We are holding regular discussion forums and feedback sessions to hear employees' input and adjust discipline policies according to existing needs and challenges.
6. Since discipline based on attitude, norms, and responsibility simultaneously improves performance, we should adopt a holistic strategy that takes into account all three factors. Creating comprehensive training programs that cover all of these aspects of discipline will ensure overall performance improvement.
7. We are promoting additional investigation to delve deeper into the elements impacting employee performance at BKPSDM and evaluate the efficacy of the executed interventions. We are conducting benchmarking with other institutions that have successfully implemented effective discipline programmes.

We anticipate that the implementation of these recommendations will significantly improve employee performance at BKPSDM of Central Maluku Regency, thereby enabling the organization to achieve its goals more effectively.





## REFERENCES

- Anggraini, L. N. (2018). Analisis Faktor–Faktor Yang Mempengaruhi Kinerja Pegawai Perum Bulog Kantor Pusat. *Jurnal Eksekutif*, 15(1), 260-280.
- Anggraini, W. S. (2022). *Hubungan Kualitas Pelayanan Dengan Kepuasan Masyarakat Di Dinas Kesehatan Kabupaten Tanah Bumbu* (Doctoral Dissertation, Universitas Islam Kalimantan Mab).
- Anwar, M. I. (2007). Skala Pengukuran Variabel-Variabel Penelitian. *Bandung: Penerbit Alfabeta*.
- Arini, R. S. (2023). *Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Tanjung Selatan Makmur Jaya Kalimantan Selatan* (Doctoral Dissertation, Universitas Islam Kalimantan Mab).
- Arti, S. P. (2009). *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja, Dan Motivasi Terhadap Kinerja Karyawan Pada Perusahaan Rokok Rosan Pati* (Doctoral Dissertation, Universitas Muhammadiyah Surakarta).
- Davis, K. (2002). *Fundamental Organization Behavior*, Diterjemahkan Agus Dharma. *Jakarta: Erlangga*.
- Davis, K., & Newstrom, J. W. (1985). *Perilaku Dalam Organisasi*. *Jakarta: Erlangga*.
- Effendi, S. (1986). *Pelayanan Publik, Pemerataan Dan Administrasi Negara Baru*. *Prisma*, 38.
- Guru, K. (2013). Arikunto, Suharsimi. 2001. *Dasar-Dasar Evaluasi Pendidikan*. Jakarta: Bumi Aksara
- Dimiyati Dan Mudjiono. 2002. *Belajar Dan Pembelajaran*. Jakarta: Rineka Cipta. Djamarah, Syaiful Bahri, Drs Dan Drs. Aswan Zain. 2006. *Strategi Belajar Mengajar*. Pt Rineka Cipta: Jakarta. *Universitas*.
- Handoko, T. H. (2000). *Manajemen Sumber Daya Manusia*. *Yogyakarta: Bpfe*, 52.
- Hasibuan, M. S. (2008). *Manajemen Sumber Daya Manusia*.
- Kertabudi, G. (2013). *Pengaruh Budaya Organisasi Dan Koordinasi Terhadap Kinerja Pegawai Pada Dinas Bina Marga Provinsi Jawa Barat* (Doctoral Dissertation, Unpas).
- Kusumaningtyas, D. (2021). *Manajemen Komunikasi Dalam Pengelolaan Bantuan Sosial Covid-19 Studi Kasus Tentang Manajemen Komunikasi Dalam Pengelolaan Bantuan Sosial Covid-19 Di Kelurahan Antapani Tengah Kota Bandung* (Doctoral Dissertation, Universitas Pasundan).
- Martoyo, A., Suebudin, M., Susanti, L., Idrus, I., Rasminingsih, N. K. N., Mahendra, B., ... & Maryadi, A. F. (2023). *Manajemen Sumber Daya Manusia*. Haura Utama.
- Mathis, R., & Jackson, W. (2006). *Human Resources Development (Track Mba Series/Terjemahan)*. *Jakarta: Prestasi Pustaka*.
- Mustaqim, M. (2016). *Prinsip Syariah Dalam Manajemen Sumber Daya Manusia (Studi Atas Implementasi Manajemen Sumber Daya Manusia Umkm Di Kudus)*. *Jurnal Penelitian*, 10(2).
- Nimpuno, G. A. (2015). *Pengaruh Disiplin Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Ud*. Pustaka Pelajar Yogyakarta. *Skripsi*. *Yogyakarta: Fakultas Ekonomi Universitas Negeri Yogyakarta*.
- Oktaria, R. A., & Nugraheni, R. (2017). *Pengaruh Lingkungan Kerja, Kepuasan Kompensasi, Dan Motivasi Kerja Terhadap Disiplin Kerja Pegawai Pada Pdam Tirta Moedal Kota Semarang*. *Diponegoro Journal Of Management*, 6(3), 439-448.
- Pasolong, H. (2019). *Teori Administrasi Publik*.
- Patmarina, H., & Wasilawati, W. (2014). *Pengaruh Pengawasan Dan Disiplin Kerja Terhadap Kinerja Dengan Mediasi Prestasi Kerja Koordinator Statistik Kecamatan (Study Kasus Pada Badan Pusat Statistik Kabupaten Lampung Tengah)*. *Jurnal Manajemen Dan Bisnis Universitas Bandar Lampung*, 5(1), 63-83.



