

THE INFLUENCE OF COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL PUBLIC COMPANY (PERUMDA) TIRTA INTAN DRINKING WATER, GARUT

Budiman^{1)*}, Ghassani Nur Shabrina²⁾, Irfan Rizki Gumilar³⁾
UIN Sunan Gunung Djati Bandung, Indonesia¹⁾
Email: budiman57@uinsgd.ac.id^{1)}*

Article History

Received: 15 October 2024
Accepted: 29 October 2024
Published: 10 December 2024

Abstract

Every company needs quality human resources because human resources play a key role in supporting the company's success and growth. Quality human resources are those who have the skills, knowledge and experience necessary to carry out their duties and responsibilities well. The locus of this research is the Tirta Intan Garut Regional Public Company for Drinking Water, which is one of the Garut Regency BUMDs. This research is motivated by the still not optimal performance of company employees, which is thought to be influenced by inadequate competence and low work discipline. The research aims to determine the influence of competency and work discipline on employee performance at Perumda Air Minum Tirta Intan Garut. The research uses descriptive and associative approaches. The sample used in this research was 87 respondents who were employees of Perumda Air Minum Tirta Intan Garut. Primary data was collected using a questionnaire filled out by 87 employees of Perumda Air Minum Tirta Intan Garut. The data analysis used is Partial Least Square-Structural Equation Modeling (PLS-SEM) version SmartPLS 3.2.9. The research results show that competence and work discipline have a positive and significant effect on employee performance.

Keywords: Competency, Employee Performance, PLS-SEM, Work Discipline

A. INTRODUCTION

One of the most important resources for organizations of any form and type, whether non-profit organizations or business organizations, is human resources. Human resources are a vital factor and cannot be separated from the existence of an organization, both government institutions and companies (Kurniawati, 2021). Human resources are key in ensuring company growth and achieving company goals. The reason is because humans play a major role in every organizational activity, including company organizations or services related to expertise, professionalism or education.

The company that the researchers focused on in this research is one of the Regional Public Bodies (BUMD) of Garut Regency, namely the Regional Public Company (Perumda) Tirta Intan Garut Drinking Water. Based on the results of the preliminary survey, researchers obtained data regarding the results of company performance evaluations which refer to the Decree of the Minister of Home Affairs of the Republic of Indonesia No. 47 of 1999 concerning the Performance of BUMD, which confirms that Perumda Air Minum Tirta Intan Garut for the 2020 and 2021 fiscal years is seen from several assessment indicators, the results are not optimal. These conditions can be seen in the table below:

Table 1 Performance Assessment of Perumda Tirta Intan Garut Drinking Water for 2020-2021

No	Aspect	Performance Value 2020	Performance Value 2021
1	Finance	27,00	26,25
2	Operational	18,72	19,57
3	Administration	12,50	12,50
Performance Value		58,22	58,32
Performance		Enough	Enough

Source: Perumda Tirta Intan Garut Drinking Water

On the other hand, with regard to aspects of HR performance, researchers obtained data that the level of employee competency as an indicator of employee performance at Perumda Tirta Intan Garut, in general, is not optimal. According to Wibowo (2017) there are many factors that have the potential to influence superior performance of human resources, one of which is competence. A person's competence is one of the potential factors that can influence performance (Kasmir, 2016). Competency is usually related to the level of education, experience and expertise. An employee who has adequate competence will generally have the drive to work productively, efficiently and effectively. This is because the competencies possessed by employees will help make it easier for employees to complete the responsibilities that have been assigned to them.

Apart from that, experts place work discipline as a potential factor influencing employee performance. Work discipline can be used as a tool to shape employee behavior so that they are more aware and willing to comply with applicable organizational norms and regulations (Hasibuan, 2012). Work discipline is very important, especially in ensuring that services or work are carried out appropriately and on time and that the services produced meet predetermined standards, so that public complaints can be resolved. Employees with high work discipline can produce good performance, so that the organization will run according to its goals.

Based on the results of an interview with the Head of the Personnel Section of Perumda Air Minum Tirta Intan Garut regarding one aspect of work discipline, namely the level of employee attendance, the average level of company employee attendance throughout 2022 is in the good category with an attendance percentage of 90% and only a small percentage with an average work attendance of below 90%. However, every working day, there are always employees who are late, and there are even employees who are absent without explanation (absent).

