

Analysis of the factors that increase employee performance at PT BPR Tata Anjung Sari

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Keywords	Abstract. The significance of employee performance is vital in attaining organizational objectives and sustaining a competitive edge within a progressively intricate marketplace. Hence, the primary objective of this study is to investigate the determinants that have a favorable impact on enhancing employee performance within the context of PT BPR Tata Anjung Sari. The research scope include the examination of work discipline, work environment, remuneration, and work aptitude as pertinent variables. The present study used a descriptive and correlational methodology. The employed sampling technique was purposive sampling, encompassing a comprehensive sample size of 103 individuals who were employees. The data was obtained by administering a questionnaire that had undergone rigorous testing to ensure its validity and reliability. The coefficient of determination was utilized for data analysis using SPSS version 26 software. The findings indicate that there is a positive correlation between work discipline characteristics and employee performance, as well as work environment and salary variables. Nevertheless, it is worth noting that the variable of job ability does not exhibit a statistically significant impact on employee performance. In summary, the findings of this study suggest that the combined influence of work discipline, work environment, salary, and work ability significantly affects employee performance.
employee performance, work discipline, work environment, compensation, work ability.	

1. INTRODUCTION

The impact of globalization and increasing standards of professionalism in the banking industry in Indonesia have driven the need for highly competent Human Resources (HR). This HR needs to consider quality in two dimensions, namely physical aspects (physical quality) and non-physical aspects (non-physical quality). To improve physical quality, steps that can be taken are through health and nutrition programs, while to improve non-physical quality, the focus is on education and training (Yusuf & Arif, 2015).

The role of banks in the dynamics of a country's economy, including Indonesia, is very significant, so that a bank failure has the potential to disrupt a country's economic stability (Sari, 2015). There is a crisis risk that is always lurking in the country. One of the causes of bankruptcy, in general, involves economic factors and government policies which are also related to global financial conditions (Sayyid, 2013).

The rapid growth in the banking sector, but accompanied by a decrease in the number of bank offices, reflects the banking adaptation to the changes that have taken place. Advances in digital technology have driven significant changes in various aspects of banking operations (Ngamal & Perajaka, 2022). This challenge arises as more financial technology companies enter the market. The existence of this fintech company is a threat to banking, because competition in the future will be increasingly competitive. When competition gets fiercer, banks may lose their competitiveness if they cannot adapt to developments (Simorangkir, 2019).

Human Resource Management (HRM) is one of the most important things in the banking environment. Elbadiansyah (2019) states that HRM has an important role in a company, involving training, assessment, and efforts to achieve organizational goals with the help of human resources as the driving force. This is because human resources are the main component in driving bank operational activities, which makes it a crucial aspect in the banking world (Rifa'I, 2017).

Human Resources (HR) plays a crucial role in the banking sector, contributing significantly to the realization of the bank's vision as a high-performing financial organization that prioritizes exceptional service. The aims of human resource management (HRM) are contingent upon the specific goals of each organizations, necessitating the implementation of efficient and sustainable strategies to enhance the caliber of human resources (Sutrisno, 2012). The human resources (HR) department plays

a prominent and influential position inside the firm, as it serves as the primary driving force behind its operations (Hasibuan, 2019).

Performance refers to the aptitude of individuals to effectively demonstrate their specific areas of knowledge (Sinambela, 2017). Another aspect to consider is that the concept of performance is derived from the term "performance," which refers to the outcome or execution of labor (Wibowo, 2016). According to Mangkunegara (2011), performance can be defined as the outcome of work accomplished in accordance with job criteria. It encompasses both the quality and quantity of work achieved by a person while fulfilling their assigned obligations.

Work discipline is identified as a significant determinant of employee performance. The degree of responsibility exhibited by employees towards the jobs they undertake is reflected in their adherence to good discipline. According to Hasibuan (2013), the concept of work discipline pertains to an individual's consciousness and preparedness to adhere to the regulations set forth by the organization and the relevant societal standards. On the contrary, when the level of work discipline is lacking, employees are prone to experiencing diminished motivation in their professional endeavors, hence encountering challenges in doing their assigned responsibilities. The significance of discipline within the business setting should not be overlooked. The attainment of organizational objectives may prove challenging in the absence of a robust work ethic.

