

The Effect of Motivation, Discipline and Organizational Culture on Employee Performance: The Case of Personnel and Human Resource Development Agency of Palembang City

RZ. M. Agang Pratama^{*}, M. Idris & Trisniarty Adjeng Moelyati

Universitas Muhammadiyah Palembang

Corresponding Author: rzmagangpratama@gmail.com^{*}
trisniartyadjengmoelyatie@yahoo.com

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Abstract

This study aims to determine the effect of motivation, discipline, and organizational culture on employee performance at the Personnel and Human Resource Development Agency in Palembang City. This research uses associative research. The total number of respondents was 133 BKPSDM employees. Data analysis used multiple linear regression. The research results show that: (1) Motivation, discipline, and organizational culture simultaneously influence motivation, discipline, and organizational culture on employee performance at the Palembang City Personnel and Human Resources Development Agency. (2) In particular, motivation, discipline, and organizational culture. The Influence of Motivation, Discipline, and Organizational Culture on Employee Performance at the Personnel and Human Resources Development Agency of Palembang City.

Keywords: Motivation, Discipline, Organizational Culture, Employee Performance.

1. Introduction

Human resources are the primary driver of a company's operations. Without them, no company can operate. This means that people are essential to any company, even when it uses advanced technology. Human resources are essential in the era of globalization. Every organization always expects resources capable of working effectively and efficiently to achieve its goals. Regardless of its form and purpose, an organization is created with a vision for the benefit of people, and in carrying out its mission, it is managed and administered by people. Therefore, people are a strategic factor in all organizational activities. Furthermore, human resources are also a driving and determining factor in an organization's success and goals.

According to [Mathis and Jackson \(2016\)](#), performance is the process of evaluating how well employees perform their jobs against a set of standards and then communicating this information to employees. Employees are not merely resources; they are capital or assets for an institution or organization. Therefore, a new term emerged outside of HR (Human Resources): H.C., or Human Capital. Here, human resources are viewed not simply as primary assets, but

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as valuable assets that can be multiplied and developed (akin to an investment portfolio), rather than as liabilities (burdens or costs). Here, the perspective of human resources as an investment for an institution or organization is more prominent. Government employees consistently provide high-quality, high-volume service to the public; therefore, human resource performance must consistently maintain the quality and quantity of their work. Thus, employee performance is the most crucial factor in supporting each assigned task. Motivation is critical to any company. Employees with high work motivation will be encouraged to work with greater enthusiasm and make positive contributions to their assigned work.

Motivation is a force that arises from within or outside a person and inspires enthusiasm and perseverance to achieve a desired goal ([Daft, 2013](#)). Without motivation, an employee cannot fulfill their work to standards, let alone exceed them, because motivation to work is absent. Even an employee with high work skills who lacks the motivation to complete their tasks will not produce satisfactory results. Research conducted by [Anggraeni and Pajaria \(2024\)](#) showed a significant partial effect of motivation on performance, demonstrating that motivation also influences employee performance. Furthermore, achieving desired goals requires more than just motivating employees; equally important is increasing employee discipline. Low work discipline is influenced by employee tardiness during working hours, which leads to poor work results. Therefore, implementing institutional discipline is necessary to enhance employee productivity. Productive employees will experience career development.

According to [Hasibuan \(2003\)](#), work discipline can help achieve company goals. Work discipline can be a crucial factor in improving performance. If employees already have high work discipline, it must be maintained and enhanced. Good discipline reflects a person's strong sense of responsibility for assigned tasks. This fosters enthusiasm and passion for work and the achievement of organizational, employee, and community goals. Therefore, every manager strives to ensure that their subordinates maintain good discipline. A manager is considered effective in their leadership if their subordinates are well-disciplined. Research conducted by [Lusiana \(2018\)](#) shows that discipline does not have a significant negative effect on employee performance.

Another factor that can influence performance is organizational culture. An employee will feel comfortable working when the organization's values are upheld. This will facilitate employee adaptation to the organizational environment, thus motivating them and further improving their performance. A person's daily activities are inextricably linked to social interactions with their environment. Likewise, the formation of each individual's character is inextricably linked to the environment in which they live. To achieve this personality, a very influential factor in shaping attitudes and behavior, and thereby guiding action, is norms. These norms refer to organizational culture, which shapes individuals' values, beliefs, assumptions, and expectations.