From the background description above, it is clear that the human resources (HR) problem that occurs at Perumda Air Minum Tirta Intan Garut is that employee performance is not optimal. Researchers suspect that this occurs due to inadequate competence and inadequate employee work discipline. In line with this, the aim of this research is to determine the influence of competence and work discipline on employee performance at the BUMD.

B. LITERATURE REVIEW

Human Resource Management

According to Edison et al., (2016) human resource management is management that focuses on maximizing the abilities of employees and members through various strategic

steps in order to improve employee performance to optimize the goals of an organization. Bangun (2017) stated that human resource management includes a series of activities and processes which include planning, organizing, employee placement, mobilization, development, control, compensation, integration, maintenance and allocation of work needed to realize organizational goals. Furthermore, according to Sedarmayanti (2017) human resource management is a process that involves the effective and efficient use of human resources through planning, mobilizing and controlling activities. The aim is to achieve organizational goals by maximizing the contribution and human potential within it.

Competence

Competency is a combination of skills, knowledge, attitudes and values possessed by an employee in carrying out their work responsibilities. Employee competencies are usually related to certain work fields or positions and include technical, interpersonal and managerial skills needed to carry out work tasks effectively and efficiently. According to Edison et al., (2016) competence is a person's ability to carry out and carry out a task or job correctly and has advantages related to knowledge, skills and attitudes. Furthermore, according to Wibowo (2017) competence is the ability to carry out and carry out work which is supported by skills, knowledge and expertise and involves work attitudes that are in accordance with job demands. There are dimensions of competence according to Edison et al., (2016) to fulfill the elements competence, employees must have knowledge, skills and attitudes.

Work Discipline

Work discipline is behavior or actions that comply with the existing provisions of an organization in carrying out work with the aim of educating, improving, raising employee awareness and following norms without coercion so that they can carry out and handle work. Sutrisno (2016) explains that discipline is a person's willingness and willingness to comply with the rules and regulations that apply in the workplace environment. Furthermore, Hasibuan (2017) said that work discipline is a person's awareness and willingness to obey all regulations in a company or enterprise and applicable social norms. The dimensions of work discipline according to Sutrisno (2016) are obeying time rules, obeying rules of behavior at work, obeying company rules and obeying other regulations in the company.

Employee Performance

According to Edison et al., (2016), performance is the result of an employee's work process, both in terms of quality and quantity, which is measured over a certain period of time based on previous agreements in carrying out responsibilities or tasks according to predetermined provisions. Mangkunegara (2017) said that performance is the belief in the success of an overall work result, both quality and quantity, during a certain period achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. Furthermore, according to Kasmir (2018), employee performance is a behavior and work results that have been achieved to complete the work, tasks and responsibilities given within a certain time or period. According to Kasmir (2018), employee performance dimensions are quality, quantity and time.

C. RESEARCH METHODOLOGY

This research uses a quantitative approach method. Based on the objectives, using descriptive methods. And this type is included in causal associative research which has the aim of finding out causal relationships between variables. Data sources for this research include primary and secondary sources. Primary data was collected by researchers directly through surveys, interviews and through distributing questionnaires to employees. Meanwhile, secondary data was collected by researchers from Secondary data was collected from journals, books, articles and other sources related to the problems in this research. The

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412-9736

E-ISSN: 2828-545X

population in this study was 87 people who were employees of Perumda Air Minum Tirta Intan Garut. The sampling method used is the saturated sampling method or census. Descriptive analysis was carried out using a 5 Likert scale, while data processing used SEM-PLS analysis with the help of the SmartPLS tool.

D. RESULT AND DISCUSSION

Descriptive Analysis of Data

This descriptive analysis was carried out to provide an overview of the variables studied such as competency, work discipline and employee performance at Perumda Air Minum Tirta Intan Garut. The assessment criteria included in the interval classes are as follows:

Table 2 Variable Data Processing Results

Variable	Average score	Information
Competence	350	Strong/Tall
Work Discipline	355	Tall
Employee Performance	356	Good

Source: Processed by Researchers, 2023

SEM-PLS analysis

Outer Model

Convergent Validity

Used to test the validity of each indicator and its variables. A correlation can be said to meet convergent validity if the loading value is > 0.7 , but if the loading factor (LF) is more than 0.5 to 0.6, it is quite valid (Ghozali, 2021). Based on the loading factor calculations carried out, the loading factor results were obtained on the variables of competency, work discipline and employee performance with results of more than 0.6.

