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| **Career Development, Motivation and Promotion on Employee Performance**  Novita Wahyu Setyawati1\*, Dewi Sri Woelandari PG2, Muhammad Richo Rianto3  Faculty of Economics and Business, Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia  **Corresponding Author :** Novita Wahyu Setyawati [Novita.wahyu@dsn.ubharajaya.ac.id](mailto:Novita.wahyu@dsn.ubharajaya.ac.id) | |
| A R T I C L E I N F O | A B S T R A C T |
| *Keywords:* Career Development, Motivation, Promotion, Performance. | The performance itself is the result in quality and quantityachievedbyemployeesincarryingoutthe  dutiesandresponsibilitiesauthorizedtothem.If |
|  | theperformanceofacompanyisnotgood,thenthe |
| *Received : 01 October Revised : 11 October Accepted: 25 October* | company will experience a setback in the existing competition.Humansareassetsforcompaniesthat  must be directed and guided to havethe ability |
| ©2022 Setyawati, Woelandari, Rianto  : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0Internasional.](http://creativecommons.org/licenses/by/4.0/) | according to the desired expectations, integrity, loyalty and high morale need to be applied to employees to have a sense of responsibility for the work discipline, motivation and job satisfaction theydo.Poorworkdiscipline,motivationandjob  satisfaction can cause various problems in a |
|  | company, such as employee performance. This |
|  | study aims to determine whether career |
|  | development, motivation, promotion affect |
|  | employee performance. The method used is the |
|  | PLS method. Based on the results of researchand |
|  | discussion, it can be concluded that: the latent |
|  | variables of career development, motivation and |
|  | promotion have t-statistic values of 2.012, 3.038, and |
|  | 4.485 > 1.96 and have p-values of 0.045, 0.003, and |
|  | 0.000<0.05.Soitcanbesaidthatthelatentvariable |
|  | of career development, motivation, and promotion |
|  | have a significant effect on employeeperformance. |

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# INTRODUCTION

Career development is an individual process in increasing their abilities in achieving the desired career according to (Veitzhal Rival, 2003: 290) in (Eko, 2015). The program can be carefully planned and structured using scientific methodsthatareabletosupportthecompany'sactivitiesandcanbeappliednow and in the future. A good career development can have a huge effect on the company if it is managed properly. This career development is included as an investment for the company and the employees themselves. With a career developmentprogram,thecompanycanimprovetheabilityofitsemployeesand increase the number of employees who have the ability. For the employees themselves, the existence of career development can motivate or encourage self- readiness to use the opportunityoptimally.

Motivationisoneofthesuperior'stoolssothatsubordinateswanttowork together well and intelligently according to what is expected. Motivation can helpsuperiorsunderstandtheworkattitudeofeachemployee(Setyawati,2021). Bosses can motivate their employees in different ways according to the mindset of each that stands out. Therefore, subordinates need to be motivated because there are several subordinates who want to work after being motivated by their superiors.

Promotionisthetransferofonepositiontoahigherpositionwithahigher status and responsibility according to Samsuddin, 2005 in the book (Nurjaman, 2014). Promotion activities are an important role that is the dream and hope for employees to be able to get ahead of the previous position they have and to improve their standard of living for the better. With a promotion, it means that there is trust and recognition of the ability of the employee to be able to occupy a higher position. Promotion is the best motivation for employees, with this motivationtheywillcompeteinahealthymanner.Thisisaneffectivemotivation apart from a salary increase. Through promotion, employees are motivated to improvetheirperformanceandcreateemploymentstabilitywithinthecompany.

Whiletheperformanceitselfistheresultinqualityandquantityachieved by employees in carrying out the duties and responsibilities authorized to them. If the performance of a company is not good, then the company will experience a setback in the existing competition (Narpati, 2017). To get good performance, thecompanymustbeextrainprovidingdebriefing,training,salaryaccordingto responsibilities and a leader who is able to motivate employees. So that the company can produce employee performance that can assist the company in carrying out company goals and can compete in the midst of a very tight world competition (Setyawati,2018).