According to [Sudaryono \(2017\)](#), organizational culture refers to a system of shared meanings held by members and a set of values agreed upon and adhered to by all members of the organization. This dynamic nature can increase organizational productivity and differentiate one organization from another. Organizational dynamics does not mean constant change; instead, something deemed necessary within the organization must be maintained. Research conducted by [Arif \(2022\)](#) shows a significant partial effect of organizational culture on performance, indicating that organizational culture also influences employee performance.

BKPSDM manages all personnel matters, including the structural promotion process for echelon III and IV employees in the Regional Apparatus Organizations (OPD) of Palembang

City. In the process of structural promotion for echelon III and IV employees, a team is formed, namely the Position and Rank Consideration Agency (BAPERJAKAT), consisting of BKPSDM, the regional secretary (Sekda), and the Mayor. The function of BAPERJAKAT is to decide which employees will be promoted or who will fill vacant positions in the OPD. BAPERJAKAT is not an institution or government agency, but rather a team that decides on the structural promotion of echelon III and IV employees in a closed meeting. Based on preliminary data obtained, the Personnel and Human Resources Development Agency (BAP) still lacks discipline. This is evident in the continued disobedience of many employees, particularly during work hours. Some leave early, and others are late. This can lead to reduced employee performance due to insufficient supervision by superiors and a lack of firmness toward employees who leave early. The survey revealed several phenomena occurring at the BAP in Palembang City. The employee survey revealed that employee performance, particularly in terms of quantity, does not exceed that of other employees. Furthermore, some employees may struggle to manage their time effectively or to use tools efficiently. This inefficiency can hinder their ability to achieve quantity targets, even if they possess sufficient skills and knowledge. Employee work quality is suboptimal due to the poor quality of assigned tasks. Furthermore, with respect to time management, some employees still cannot complete their work within the allotted time. Employees are not yet committed to delivering work with optimal levels of accuracy, reliability, and satisfaction. Furthermore, employee motivation is related to working conditions. Poor working conditions, including temperature, lighting, noise, equipment ergonomics, and workspace comfort, can affect employee health and well-being. Poor interactions with coworkers, inadequate supervision, and organizational culture hinder the creation of a supportive social environment. Good interpersonal relationships, team support, and workplace social justice can contribute to employee well-being and productivity. Furthermore, regarding work facilities, there is a lack of adequate work facilities and a lack of a space design that addresses job needs and functions. This undermines employee performance and hinders career development. Employees become complacent with their work, preventing them from developing their abilities. Furthermore, employee discipline is often compromised, with many employees underestimating the time required to complete their tasks, resulting in tasks not being completed on time. Upon starting work, some employees lack good manners and display poor appearance. Employee performance declines, with employees often underestimating the time required for each task, resulting in untimely completion. The organizational culture in the BKPSDM service, namely the implementation of norms, found that employees still do not follow the organization's rules, so they arrive late and leave early during working hours, thereby violating the rules. The implementation of values found that employees were lazy during working hours, so work assigned by superiors was not completed on time or optimally, as it was done in a hurry and not carefully. The code of ethics was found to still lack socialization and mutual assistance among colleagues, thereby violating the code that applies to the company. Work motivation and discipline, as well as organizational culture and performance, are also essential to an organization. A large number of human resources, when used effectively and efficiently, will help sustain the pace of sustainable national development. Based on the background above, the researcher chose the title, The Influence of Motivation, Discipline, and Work Organizational Culture on Employee Performance at the Palembang City Personnel and Human Resource Development Agency.

2. Literature Review

The Influence of Motivation, Discipline, and Organizational Culture on Employee Performance

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at the Human Resources Development and Personnel Agency. According to [Kasmir \(2019\)](#), factors influencing employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. According to [Widodo \(2015\)](#), factors influencing performance include: Attitude and mentality (work motivation, work discipline, and work ethic), Education, Skills, Leadership Management, Income Level, Salary and Health Care, Social Security, Work Climate (Stress), Facilities and Infrastructure, Technology, and Opportunities for Achievement. According to [Sanjaya \(2022\)](#), research results show that motivation, discipline, and organizational culture significantly influence employee performance in the Economic Planning Bureau at the Secretariat General of the House of Representatives of the Republic of Indonesia. Regarding the phenomenon of performance, there are issues regarding employee performance, namely quality, quantity, and time.