The subsequent determinant that has influence on employee performance is the organizational work environment. The organizational context in which employees operate can exert a substantial impact on their job performance. According to Kusuma (2013), the achievement of satisfactory employee performance is contingent upon the presence of a favorable and supportive work environment within the firm. A conducive work environment has the potential to inspire people and foster their enthusiasm, thereby contributing to the attainment of corporate objectives.

Besides factors such as work discipline and work environment, work ability also plays a significant role in influencing employee performance. The concept of employee work ability refers to the proficiency and competence demonstrated by employees in doing their job tasks (Raharjo et al., 2016). The development of a firm can be influenced by the provision of opportunities for people to cultivate and effectively utilize their talents. Furthermore, the provision of sufficient competencies will effectively support personnel in the execution of their present and prospective tasks.

Ultimately, it is worth noting that salary has a significant role in shaping employee performance. The provision of suitable remuneration plays a pivotal role in the context of employees, as it serves as an indicator of their performance evaluation. Hasibuan (2013) posits that the implementation of an equitable remuneration system has the potential to incentivize employees to enhance their work performance and assume greater accountability for their assigned duties within the organization. This initiative is indicative of the organization's commitment to fostering employee loyalty through the provision of adequate attention and support.

2. LITERATURE REVIEWS

A. Relationship between Variables

According to Hasibuan (2013), work discipline refers to an individual's consciousness and readiness to adhere to all organizational policies and relevant societal conventions. Awareness can be defined as an individual's disposition to willingly adhere to established regulations while being cognizant of their obligations and accountabilities. The individual in question will demonstrate compliance and fulfill all responsibilities conscientiously, without being subjected to any form of coercion. The prioritization of work discipline inside a company is crucial, as it ensures a safe, organized, and efficient environment, ultimately leading to the achievement of the firm's objectives. The correct execution of discipline by employees has the potential to enhance employee performance.

The work environment encompasses the many equipment and materials utilized, the physical surroundings in which an individual carries out their work, their chosen work methodologies, and the arrangements made for work, both on an individual and collective level (Prayudi, 2017). An optimal work environment characterized by comfort and tranquility can enhance employee concentration and productivity within the organizational context.

According to Ghozali (2017), ability refers to the inherent capacity possessed by an individual to effectively perform the tasks or responsibilities entrusted to them. personnel possess the capacity to effectively and accurately execute their tasks in compliance with relevant regulations, demonstrating a serious and responsible approach. This, in turn, contributes to the enhanced performance of these personnel.

According to Afandi (2018), compensation refers to the entirety of monetary and non-monetary benefits that employees receive as remuneration for the services they render to the organization. The corporation will provide pay to employees who have demonstrated exemplary performance and contributed significantly to the company's progress. The reward will be commensurate with the employee's contributions and achievements.

B. Previous research

The study done by Wijaya et al (2018) aimed to investigate the impact of salary and work discipline on employee performance within the Secretariat Section of the South Jakarta Mayor's Office. The research findings indicate that there is no statistically significant relationship between remuneration and employee performance at the Secretariat Section of the South Jakarta Mayor's Office. However, it is observed that work discipline has a substantial impact on employee performance.

In a separate investigation carried out by Baharuddin et al in 2022, the objective was to examine the impact of work ability, work motivation, and work environment on employee performance within the Civil Service Police and Fire Department Services in Sidrap Regency. The results of this study suggest that there is a strong and positive relationship between work ability, work motivation, and work environment, and the performance of personnel in the department.

The study done by Hura et al. (2021) examined the effects of training, remuneration, and work discipline on employee performance. The findings of the study indicate that there exists a favorable and statistically significant relationship between job training, salary, and work discipline, and employee performance. This discovery holds significant significance and can offer valuable insights to organizations in efficiently enhancing employee performance.

C. Framework of thinking

This study examines a range of independent variables that are assessed for their potential influence on the dependent variable. Based on a comprehensive analysis of several elements, the subsequent framework has been established for the present study.