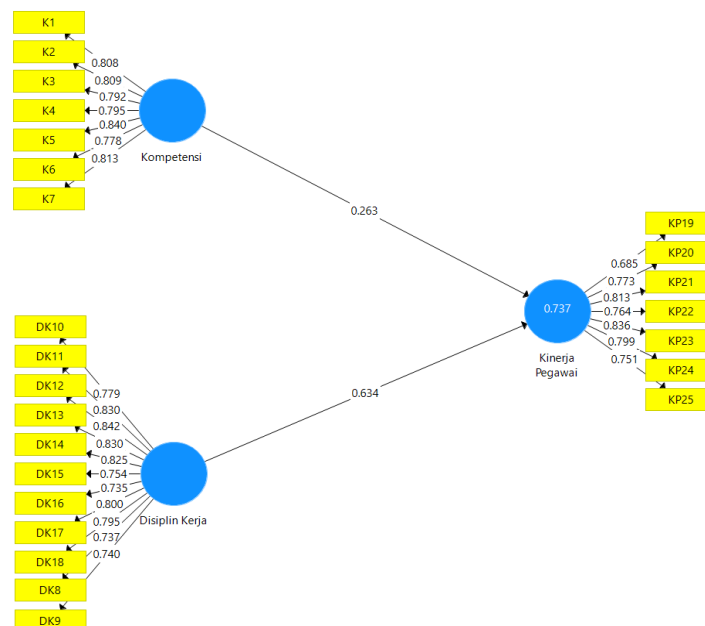


Figure 1: Outer Loading

The next convergent validity test is to look at the average variance extracted (AVE) value. This value describes the amount of variance of the manifest variable that can be contained by the latent variable. A measure of good convergent validity is indicated by an AVE value of at least 0.5. The test results in this research showed that the AVE value was greater than 0.5 for all variables, so it could be said that through the AVE test, the data was declared valid. With the results, competency was 0.648, work discipline was 0.622, and employee performance was 0.602.

Discriminant Validity

Discriminant validity aims to ensure that each concept of each latent variable is different from other variables. It can be seen from the Fornell-Larcker Criterion value and the Cross Loading value. The results of the Fornell-Larcker Criterion prove that the relationship between a variable and the variable itself is greater than the relationship between a variable and other variables, as in the following table:

Fornell-Larcker Criterion

Table 4 Fornell-Larcker Criterion Test Results

	Competence	Work Discipline	Employee Performance
Competence	0.805	0.798	0.769
Work Discipline		0.789	
Employee Performance		0.776	0.844

Source: Data Processing Results, 2023

Cross loadings

Table 5. Cross Loadings Test Results

	Competence	Work Discipline	Employee Performance
K1	0.808	0.644	0.575
K2	0.809	0.639	0.590
K3	0.792	0.647	0.669
K4	0.795	0.568	0.519
K5	0.840	0.664	0.692
K6	0.778	0.684	0.650
K7	0.813	0.633	0.603
DK8	0.685	0.737	0.617
DK9	0.611	0.740	0.608
DK10	0.612	0.779	0.672
DK11	0.674	0.830	0.734
DK12	0.697	0.842	0.742
DK13	0.645	0.830	0.681

ARTICLE

	Competence	Work Discipline	Employee Performance
DK1 4	0.646	0.825	0.701
DK1 5	0.606	0.754	0.663
DK1 6	0.501	0.735	0.608
DK1 7	0.609	0.800	0.613
DK1 8	0.624	0.795	0.658
KP1 9	0.472	0.477	0.685
KP2 0	0.485	0.620	0.773
KP2 1	0.646	0.738	0.813
KP2 2	0.598	0.645	0.764
KP2 3	0.662	0.731	0.836
KP2 4	0.681	0.700	0.799
KP2 5	0.589	0.623	0.751

Source: Data Processing Results, 2023

Based on table 5, each variable indicator has the highest cross loading results compared to other variables, so the discriminant validity is declared good.