The Influence of Motivation on Employee Performance at the Human Resources Development and Personnel Agency. According to [Wibowo \(2018\)](#), many factors influence performance, including motivation. Motivation plays a crucial role for employees; it can spur them to work hard to achieve their desired goals. Motivation is the drive from within and outside a person to do something, reflected in both internal and external dimensions. In other words, employee motivation has two dimensions: internal and external. Motivation is an inner force that can inspire, direct, and influence a person to demonstrate intensity and persistence in voluntary behavior in carrying out a task. Research by [Saluy and Treshia \(2018\)](#) showed that work motivation, work discipline, and compensation partially have a positive and significant effect on employee performance at PT. IE Jakarta. In terms of motivation, issues related to working conditions, facilities, and performance impact employee performance, particularly in terms of quality, quantity, and timeliness.

The Influence of Discipline on Employee Performance at the Human Resources Development and Personnel Agency. According to [Wibowo \(2018\)](#), many factors influence performance, including discipline. Strong work discipline also influences performance. High work discipline can help improve performance. Discipline is the practice of complying with applicable regulations, both written and unwritten. This obedience is manifested in attitudes, behavior, and actions that align with these regulations. Discipline is a management practice that encourages organizational members to comply with the requirements of these provisions ([Siagian, 2016](#)). Research by [Lestari \(2017\)](#) on the influence of motivation, compensation, and work discipline on employee performance indicates that motivation has a positive, significant effect on employee performance. Compensation and work discipline have a positive and significant influence on employee performance. In relation to the phenomenon of discipline, issues regarding timeliness, regulatory compliance, and work targets affect employee performance, particularly in terms of quality, quantity, and timeliness.

The Influence of Organizational Culture on Employee Performance at the Human Resources Development and Personnel Agency. According to [Afandi \(2021\)](#), organizational culture is a pattern of basic assumptions developed by a group of people as they learn to address external adaptation and internal integration. These patterns have proven successful and are therefore considered valid for teaching new members as the correct way to think, perceive, feel, and solve problems within the organization. Research by [Nurhalim, Tobing and Sudarsih \(2015\)](#) on the Influence of Organizational Culture, Work Environment, and Organizational Citizenship Behavior on Employee Performance shows that organizational culture has a positive but

insignificant effect on employee performance. The work environment has a positive and significant effect on employee performance, whereas Organizational Citizenship Behavior has a positive but insignificant effect. With respect to organizational culture, there are challenges in implementing norms, values, and codes of ethics that affect employee performance, including quality, quantity, and timeliness.

3. Research Method

This study uses associative research conducted at the Palembang City Personnel and Human Resources Development Agency on Jl. Merdeka No. 252, 19 Ilir, Bukit Kecil District, Palembang City, South Sumatra. The dependent variable is employee performance, measured by indicators of quality, quantity, and time. The independent variables are motivation, discipline, and organizational culture. Motivation indicators include working conditions, work facilities, and work performance. The indicators of discipline are punctuality, regulatory compliance, and achievement of work targets. The indicators of organizational culture are the implementation of norms, values, and the code of ethics. The population used was 200 employees of the Palembang City Personnel and Human Resources Development Agency. Using the Slovin formula, the sample consisted of 133 respondents. The sampling method used was proportional random sampling. The data were collected using a Likert-scale questionnaire administered periodically. The analysis employed multiple linear regression.

4. Findings and Discussions

This multiple linear regression analysis was used to determine the effect of motivation, discipline and organizational culture on employee performance. The results of the multiple linear regression analysis are presented in the following table.

Table 1. Regression Result

	B	Std. Error	Beta
1 (Constant)	-2.826	2.305	
Motivation	.505	.075	.423
Discipline	.447	.071	.416
Organizational Culture	.176	.076	.159

Based on the analysis results, the following regression model was obtained:

$$Y = -2.826 + 0.505X_1 + 0.447X_2 + 0.176X_3.$$

The model can be explained as follows: (1) The constant value above is -2.826. This value indicates that, *ceteris paribus*, when motivation, discipline, and organizational culture are taken into account, employee performance decreases by 2.826 points. (2) The beta value of the motivation variable is 0.505. This value indicates that, holding other factors constant (*ceteris paribus*), a 1-point increase in the discipline variable is associated with a 0.505-point increase in employee performance. (3) The beta value of the discipline variable is 0.447. This value indicates that if the discipline variable is increased by 1 point while other factors are considered *ceteris paribus*, then performance will increase by 0.447 points. (4) The beta value of the organizational culture variable is 0.176. This value indicates that, holding other factors constant (*ceteris paribus*), a 1-point increase in the organizational culture variable is associated with a 0.176-point increase in employee performance.