Theproblemisthatincareerdevelopmentopportunitiesareverylimited, due to the disproportion between the number of employees and the number of positions available. This means that the number of top-level positions is very small compared to the number of ordinary employees (lower level), so it is difficult for lower-level employees to get career development. Therefore, for employeeswhodonotgetopportunitiesincareerdevelopment,theyjustremain in their part of the job, until they have qualifications and enter into career development. While the promotion of positions, namelypromotions are only

given to employees who have a high level of education (bachelor) to get the specifiedposition.Sothatemployeeswhohavenotreachedthespecifiedlevelof education must increase their level of education in order to achieve or enter the qualifications in the promotionprogram.

# THEORETICAL REVIEW

*Employee Performance*

According to Hasibuan (2005) in (Lina, 2014) performance is a combination of three important factors, namely the ability and interest of a person to work, ability and acceptance of the explanation of task delegation and the role and level of motivation of a worker. The higher the three factors above, the greater the performance of the employee concerned. According to Dharma (2003) in (Lina, 2014) that performance is something that is done or products/services produced and provided by a person or group of people.

According to Mulyadi (2007 : 360) in (Mintje, 2013) the purpose of measuring performance is as follows :

1. Motivatepersonnelwhofailtoachieveorganizationalgoalsandfailtocomply with predetermined standards of behavior, in order to produce actions and results desired by theorganization.
2. To suppress inappropriate behavior and to stimulate and enforce desirable behavior, through timely feedback on performance results andrewards.

According to Bernardin and Russell in (Irawan & Venus, 2016) proposed six performance appraisal points, namely:

1. Quality (quality of work); is the degree to which the process or results of implementing activities are close to perfection or close to the expectedgoals.
2. Quantity (quantity of work); is the amount produced, for example the cycle of activities carriedout.
3. Timeliness (timeliness); is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs and the time available for the activities ofothers.
4. Cost effectiveness (cost effectiveness); is the degree to which the use of organizational resources (human, financial, technological, and material) is maximizedtoachievethehighestresultsorreductionoflossesfromeachunit of resourceuse.
5. Need for supervisor (need for supervision); is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent unwantedactions.
6. Interpersonal impact; is the degree to which employees maintain self-esteem, good name, and cooperation among co-workers andsubordinates.

According to Mangkunegara (2002) in (Arianty, 2014) the performance indicators are:

1. Qualityofwork,reflectinganincreaseinthequalityandstandardofworkthat has been determined previously, usually accompanied by an increase in capability and economicvalue.
2. The quantity of output, reflects the increase in the volume or number of aunit of activity that produces goods in terms ofquantity.
3. The quantity of work can be measured through the addition of physical value and goods from the previousresults.
4. Whether or not it is reliable, reflects how a person completes a job assigned to him with a high level of accuracy, willingness andenthusiasm.
5. Cooperative attitude, reflects an attitude that shows high cooperation among others and attitudes towards superiors, as well as employees from other companies.

*Career Development*

According to (Mangkunegara, 2012) Career development is a personal improvement that is sought by a person to achieve a personal career plan.Based on some of the definitions above, it can be concluded that career development is a program created to improve a person's ability or status in the company for a long period oftime.

Thepurposeofcareerdevelopmentasahumanresourceactivitybasically aims to improve and increase the effectiveness of the implementation of workin order to be able to contribute optimally in realizing the company's/organization's business goals. According to (Handoko, 2010) the goals of career developmentare:

1. To develop employees so that they can be promoted. Career planning helpsto develop internal employeesupply.
2. To reveal the potential of employees. Career development can encourage employees individually or in groups to achieve the desiredgoals.
3. Toencouragegrowth.Encouragingworkenthusiasmandpassiontogrowand develop.
4. To reducehoarding
5. To satisfy the needs ofemployees

According to (Kadarisman, 2013) suggests that the benefits of career development are as follows:

1. Encourage employees to develop themselves and theirabilities.
2. Adding a high sense of concern for theorganization.
3. Preventingtheoccurrenceofunrestamongemployeeswhohavenotbeenpaid attentionto.
4. Reducing employees who leave theorganization.
5. Fill available vacancies, due to employee mutations orpromotions.
6. Optimizing the use of knowledge, abilities, and skills of employees, in accordance with the potentialconcerned.