Composite Reliability

A latent variable can be said to have good reliability if the composite reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7. (Narimawati & Sarwono, 2015). The results show that overall the variables are said to be reliable. With the results, competency was 0.928, work discipline was 0.948 and employee performance was 0.913. These results show that the variable as a whole has a value of > 0.7

Inner Model

Table 6 Inner Model Test Results

Criteria	Standard	Research result
		Bootstrapping Results
<p>The effect is significant, if the T-statistic > T Table at Alpha 5% the T-table value is 1.98</p>		<p>Statistical t value: Competency (X1) > Employee Performance (Y) = 2.320 Work Discipline (X2) > Employee Performance (Y) = 2,380</p>

Criteria	Standard	Research result
		Bootstrapping Results
Path Coefficient Estimation F-Square for effect size	0,35 = Strong	Competence = 0.096 (Weak)
	0,15 = Medium	Work Discipline = 0.555 (Strong)
	0,02 = Weak	
R Estimates indicate model determination	0,75 = Strong	Employee Performance = 0.737
	0,50 = Medium	
	0,25 = Weak	
Prediction Relevance (Q2-Square)	Q2 above 0 provides evidence that the model has Predictiv	Employee Performance = 0.418

Source: Data Processing Results, 2023

The R-square result of the employee performance variable is 0.737, so it can be concluded that the competency and work discipline variables on employee performance have an effect of 73.7%, while variables outside the scope of the research have an effect of 26.3%.

Next, F-Square with threshold criteria of 0.02 for small influence, 0.15 for medium influence, and 0.35 for large influence. The influence of the Competency variable on Employee Performance with a value of 0.096 has a small influence and the Work Discipline variable on Employee Performance with a value of 0.555 has a large influence.

Hypothesis Testing

The research model was tested for the significance of each path using the T-Statistics and P-Value values. If the T-Statistics is greater than 1.98 (obtained from the t-table) and the P-Value is less than 0.05 then a path is said to be significant.

Table 7. Hypothesis Testing

	Path Coefficients	T-Statistics	P-Values
Competency -> Employee Performance	0.263	2.320	0.021
Work Discipline -> Employee Performance	0.634	5.413	0.000

Source: Data Processing Results, 2023

In hypothesis testing, the influence of Competency on Employee Performance has a coefficient value of 0.263, meaning it has a positive relationship and a T-Statistics value of $2.320 > 1.988$ and P-Values of $0.021 < 0.050$, meaning there is a significant influence. In hypothesis testing, the influence of Work Discipline on Employee Performance has a coefficient value of 0.634, meaning it has a positive relationship, and a T-Statistics value of $5.413 > 1.988$ and P-Values of $0.000 < 0.050$, meaning there is a significant influence. Based

on table 3, it presents the calculation data that determines the hypothesis in this research, which will be explained as follows:

The Influence of Competency on Employee Performance

Competent employees can provide better and more responsive customer service because they have the knowledge and skills necessary to handle questions or problems well. So, employee competency is important in determining the performance and success of the organization. The research results show that competence has a positive and significant effect on employee performance. This means that the better the competencies possessed by employees, the employee performance will also increase. The above statement is supported by previous research conducted by Krisnawati & Bagia (2021) that competence has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Having employee discipline will create a positive work environment and the better an employee's discipline, the higher the work performance they achieve. This is not only to improve individual performance, but can also help the company achieve its goals (Hasibuan, 2019). The research results show that work discipline has a positive and significant effect on employee performance. This means that the better the employee's work discipline, the employee's performance will also increase. The above statement is supported by previous research conducted by Sadat et al., (2020) stating that work discipline has analysis results showing that work discipline has a positive effect on employee performance. Furthermore, the results of similar research conducted by Ahmad et al., (2021) show that work discipline has a positive and significant effect on employee performance.

E. CONCLUSIONS

Employee competency, work discipline and employee performance at Perumda Air Minum Tirta Intan Garut as a whole have good criteria. This means that employee competency is generally quite adequate, and they are disciplined and show good performance. Competence has a positive and significant effect on employee performance. This suggests that if employee competency becomes more adequate, it will have a positive and significant effect on improving employee performance at Perumda Air Minum Tirta Intan Garut. Work discipline has a positive and significant effect on employee performance. This means that the more work discipline increases, the performance of Perumda Air Minum Tirta Intan Garut employees will also increase, and vice versa. Competence and work discipline have a positive and significant effect on employee performance at Perumda Air Minum Tirta Intan Garut. If employees have high competence, they tend to be more efficient and effective in carrying out their work and are disciplined employees, tend to be more focused on their tasks, have good attendance levels, and comply with company norms. This can improve overall company performance.