The F-test is a test in regression analysis used to determine whether independent variables (X) simultaneously have a significant effect on the dependent variable (Y). This test can be seen in the following table.

Table 2. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	706.893	3	235.631	52.456	
	Residual	579.468	129	4.492		
	Total	1286.361	132			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Motivation, Discipline, Organizational Culture

Based on the analysis results above, the calculated F value is 52.456, and the F table value is 2.67. The calculated F value is greater than the F table value. In addition, the significance value is 0.000, smaller when compared to the alpha value (α) = 0.05. These results indicate that motivation, discipline, and organizational culture simultaneously influence employee performance at the Palembang City Personnel and Human Resources Development Agency.

The t-test assesses the independent variable against the dependent variable, yielding the following results.

Table 3. t-test

	Model	t	Sig.
1	(Constant)	-1.226	.222
	Motivation	6.719	.000
	Discipline	6.299	.000
	Organizational Culture	2.309	.023

The results of the partial test (t-test) can be explained as follows: (a) The effect of motivation on employee performance at the Palembang City Personnel and Human Resource Development Agency. The test results yielded a calculated t-value of 6.719 for the leadership variable, while the t-table at the 95% confidence level (α = 5%) was 1.645. This shows that the t-value exceeds the t-table value. Furthermore, the significance value of 0.000 is less than α = 0.05. Therefore, H₀ is rejected, and H_a is accepted, indicating that motivation influences employee performance at the Palembang City Personnel and Human Resource Development Agency. (b) The effect of discipline on employee performance at the Palembang City Personnel and Human Resource Development Agency. The test results yielded a calculated t-value for the discipline variable of 6.299, while the t-table at the 95% confidence level (α = 5%) was 1.645. The t-value is greater than the t-table. Furthermore, the significance value of 0.000 is less than α = 0.05. Therefore, H₀ is rejected, and H_a is accepted, indicating that discipline influences employee performance at the Palembang City Personnel and Human Resource Development Agency. (c) The Influence of Organizational Culture on Employee Performance at the Palembang City Personnel and Human Resource Development Agency. The test results show that the calculated t-value for the motivation variable is 2.309, while the t-table with a 95% confidence level (α = 5%) is 1.645. The t-value is greater than the t-table. Furthermore, the significance value of 0.023 is less than α = 0.05. Therefore, H₀ is rejected, and H_a is accepted, indicating that motivation influences employees at the Palembang City Personnel and Human Resource Development Agency.

The Influence of Motivation, Discipline, and Organizational Culture on the Performance of Employees at the Palembang City Human Resources Development and Personnel Agency. Based on a simultaneous analysis, motivation, discipline, and organizational culture are found to influence employee performance at the Palembang City Human Resources Development Agency (BKPSDM). This influence is considered positive, so if leadership, discipline, and motivation improve, the performance of BKPSDM employees will also improve. This research aligns with [Kasmir \(2019\)](#), which states that factors that can influence individual performance in an organization are (1) abilities and expertise; (2) knowledge; (3) work design; (4) personality; (5) work motivation; (6) leadership; (7) leadership style; (8) organizational culture; (9) job satisfaction; (10) work environment; (11) work loyalty; (12) commitment; and (13) work discipline. Performance is a potential that every employee or staff member in an agency or organization must possess to carry out any tasks and responsibilities entrusted to them. Performance is a crucial foundation within an organization, as it serves as a benchmark for achieving its goals. The results of this study align with [Sanjaya \(2022\)](#), who found that employee performance is influenced by motivation, discipline, and organizational culture. The results of this study align with the findings that most respondents agreed or strongly agreed with the statements in this variable. However, some disagreed and strongly disagreed. In the statement that every employee has greater potential than every other employee, 1.5 percent disagreed or strongly disagreed. The statement that employees have targets for completing work and that the organization's work quality standards can be met at an optimal level of 1.5%.