Career development is an employee's personal efforts to achieve a career plan,theseactivitiesneedtobesupportedbythecompany.Thecareerindicators according to (Veithzal Rivai, 2003:209) in (Muhlis & Rachmatulaily, 2018) are as follows:

1. Career Needs
2. Corporate Support in the Form ofMoral
3. Company Support in MaterialForm
4. Training
5. Promotion
6. Mutation
7. Placement of Employees in the RightJob
8. WorkforceDevelopment
9. Fair Treatment inCareer
10. CareerInformation

*Motivation*

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Rivai in the journal (Rukhyati, 2018). Meanwhile, according to Samsudin in the journal (Sulila,2019) motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to other people, in this case employees, to take certain actions.

According to the book (Siagian, 2017) says that motivation is a psychological state that encourages, activates, or moves as well as motivation to direct and channel a person's behavior, attitudes, and actions that are always associatedwiththeachievementofgoals,bothorganizationalgoalsandpersonal goals of each member. Meanwhile, according to Indahingwati in the journal (Paais, Pattiruhu, 2020) motivation is the power that allows a person to act towards certain goals. Motivation theories:

1. Hierarchy of NeedsTheory

ThistheorywasfirstputforwardbyAbrahamMaslow,itcanbesaidthat this theory is the most popular when compared to other motivational theories. Thistheoryexplainsthateveryhumanbeinghasneeds(needs)whoseemergence is highly dependent on individualinterests.

* 1. Physiologicalneeds

Physiological needs are the most basic needs in human life. Humans in their lives prioritize physiological needs, because these needs are the most basic needs for human life

* 1. Safety Needs

Theneedforsecurityisthesecondlevelneed,namelytheneedforsafetyfrom physicalandemotionalharm,forexample,theemployeesfeelsafeincarrying outtheirworkactivitiessuchashealthinsurance,healthbenefits,andpension benefits.

* 1. SocialNeeds

The next need is social need, humans are actually social creatures in carrying out their lives, basically humans are creatures who need help from other people.

* 1. Self-EsteemNeeds

Self-esteem needs include self-respect factors such as self-esteem, economy andachievement,externalrespectfactorsforexample,status,recognition,and attention.Atthislevel,humanshavemaintainedtheirimage,becausetheyfeel that their self-esteem has increased frombefore.

* 1. Self-ActualizationNeeds

The last need is the highest need of the other needs, the need for self- actualization. This need is an encouragement to become someone who is in accordance with his ambitions which includes growth, achievement of potential, and self-fulfillment of needs.

Furthermore, Maslow divides the five needs into high order needs and loworderneeds.Low-orderneedsincludephysiologicalandsafetyneeds,while high-order needs include social, esteem, and self-actualization needs. The difference between the two orders is that high-order needs are met internally, that is, they come from within the person, while low-order needs are met externallyorcomefromoutsidetheperson,suchaswages,laborunioncontracts, and years ofservice.

According to Ridwan in the journal (Yunimas & Putro, 2016) that motivation can be measured through the following indicators:

1. Decent wage orsalary
2. Incentives given byleadership
3. Maintainself-respect
4. Spiritualneeds
5. Activepassivation
6. Placing employees in the rightplace
7. Creating a sense of security in thefuture
8. Pay attention to the workenvironment
9. Motivated to moveforward

*Promotion*

Promotion means an increase in position, which is accepting greater powerandresponsibilitythanpreviouspowersandresponsibilities(Manullang, 2010).Accordingto(Siagian,2015)Promotioniswhenanemployeeistransferred from one job to another with greater responsibility, higher level in the job hierarchy and higherincome.

Accordingto(Hasibuan,2012)explainsthatpromotionsarecarriedoutby companies with the followingobjectives:

1. To provide greater recognition, position, and remuneration for employees with highperformance.
2. Can lead to personal satisfaction and pride, higher social status, and greater income.
3. To stimulate employees to be more passionate about work, have high discipline, and increase their workproductivity.
4. To ensure the stability of staffing with the realization of promotions to employees on a basic and timely basis as well as honestassessments.
5. Promotional opportunities can lead to a multiplier effect in the company due to chainvacancies.
6. Provide opportunities for employees to develop their creativity and innovation which is better than the optimal profit of thecompany.
7. To add/expand knowledge and work experience to employees and this is a driving force for otheremployees.
8. To fill the vacant position because the official quits, so that the position is not vacant, other employees arepromoted.
9. Employees are promoted to the right position, enthusiasm, fun, and calm at work are increasing so that their work productivity alsoincreases.