Considering that the expertise dimension in the competency variable, especially the indicator of communication with co-workers, gets the lowest score, of course if this is left unchecked, it has the potential to be bad for the working atmosphere, relationships between departments and teamwork, and even for service quality. In order to overcome this problem, a number of efforts are needed that focus on reducing factors that are considered to be barriers to internal communication, especially horizontal communication, through employee development. These efforts can be achieved through cross-section assignments, holding out bonds, programmatic family gatherings for employees of Perumda Air Minum Tirta Intan Garut.

The statement that got the lowest score on the work discipline variable - the dimension of compliance with working time provisions, namely rest hours. Efforts to overcome violations

of rest hours, apart from enforcing discipline, by administering punishment consistently, can be tried persuasively through congregational prayers and lunch together in the office during break times. This method is expected to prevent Perumda Air Minum Tirta Intan employees from going beyond their rest hours. In order to enrich the research results, it is hoped that future researchers can develop this research further by examining other variables outside this research, trying to research other loci or different approaches.

REFERENCE

- Almunawaroch, S., Suddin, A., & Lamidi. (2017). Pengaruh Kompensasi, Kepemimpinan, Kompetensi dan Disiplin Kerja terhadap Kinerja Karyawan (Survei Pegawai Rumah Sakit Islam Amal Sehat Sragen). *Jurnal Ekonomi Dan Kewirausahaan*, 17(1), 10–22.
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh Kompetensi dan Kecerdasan Emosional Terhadap Kinerja Pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91. <https://doi.org/10.33603/jibm.v2i1.1064>
- Arianti, N. D., & Karmila, D. (2019). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Kepala Kantor Terhadap Kinerja Pegawai Kesyahbandaran Otoritas Pelabuhan Kelas Ii Tanjung Balai Karimun. *Agustus*, 1(1), 4–10.
- Asmu'i, Kristiadi, & Ariffin, M. H. (2019). The Influence of Transformational Leadership, Physical Work Environment and Work Discipline on Employee Performance at Regional Water Company (PDAM) Puruk Cahu. *Jurnal Bisnis Dan Pembangunan*, 8(2), 24–37.
- Chairunnisa, C. (2016). *Manajemen pendidikan dalam multi perspektif* (Catatan Ke, p. 1). Rajawali Pers.
- Djharuddin, D. (2022). Pemberdayaan Perempuan dan Keluarga Berencana Kabupaten Fakfak. Faktor keterampilan menjadi variable dominan yang berpengaruh terhadap kinerja pegawai. *Journal of Management*, 5(2), 385–405. <https://doi.org/10.37531/yume.vxix.345>
- Edison, E., Anwar, Y., & Komariah, I. (2016a). *Manajemen Sumber Daya Manusia : strategi dan perubahan dalam rangka meningkatkan kinerja pegawai dan organisasi* (p. 143).
- Edison, E., Anwar, Y., & Komariah, I. (2016b). *Manajemen Sumber Daya Manusia : Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi* (Cetakan ke). ALFABETA.
- Fayol, H. (2013). *General and Industrial Management* (Cetak Ulan). Martino Publishing.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Hartatik, I. P. (2014a). *Buku Praktis Mengembangkan SDM* (p. 183). Laksana.
- Hartatik, I. P. (2014b). *Buku Praktis Pengembangan SDM* (p. 186). Laksana.
- Hasibuan, M. S. . (2017). *Manajemen Sumber Daya Manusia* (p. 115). PT. Bumi Aksara.
- Hasibuan, M. S. . (2018). *Manajemen Sumber Daya Manusia* (Revisi, Ce, pp. 193–198). PT. Bumi Aksara.
- Hasibuan, M. S. . (2019). *Manajemen Sumber Daya Manusia* (Cetakan ke). Bumi Aksara.
- Hidayat, D., SC, E. M. S., & Selwan, J. (2018). Analisa Pengaruh Kompetensi, Disiplin Kerja, Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt. Moranthe Indonesia Gemilang. *Inovasi*, 5(2), 82. <https://doi.org/10.32493/inovasi.v5i2.y2018.p82-100>
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi Dan Disiplin Kerja Terhadap Kinerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5(1), 16–23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
- Karyoto. (2016). *Dasar-dasar manajemen: teori, definisi dan konsep* (Nikodemus (ed.)). Andi Offset.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)* (pp. 189–193). Raja <http://jurnaldialektika.com/>