The Influence of Motivation on Employee Performance at the Palembang City Human Resources Development and Personnel Agency. The partial analysis results indicate that motivation has a positive and significant effect on employee performance at the Palembang City Human Resources Development Agency (BKPSDM). Motivation is an important variable in improving employee performance at the Palembang City Human Resources Development Agency. Motivation is measured using indicators such as work conditions, work facilities, and achievements. Therefore, to increase teacher motivation, these indicators can be improved. This research aligns with [Kasmir \(2019\)](#), which states that work motivation is one factor that can influence individual performance in an organization. Motivation is a psychological drive that energizes people and inspires enthusiasm for work. The results of this study align with the respondents' responses, indicating that some agreed and strongly agreed with the statements in the variable. However, some disagreed and strongly disagreed. Regarding the statement "Inadequate lighting in employee workspaces and ergonomic equipment can hinder employee performance," 2.3 percent (3 respondents) disagreed. The statement "Lack of appreciation from superiors for employees in carrying out their work" was selected by 1.5 percent (2 respondents) who disagreed or strongly disagreed. There remains a lack of tools to support the smooth running of employee work; questions about whether employees have the opportunity to participate in education and training to support their achievements; and questions about how each employee wants to receive recognition for their work from their superiors. 0.8 percent or 1 respondent stated that they disagreed.

The Influence of Discipline on Employee Performance at the Palembang City Human Resources Development and Personnel Agency. The partial analysis results indicate that discipline has a positive and significant effect on teacher performance at the Palembang City Human Resources Development Agency (BKPSDM). Discipline is the most dominant variable influencing employee performance at the Palembang City Human Resources Development Agency. Therefore, to improve employee performance, employee discipline must also be

improved. Employee discipline is measured by several indicators, including punctuality, adherence to regulations, and meeting work targets. This research aligns with [Kasmir \(2019\)](#), which states that work discipline is one factor that can influence individual performance within an organization. Work discipline is an attitude of respect, honor, and obedience to the rules and regulations applicable to an institution or organization. These results are supported by [Sanjaya \(2022\)](#) that discipline influences performance. [Widodo \(2015\)](#) explained that there is a significant influence between work discipline and employee performance. The results of this study align with the respondents' answers that most respondents agreed or strongly agreed with the statements in this variable. However, some disagreed and strongly disagreed. Regarding the statement about superiors setting an example for employees to avoid being late to work, 2.3 percent disagreed. Regarding the statement about completing tasks on time and the question about each employee always completing their tasks in line with the desired target, 1.5% disagreed. Regarding the statement about always wearing neat and polite clothing in accordance with regulations, and regarding the question about employees never leaving the office before the end of work hours, 0.8 percent disagreed.

The Influence of Organizational Culture on Employee Performance at the Palembang City Human Resources Development and Personnel Agency. The partial analysis results indicate that organizational culture has a positive and significant effect on employee performance at the Palembang City Human Resources Development Agency (BKPSDM). Organizational culture is an important variable in improving employee performance. Organizational culture is measured by indicators such as the implementation of norms, values, and the code of ethics. Therefore, to improve organizational culture, these indicators can be improved. This research aligns with [Kasmir \(2019\)](#), which states that organizational culture can influence individual performance within an organization. These results are supported by Nurhalim, Tobing, and Sudarsih (2015), who examined the influence of organizational culture, work environment, and organizational citizenship behavior on employee performance. Their research findings indicate that organizational culture has a significant positive effect on employee performance. These results align with the respondents' responses, indicating that some agreed and strongly agreed with the statements in this variable. However, some disagreed and strongly disagreed. Regarding the statement about employees always arriving on time during work hours and the question of employees being highly responsible for their work, 1.5 percent disagreed. Regarding the statement that the regulations implemented motivate employees to complete tasks assigned by their superiors, 2.3 percent disagreed. Regarding employees' satisfaction with their relationships with coworkers, 0.8 percent disagreed.

5. Conclusion

Motivation, discipline, and organizational culture affect employee performance at the Palembang City Personnel and Human Resources Development Agency. Thus, for employees of the Palembang City Personnel and Human Resources Development Agency, employee motivation is the most dominant influence in this study. Therefore, to improve employee performance, the agency can enhance motivation by focusing on working conditions, work facilities, and employee performance. Furthermore, discipline can be improved by paying attention to punctuality, regulatory compliance, and meeting work targets. Organizational culture can also improve employee performance. Steps to strengthen organizational culture include implementing norms, implementing values, and enforcing a code of ethics.

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