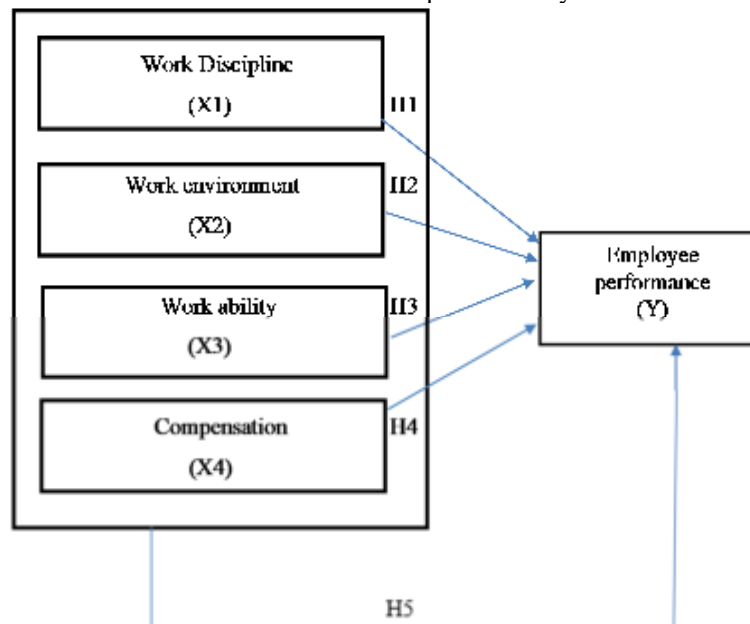


Figure 1. Framework

Hypothesis:

H1: It is suspected that there is an effect of work discipline on employee performance

H2: It is suspected that there is an influence of the work environment on employee performance

H3: It is suspected that there is an effect of work ability on employee performance

H4: It is suspected that there is an effect of compensation on employee performance

H5: It is suspected that there is an influence of work discipline, work environment, work ability and compensation on employee performance

3. METHODS

The present study employs a quantitative research design, utilizing descriptive and correlational methodologies. Sugiyono (2018) defines correlational descriptive research as a research methodology that aims to establish connections between various aspects in order to generate novel and distinct forms from the existing ones. The study sample consisted of 103 individuals, who were all workers of PT BPR Tata Anjung Sari. The sampling technique employed in this study involved the utilization of a saturated sampling approach, which ensured that the whole population under investigation was included as the research sample. The principal method employed for data collecting in this study involved the utilization of online questionnaires, facilitated using the Google form platform. The survey instrument provided will employ written inquiries to participants, offering alternative responses in the form of a Likert scale that are relevant to study indicators. In addition, the acquired data will undergo analysis to assess its validity, reliability, regression, and hypothesis testing using SPSS 26.0 for Windows.

4. RESULTS AND DISCUSSION

1. Validity test

Based on the value given by table r, the minimum Pearson correlation value is 0.1918 according to 103 respondents (N) and a significance level of 0.05. From the results of this test, it is shown that all Pearson correlation values for each item exceed 0.1918. Therefore, it can be concluded that all 36 questionnaire items for these four variables have been declared valid.

2. Reliability Test

The assessment of the research tools' dependability in this study was conducted through the utilization of the Cronbach Alpha coefficient. A variable is considered reliable when the Cronbach Alpha findings exceed a threshold of 0.70, as stated by Ghozali (2013).

Table 1 Reliability Test

Variable	Reliability Test Results	Cronbach's alpha (a)	Information
Work Discipline (X1)	0.837	≥ 0.70	Reliable
Work Environment (X2)	0.886	≥ 0.70	Reliable
Workability (X3)	0.836	≥ 0.70	Reliable
compensation (X4)	0.841	≥ 0.70	Reliable
Employee Performance (Y)	0.838	≥ 0.70	Reliable

The results of the reliability analysis from the reliability statistics table show that the Cronbach's Alpha test for the data tested produces a value above 0.70 of a total of 36 variable items. Thus, it can be concluded that this questionnaire is considered to have good consistency (reliable).

3. Hypothesis Test Results

a) Coefficient of Determination (R²)

Knowing the amount of ability possessed by variable X to explain variable Y, it can be seen using the formula $R^2 \times 100\%$.