- Grafindo Persada.
- Kasmir. (2018). *Manajemen Sumber Daya Manusia* (Edisi 1, C). Rajawali Pers.
- Kurniawati, E. (2021). *Manajemen Sumber Daya Manusia* (Moh.Nasrudin (ed.)). PT. Nasya Expanding Management.
- Kuswarak. (2020). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai pada Dinas Perhubungan Kabupaten Lampung Selatan. *GEMA: Jurnal Gentiarias Manajemen Dan Akuntansi*, 12(1), 84–92. <https://doi.org/10.47768/gema.v12i1.210>
- Kompri. (2020). *Manajemen Kinerja* (Edisi Ke-1). Expert.
- Mangkunegara, P. A. A. . (2017). *Manajemen Sumber Daya Manusia*. Remaja Rosdakarya.
- Narimawati, U., & Sarwono, J. (2015). *Membuat Skripsi, Tesis dan Disertasi dengan Partial Least Square SEM (PLS-SEM)*. ANDI.
- Nurlita, Y., Maryam, S., Sulistyowati, L. H., Manajemen, P. S., Ekonomi, F., Swadaya, U., & Jati, G. (2020). Pengaruh Kompetensi dan Kompensasi terhadap Kinerja Karyawan Profile and corresponding author : Yuni Nurlita adalah alumni Universitas Swadaya Gunung Jati PT X Cabang Cirebon merupakan sebuah Badan Usaha Milik Negara (BUMN) jasa . PT X Cabang Cirebon me. *Jurnal Inspirasi Bisnis Dan Manajemen*, 4(2), 191–200.
- Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Analisis Pengaruh Motivasi Kerja, Kompetensi Dan Beban Kerja Terhadap Kinerja Pegawai Dengan Disiplin Kerja Sebagai Variabel Moderasi (Studi Empiris Pada Pengurus Barang Di Lingkungan Pemerintah Kota Semarang). *Magisma: Jurnal Ilmiah Ekonomi Dan Bisnis*, 7(1), 19–34. <https://doi.org/10.35829/magisma.v7i1.37>
- Rahardja, U., Moeins, A., & Lutfiani, N. (2017). Leadership, Competency, Working Motivation And Performance Of High Private Education Lecturer With iIstitution Accreditation B: Area Kopertis IV Banten Province. *Man in India*, 97(24), 179–192.
- Razak, A., Sarpan, & Ramlan. (2018). *Effect of Leadership Style, Motivation and Work Discipline On Employee Performance in PT. ABC Makassar*. <https://doi.org/https://doi.org/10.32479/irmm.7176>
- Rocco, & Carrafio. (2007). Ten Common Missunderstanding, Misconceptions, Persistent, Mythis, And Urband Legends, About Likert Scales and Likert Response Formats and Their Antidotes. *Journal of Sosial Science* 3, 106–116.
- Sardjana, E. K., & Suharto, D. G. (2018). *Effect of Remuneration , Work Discipline , Motivation on Performance*. 136–150.
- Sedarmayanti. (2016). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil* (D. Sumayyah (ed.); Edisi revi, p. 11). Refika Aditama.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Refika Aditama.
- Sudarmanto. (2014). *Kinerja dan Pengembangan Kompetensi Sdm; Teori , Dimensi Pengukuran, dan Implementasi Dalam Organisasi* (1st ed.). Pustaka Pelajar.
- Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia* (pp. 204–205). Kencana.
- Sutrisno, E. (2016a). *Manajemen Sumber Daya Manusia* (p. 94). Kencana.
- Sutrisno, E. (2016b). *Manajemen Sumber Daya Manusia* (Cetakan k). Kencana.
- Wibowo. (2012). *Manajemen Kinerja (edisi 3)* (p. 104). Rajawali Pers.
- Wibowo. (2017). *Manajemen kinerja* (Edisi keli, p. 271). Rajawali Pers.