Accordingto(Mangkunegara,2012)mentionedseveralindicatorsthatare taken into account in the promotion process asfollows:

1. Honesty means that employees must be honest, especially with themselves, theirsubordinates,agreementsincarryingoutormanagingtheposition,must be in accordance with their words and actions. He did not abuse his position for his personalgain.
2. Discipline means that employees must be disciplined in themselves, their duties, and obey the applicable regulations, both written andcustomary.
3. WorkPerformancemeansemployeesareabletoachieveworkresultsthatcan be accounted for in terms of quality and quantity and work effectively and efficiently.
4. Cooperation means that employees can work together harmoniously with fellow employees both horizontally and vertically in achieving company goals.
5. Skills are employees must be capable, creative and innovative in completing the tasks in the position well, he can work independently in completing his work properly without receiving continuous guidance from hissuperiors.
6. Loyalty means that employees must be loyal in defending the company that harmsthecompanyoritscorps.Thisshowsthatheisactivelyparticipatingin thecompany.
7. Leadership is that he must foster and motivate his subordinates to work together and work effectively in achieving companygoals.
8. Educationmeansthatemployeesmusthaveadiplomafromformaleducation in accordance with the jobspecifications.
9. Communicative means that the employee can communicate effectively and is able to receive or perceive information from superiors and subordinates properly so that there is nomiscommunication.

# METHODOLOGY

This study uses data analysis Partial Least Square (PLS). Partial Least Square (PLS) analysis is a multivariate statistical technique that compares multiple dependent variables with multiple independent variables (Abdillah, 2015, p. 161). PLS is a variant-based SEM method that is designed to solve multiple regression when specific problems are found in the data, for example, such as a small research sample size, missing data (missing values), and multicollinearity.

ThepurposeofPLSistopredicttheeffectofvariableXonYandtoexplain the theoretical relationship between the two variables. According to Talbolt in (Abdillah, 2015, p. 162) PLS is a regression method that can be used to identify factors which are a combination of X as an explanatory variable and Y as a responsevariable.

According to Abdillah (2015, p. 180) there are three categories in the parameter estimation carried out on the measurement model and the structural modelinPLS.First,theweightestimateusedtogeneratethelatentvariablescore. Second, the path estimate which describes the weight of the contribution of variations in changes in the independent variable to the dependent variable. Third, is the mean score and regression constant for the latentvariable.

There are three iteration processes in conducting PLS (Abdillah, 2015)). The first iteration produces a weight estimate which is carried out in the algorithm iteration. The weight estimate is used as a parameter of the validity and reliability of the instrument. The second iteration produces the values ofthe inner and outer models. Inner the model is used as a significance parameter in hypothesis testing, while the outer model is used as a parameter of construct validity (reflective and formative).The third iteration produces mean scores and latent variable constants that are used as parameters, the nature of the causal relationship and the average value of the resultingsample.

# RESULTS AND DISCUSSIONS

PLSisanalternativeapproachbasedonvariancewhichismorepredictive in nature. Testing the PLS structural model in this study was carried out with using SmartPLS software version 3 for window, with the followingsteps:

1. Designing structural model (innermodel)
2. Designing measurement model (outermodel)
3. Estimate of path coefficient, loading, andweight
4. Evaluation (goodness offit)

*Structural Model (Inner Model)*

Structural model is a model that shows the relationship between latent variables(constructs).Structuralmodelisformedfromtheproblemformulation.