Table 2 Coefficient of Determination

Summary Model ^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.841 ^a	.708	.694	1.87327

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

The findings of these computations indicate that variable X possesses the capacity to account for 70.8% of the variance seen in variable Y. This demonstrates that the factors of work discipline, work environment, salary, and work ability has the capacity to exert an influence on employee performance variables. A proportion of 29.2% is attributed to unidentified variables that were not subject to investigation in the present study.

b) Simultaneous Test (Test f)

The results of the F test can be seen from the ANOVA table taken from the results of data processing at SPSS 26.0 as below:

Table 3 Test Results f

ANOVA ^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	840,713	4	210,296	59,843	.000b -
	residual	342,124	98	3,511		
	Total	1185,437	102			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

The p-value for the observed F statistic in the aforementioned table is 0.000, which is lower than the predetermined significance level of 0.05. Therefore, it can be inferred that the estimated linear regression model is statistically valid for elucidating the impact of Work Discipline (X1), Work Environment (X2), Work Ability (X3), and Compensation (X4) on Employee Performance (Y).

c) Partial Test (t test)

T test results can be seen from the COEFFICIENTS table in table 4 below:

Table 4 Test Results t

Coefficients ^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	std. Error	Betas	Q	Sig.
1	(Constant)	3,589	2,095		1,711	,090
	X1	.530	.096	.442	5,440	,001
	X2	.173	.082	.167	2,087	.037
	X3	.176	.080	.193	2,182	,081
	X4	.188	.107	.161	1,751	.031

a. Dependent Variable: Y

The coefficient table displays the outcomes of the T test, as depicted in the provided image. The analysis reveals that the variable X1 exhibits a computed T probability of 0.001, which is below the threshold of 0.05. It can be observed that variable X1 exerts a substantial impact on variable Y. Variable X2 has an estimated T probability of 0.037, indicating statistical significance since it is below the conventional threshold of 0.05. This finding suggests that variable X2 exerts a statistically significant impact on variable Y. Additionally, it is worth noting that variable X4 exhibits a calculated T probability of 0.031, indicating statistical significance since it falls below the conventional threshold of 0.05. This

finding suggests that variable X4 exerts a statistically significant influence on variable Y. Nevertheless, in the instance of variable X3, the computed probability T is 0.013, surpassing the threshold of 0.05. This finding indicates that there is no statistically significant relationship between variable X3 and variable Y.

Discussion

Effect of Work Discipline (X1) on Employee Performance (Y)

The findings of the study done by experts suggest that there is a favorable correlation between work discipline characteristics and employee performance. The aforementioned observations are based on the acquired data. Specifically, the calculated T probability value of 0.001 is found to be below the predetermined threshold value of 0.05. Similarly, the estimated F probability value (sig) in the table is determined to be 0.000, which is likewise below the significance level of 0.05. Hence, it can be observed that work discipline exerts an influence, either concurrently or partially, on the variable Y, which represents employee performance. This implies that there is a positive relationship between the degree of work discipline implemented and employee performance. The implementation of a strong work discipline within a corporation has a direct correlation with the enhancement of employee performance. The presence of a robust work ethic is a crucial factor as it directly impacts employees' ability to achieve optimal performance.

Within this particular context, the implementation of effective work discipline serves the purpose of establishing a framework and systematization for employees, while concurrently fostering an atmosphere conducive to optimal productivity and efficiency. Through the implementation of effective work discipline, organizations can facilitate the assurance that employees fulfill their responsibilities with a notable level of excellence and steadfastness. In addition to this, the significance of work discipline in enhancing employee performance can contribute to the establishment of a work environment that prioritizes the attainment of organizational objectives in a sustainable fashion. This study aligns with the findings of Suwanto (2019), who posits that work discipline has a significant impact on employee performance.

Effect of Work Environment (X2) on Employee Performance (Y)

The findings derived from the study performed by researchers on this dataset suggest that the work environment exerts a favorable influence on employee performance. This observation is evident in the test outcomes, as indicated by the computed T probability value of 0.037, which falls below the critical value of 0.05. Additionally, the calculated F probability value (sig) in the table is 0.000, which is less than the predetermined significance level of 0.05. Consequently, whether in a concurrent or partial manner, the work environment exerts an impact on variable Y, which pertains to employee performance. The impact of the work environment's quality on employee performance is significant.

The work environment is a significant factor in influencing the level of comfort and productivity exhibited by employees. In the event that the work environment is substandard, employees may experience a sense of discomfort during their professional activities, thereby exerting an influence on the caliber and productivity of their work. On the other hand, a work environment that is favorable and promotes productivity can exert a beneficial influence on the performance of employees. The presence of a conducive work environment has been found to positively influence employee motivation and performance, leading to increased enthusiasm and improved job outcomes. Hence, it is imperative for organizations to establish a conducive work atmosphere that fosters employee support and motivation, ultimately facilitating the attainment of peak performance. The findings presented align with the research undertaken by Rahayu and Rushadiyati (2021), which posits that an optimal work environment has a positive impact on employee performance.