- Putramulyo, S., & Alaa, S. (2018). Prediksi Curah Hujan Bulanan Di Kota Samarinda Menggunakan Persamaan Regresi Dengan Prediktor Data Suhu Dan Kelembapan Udara. *Eigen Mathematics Journal*, 13-16.
- Radjak, L., & Kartika, I. Y. (2020). Pengaruh Saham Syariah Terhadap Pertumbuhan Ekonomi Nasional. *Jsap: Journal Syariah And Accounting Public*, 2(1), 60-70.
- Ranupandojo, H. (1990). Tanya Jawab Manajemen. *Amp Ykpn, Yogyakarta*.
- Ranupandojo, H., & Husnan, S. (2002). Manajemen Personalia. *Yogyakarta: Bpfe*.
- Riduwan, M. (2009). Teknik Menyusun Proposal Penelitian. *Bandung: Alfabeta*.
- Rivai, V., & Basri, A. F. M. (2005). *Performance Appraisal: Sistem Yang Tepat Untuk Menilai Kinerja Karyawan Dan Meningkatkan Daya Saing Perusahaan*. Pt Rajagrafindo Persada.
- Saputra, D. (2020). *Ulama Dalam Perspektif Generasi Muda "Kajian Terhadap Organisasi Kemasyarakatan Pemuda Islam Di Banda Aceh"* (Doctoral Dissertation, Uin Ar-Raniry).
- Sastrohadiwiryono, B. S. (2002). *Manajemen Tenaga Kerja Indonesia: Pendekatan Administratif Dan Operasional*. Bumi Aksara.
- Sembiring, E. K., & Hendra, A. (2017). Analisis Kinerja Prajurit Tni Au Dalam Mendukung Tugas Di Pangkalan Udara Tni Au Soewondo Medan. *Strategi Pertahanan Udara*, 3(2).
- Sungguhan, K. I. Konflik Tokoh Dalam Kumpulan Cerpen Sepotong Hati Yang Baru Karya Tere Liye Dan Implikasinya Terhadap Pembelajaran Sastra Di Smp.
- Siagian, S. P. (1982). *Organisasi, Kepemimpinan Dan Perilaku Administrasi*. Haji Masagung.
- Simamora, H. (2004). Manajemen Sumber Daya Manusia.
- Siswanto, B. (1989). Manajemen Tenaga Kerja. *Bandung: Sinar Baru*.
- Sudarmanto, K. (2009). Pengembangan Kompetensi Sdm. *Yogyakarta: Pustaka Pelajar*, 76.
- Sutrisno, E., Fatoni, A., & Nawawi, H. (2010). Manajemen Sumber Daya Manusia (Msdm). *Kencana Prenada Media Group. Jakarta*.
- Tahalele, O. (2022). Gaya Komunikasi Yang Efektif Pada Lingkungan Organisasi Publik. *Jurnal Pendidikan Dasar Dan Sosial Humaniora*, 1(9), 1951-1964.
- Tarigan, U. (2004). Implementasi Kebijakan Pemekaran Kecamatan Pada Pemerintah Kabupaten Aceh Timur.
- Tarigan, U., & Ritonga, S. (2005). *Fungsi Pengawasan Kepegawaian Menunjang Pembinaan Pegawai Negeri Sipil Di Kantor Regional Vi Badan Kepegawaian Negara Medan* (Doctoral Dissertation, Universitas Medan Area).
- Tika, P. (2006). Budaya Organisasi Dan Peningkatan Kinerja Perusahaan. *Jakarta: Bumi Aksara*.
- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative Approaches To The Employee-Organization Relationship: Does Investment In Employees Pay Off?. *Academy Of Management Journal*, 40(5), 1089-1121.
- Tu'u, T. (2004). Peran Disiplin Pada Perilaku Dan Prestasi Siswa. *Jakarta: Grasindo*, 82.
- Yuwaliatin, S. (2006). Pengaruh Budaya Organisasi, Motivasi Dan Komitmen Terhadap Kinerja Serta Pengaruhnya Terhadap Keunggulan Kompetitif Dosen Unisula Semarang. *Jurnal Ekonomi Dan Bisnis*, 7(2), 241-256.
- Zakhiroh, R. (2017). Pengaruh Kinerja Tenaga Administrasi Sekolah Terhadap Kualitas Layanan Administrasi Non Akademik. *Didaktika: Jurnal Pemikiran Pendidikan*, 19(2), 59-70.