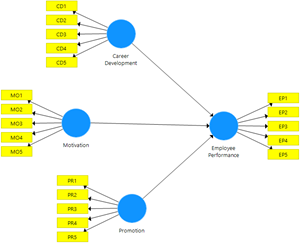


Figure 1 : Inner Model

*Measurement Model (Outer Model)*

Measurement model is a model that shows the latents variables complete with operational variables. The following measurement model (outer model) :

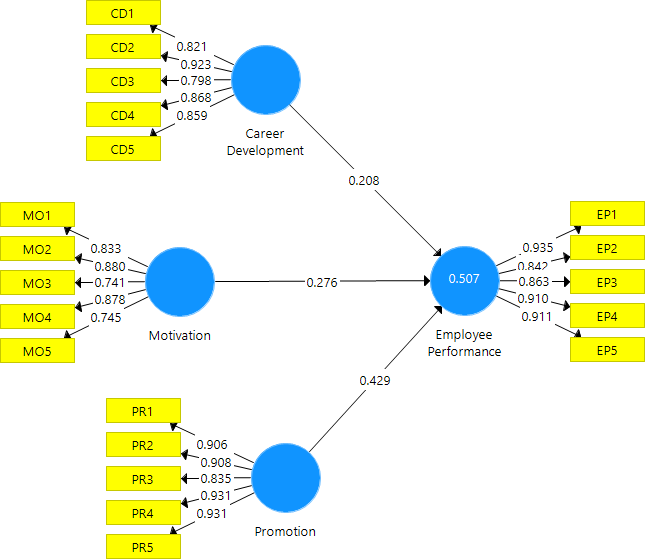


Figure 2 : Outer Model

*Validitas Convergent*

Based on the structural model in Figure 2 above, it can be seen that the loading factor value of each latent variable indicator is greater than 0.7. So it can be concluded that these indicators have a good convergent validity value. Meanwhile, the path coefficient value for the latent career development variable is 0.208, for the latent motivation variable it is 0.276. Furthermore, the latent variablepromotionhasavalueof0.429inassessingemployeeperformance.Soit can be concluded that promotion contributes the greatest value in assessing employee performance compared to career develoment andmotivation.

*Composite Reliability and Convergent Validity*

Table 1 : Composite Reliability

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Cronbach’s Alpha** | **Rho\_A** | **Composite Reliability** | **Average Variance Extracted**  **(AVE)** |
| Career  Development | 0.908 | 0.921 | 0.931 | 0.731 |
| Employee  Performance | 0.936 | 0.939 | 0.951 | 0.797 |
| Motivation | 0.875 | 0.890 | 0.909 | 0.668 |
| Promotion | 0.943 | 0.948 | 0.957 | 0,815 |

Basedonthecompositereliabilityvaluepresentedintable1,itshowsthat the four latent variables (construct) have a composite reliability value above 0.6. Thismeansthattheindicatorsthathavebeensetinthestudyareabletomeasure each latent variable (construct) well or it can be said that the five measurement models arereliable

Table 2 : Convergent Validity

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Career**  **Development** | **Employee**  **Performance** | **Motivation** | **Promotion** |
| Career  Development | 0.855 |  |  |  |
| Employee  Performance | 0.513 | 0.893 |  |  |
| **Motivation** | 0.446 | 0.508 | 0.818 |  |
| **Promotion** | 0.424 | 0.607 | 0.324 | 0,903 |

Meanwhile, a good convergent validity value is indicated by the higher correlation between the indicators that make up a construct. In table 2 it can be seenthattheAVEvaluehasavalueabovetheminimumcriterionof0.5.Soitcan be concluded that the convergent validity measure is good or has met the convergent validitycriteria.

Furthermore, to measure the outer model in addition to convergent validity and composite reliability, it is discriminant validity can also be used, which can be seen from the uppermost value in each variable, the root value of theAVE,whilethelowervalueisthecorrelationvaluebetweenvariables,witha criterion value of the root of AVE is bigger than the correlation value between latentvariables.Intable2above,itcanbeseenthattherootvalueofthetopmost AVE is greater than the correlation value between latent variables, so it can be said that employee performance, career development, motivation, and promotion have good discriminantvalidity.