Effect of Work Ability (X3) on Employee Performance (Y)

The findings derived from the research undertaken by scholars indicate that there is no substantial impact of work capacity on employee performance. This observation is evident from the test results, as the computed T probability value above the critical value of 0.05 by 0.081, while the calculated F probability value (sig) in the table is 0.000, indicating statistical significance below the predetermined

significance level of 0.05. Therefore, it can be shown that these variables exert a concurrent impact on variable Y, namely employee performance, albeit their influence may be limited in certain aspects. This implies that the employees' performance in the organization is not influenced by their level of work competence.

The findings suggest that the extent to which job ability impacts employee performance in this organization remains constrained. While considering these variables collectively, it is observed that they have an impact on employee performance. However, when examining their individual effects in isolation, it has not been established that they are statistically significant. This study posits that additional variables may exert a significant influence on employee performance, outside the scope of work ability, hence warranting more inquiry. The findings presented in this study align with the research conducted by Sekartini (2016), which posits that there is no significant impact of work ability on employee performance.

Effect of Compensation (X4) on Employee Performance (Y)

The research findings suggest that there is a positive relationship between the remuneration variable and employee performance, as observed by the researchers. The aforementioned findings are evident in the analysis results, as indicated by the T probability value of 0.031, which falls below the predetermined threshold of 0.05. Additionally, the F probability value (sig) displayed in the table is 0.000, indicating a significance level lower than 0.05. Hence, it can be argued that remuneration exerts a substantial impact on the dependent variable Y, which is employee performance, either in a concurrent or partial manner. The remuneration provided by the organization has a significant influence on the performance of its employees.

This research further substantiates the notion that sufficient remuneration plays a crucial role in incentivizing and bolstering employee performance. When employees perceive that their compensation aligns with their contributions and efforts, they are inclined to exhibit higher levels of enthusiasm and effectiveness in their work. Hence, it is imperative for organizations to give due consideration to their compensation structure in order to align it with the values and accomplishments of their employees, thereby fostering enhanced performance across the entire firm. Within this particular setting, the present study offers significant insights into the role of sufficient compensation as a crucial determinant in enhancing employees' overall performance. The findings presented in this study align with the research conducted by Suhardi (2019), which posits that salary exerts a significant impact on employee performance.

Effect of Work Discipline (X), Work Environment (X2), Work Ability (X3), Compensation (X4), and on Employee Performance (Y)

The study's results show that variables X1 (work discipline), X2 (work environment), and X4 (compensation) have a positive and significant effect on variable Y (employee success) when they are all taken together. The table shows that the estimated F probability value (sig) is 0.000, which is less than the significance level of 0.05. So, it's safe to say that the linear regression model used to figure out how employee success is affected by work discipline, work environment, pay, and work skills is a good one.

This result shows that each variable, namely work discipline, work environment, and pay, has a big impact on how well employees do their jobs. When it's done right, work discipline can help employees do their jobs better. The work environment is also important, since good working conditions can affect how well and how comfortably workers do their jobs. Also, fair pay has a good effect on how well employees do their jobs. This shows that showing appreciation for employees' efforts by giving them fair pay can motivate them and lead to better work results.

But it's important to note that in this situation, the variable X3 (work skill) doesn't have a big effect on how well each employee does their job. This shows that even though work skills are important, other things, like work discipline, the work environment, and pay, have a bigger effect on employee success in this study. All of these factors, however, have a big effect on how well an employee does his or her job.

5. CONCLUSION

Based on the findings of the study, it can be inferred that there exists a positive and statistically significant relationship between work discipline (X1), work environment (X2), compensation (X4), and employee performance (Y). The aforementioned findings suggest that the implementation of effective work discipline, a favorable work environment, and appropriate remuneration collectively contribute to enhancing employee performance. However, based on the findings of this study, it can be concluded that work ability (X3) does not exert a statistically significant impact on employee performance. Hence, an organizational strategy that prioritizes the cultivation of work discipline, the promotion of a supportive work environment, and the provision of equitable compensation can significantly contribute to strengthening overall employee performance.

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