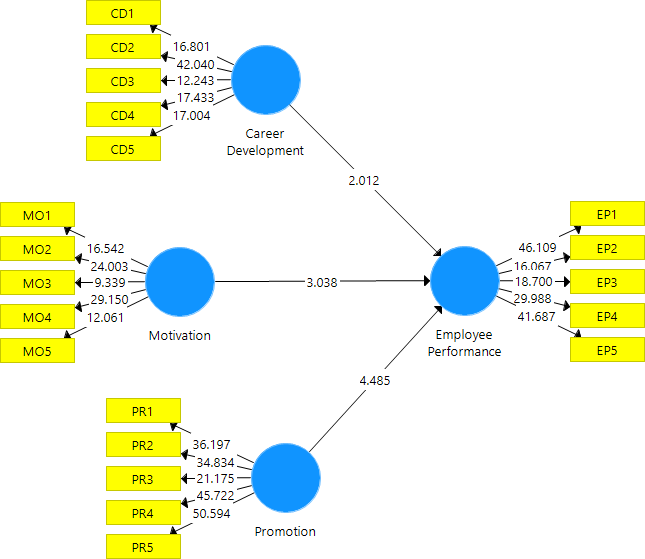


Figure 3 : Outer Model after Bootstraping

*Estimation Path Coefficient, Loading and Weight*

Structural model (inner model) is a model that describes the relationship betweenlatentvariablesevaluatedusingpathcoefficients.Theresultsofthepath coefficientsandt-statisticvaluesareobtainedthroughthebootstrappingprocess.

Table 3 : T-Statistics

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | **Original Sample**  **(O)** | **Sample Mean**  **(M)** | **Standard Deviation**  **(STDEV)** | **T Statistics (IO/STDEV)** | **P**  **Values** |
| **Career Development Employee**  **Performance** |  | 0.208 | 0.207 | 0.104 | 2.012 | 0.045 |
| **Motivation Employee**  **Performance** |  | 0.276 | 0.271 | 0.091 | 3.038 | 0.003 |
| **Promotion Employee**  **Performance** |  | 0.429 | 0.442 | 0.096 | 4.485 | 0.000 |

Thevalueoft-statisticsisusedtoseethevaluebetweenthelatentvariables is significant or not significant by using the criteria, if the value of the t-statistic is greater than 1.96 and by looking at the exogenous latent variables that affect employee performance with criteria, if the p value is smaller than 0.05. it can be concluded that the relationship between latent variables issignificant.

Table 3 above shows that the latent variables of career development, motivation and promotion have t-statistic values of 2.012, 3.038, and 4.485 > 1.96 and have p-values of 0.045, 0.003, and 0.000 < 0.05. So it can be said that the latent variable of career development, motivation, and promotion have a significant

effect on employee performance. The feasibility test of the model is obtained by using the value of R2 (R-Square)

Table 4 : R-Square Value

|  |  |  |
| --- | --- | --- |
|  | **R Square** | **R Square**  **Adjusted** |
| **Employee**  **Performance** | 0.507 | 0.484 |

Intable4above,itcanbeseenthattheRSquareofemployeeperformancein this study is 0.507. This figure explains that the variability of endogenous variablesthatcanbeexplainedbythevariabilityofexogenousvariablesis50.7%. InSEMPLS,iftheRSquarevalueisabove0.26,itcanbesaidthatthemodelisgood.

*Model Fit*

Table 5 : Goodness of Fit Model

|  |  |  |
| --- | --- | --- |
|  | **Saturated Model** | **Estimated Model** |
| **SRMR** | 0.077 | 0.077 |
| **D\_ULS** | 1.243 | 1.243 |
| **D\_G** | 1.214 | 1.214 |
| **Chi-Square** | 367.015 | 367.015 |
| **NFI** | 0.735 | 0.735 |

To see whether the research model is fit or not, it can be seen from the SRMRvalueorusingtheNFIvalue,withthecriteriathattheSRMRvalueis0.05 andtheNFIvalueis0.9.Intable5above,itisfoundthattheSRMRvalueis0.077

> 0.05. So it can be concluded that overall it can be said that the model formed is fit, meaning that the model has a high ability to explain empirical data.

# CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion, it can be concluded that: the latent variables of career development, motivation and promotion have t- statistic values of 2.012, 3.038, and 4.485 > 1.96 and have p-values of 0.045, 0.003, and

0.000 < 0.05. So it can be said that the latent variable of career development, motivation, and promotion have a significant effect on employee performance.

# FURTHER STUDY

Suggestions for this research is the company should be able to improve employee performance, by evaluating the performance. so that the performance evaluation can make one solution to see the existing problems. In addition, companiesmustalsopayattentiontoaspectsofCareerDevelopment,motivation and Job Promotion so that in the future the company's performance can be achieved evenbetter.

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