



**THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON
EMPLOYEE PERFORMANCE MODERATED BY ORGANIZATIONAL
CULTURE AT PRIMARY KPRI PKPRI MEMBERS
SEMARANG CITY**

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ABSTRACT

Employee performance is one of the determinants of achieving a goal expected by a company. Employee performance is influenced by several factors, including individual factors such as work discipline, work motivation and performance abilities, work experience. Also external environmental factors and internal environmental factors of the organization. Employee performance at the Primary KPRI Members of the PKPRI Semarang city is still not optimal, there are some employees who are less professional and disciplined who are not maximal. Based on these considerations, this study takes variables from individual factors, namely work motivation and work discipline. The results showed that work motivation has a positive and significant effect on employee performance (H1 accepted). Work discipline has a positive and significant effect on employee performance (H2 accepted). Work motivation has a positive effect on employee performance by moderating organizational culture (H3 accepted). And work discipline has a positive effect on employee performance by moderating organizational culture (H4 accepted).

Keywords: *Work Motivation, Work Discipline, Organizational Culture, Employee Performance*

I. INTRODUCTION

A company is founded with the hope that the company can develop rapidly and have high performance. To realize these expectations, companies must have quality human resources, so that the organization is able to manage employees effectively and efficiently and is able to support the achievement of organizational goals. The company's goals really depend on the employees who will carry out the company's activities. For this reason, employees must be managed properly, so that employees can actively contribute to the progress of the company.

A leader must be able to motivate his employees, so that it can result in a conscious urge to do the work at hand so that it can influence discipline to comply with obligations and avoid prohibitions that have been determined in laws or company regulations as well

as direct supervision through an evaluation system so that the work results can be in accordance with the plan and reduce the existence of irregularities and mistakes.

Employee performance also determines the achievement of a goal expected by a company. According to Mathis and Jackson, (2001) employee performance is influenced by several factors, including 1). individual factors such as work discipline, work motivation and performance abilities, work experience, 2). external environmental factors such as economic life, social life and competitors, 3). organizational internal environmental factors such as resources, leadership, rewards, structure and job design, organizational policies, organizational strategy, compensation, leadership and co-workers. Employee performance at the Primary KPRI Members of the PKPRI Semarang city is still not optimal, there are some employees who are less professional and have low discipline, for example during break time many employees leave work early for rest and come late to work when the break is over.

Motivation is the process of presenting a motive (driving force) to employees in such away that they are willing to work together sincerely for the achievement of organizational goals effectively and effectively. Malthis, (2007) states that motivation is a desire in a person that causes that person to take action. Meanwhile, Rivai, (2012) argues that motivation is determining attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

To be more clear, Robbins (2007) argues that motivation is the desire to do as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need. Meanwhile, Nitisemito, (2004) said, "motivation is a process of trying to influence someone to do something we want". In improving this performance, high work motivation is needed. Motivation provides a reason for someone to work well in accordance with the procedures, standards and targets that have been set, work motivation is a driving force for someone to behave and work properly and well in accordance with the duties and obligations that have been given to him and is very important emotional energy for something new work.

Work motivation is very important because the employee's work motivation will be more enthusiastic in carrying out the assigned task and can improve employee performance. According to Kadarisman, (2012: 292-296) the purpose of work motivation is 1). to change employee behavior in accordance with the wishes of the company, 2). increase passion and morale, 3). improve work discipline, 4). improve work performance, 5). increase the sense of responsibility, 6). increase productivity and efficiency, 7). foster employee loyalty to the company. work motivation will have an effect on decreasing employee morale, so that their performance can decrease.

Another thing that needs to be considered in achieving high performance is regarding employee discipline. Someone who is successful or achievers are usually those who have high discipline. A person who is healthy and strong usually has good discipline, in the sense that he has regularity in maintaining himself. The main characteristic of discipline is the existence of order and order. Work discipline is closely related to the ability of employees to carry out work effectively and efficiently, based on a strong desire in the

sense of full dedication and responsibility in carrying out the work given. The desire to carry out work with full discipline is very dependent on the participation of a leader in providing optimal motivation to subordinates.

Rivai, (2012) suggests that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, Hasibuan, (2009) argues, "discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms". When viewed from the Employee Work Discipline at the Primary KPRI PKPRI Members in the city of Semarang, there are still some employees who are less professional and disciplined, for example during break time many employees leave work early to take a break or come to work late when the break is over.

Therefore, this study was conducted to further investigate the factors that influence employee performance. Because good motivation will result in a willingness for employees to work better, but without work discipline, employee performance will not be optimal. So the willingness must also be accompanied by work discipline so that it will produce good employee performance for the company.

Primer KPRI is a PKPRI member in the city of Semarang, which is located at Jalan Menoreh Raya No 11 Semarang, Central Semarang, Central Java. To realize this determination, PKPRI Semarang city is faced with problems related to low employee performance. The high and low performance of employees of an organization / company is a direct impact of the level of discipline of its employees. Employee indiscipline during working time will greatly affect the achievement of targets set by the company. As one of the employee performance indicators, the employee attendance level needs special attention, based on the data obtained, it can be seen that the employee attendance rate in the last 1 (one) year has decreased. Details of employee attendance can be seen in the following table:

Table 1
Attendance Data for Primary Employees of KPRI Members of PKPRI Semarang
Period of 2019

| Bulan | Jumlah Karyawan | Jumlah Hari Kerja | Total Kehadiran | Jumlah Ketidakhadiran | Persentase Ketidakhadiran |
|----------|-----------------|-------------------|-----------------|-----------------------|---------------------------|
| Januari | 126 | 22 | 2772 | 70 | 2,52 |
| Pebruari | 126 | 23 | 2898 | 26 | 0,89 |
| Maret | 126 | 25 | 3150 | 24 | 0,76 |
| April | 126 | 25 | 3150 | 30 | 0,95 |
| Mei | 126 | 23 | 2898 | 39 | 1,34 |
| Juni | 126 | 25 | 3150 | 35 | 1,11 |
| Juli | 126 | 22 | 2772 | 30 | 1,08 |
| Agustus | 126 | 25 | 3150 | 62 | 1,96 |

| | | | | | |
|-----------|-----|----|------|----|------|
| September | 126 | 25 | 3150 | 70 | 2,22 |
| Oktober | 126 | 26 | 3276 | 74 | 2,25 |
| November | 126 | 24 | 3924 | 82 | 2,08 |
| Desember | 126 | 25 | 3150 | 91 | 2,88 |

Sumber : Absensi KerjaPrimer KPRI Anggota PKPRI kota Semarang 2019

From Table 1 above shows that absenteeism tends to increase, so it can prove that there are still many employees who violate work discipline, so there is a need for motivation and supervision from the leadership in order to improve the performance of their employees.

Work motivation is very important to achieve employee performance, because with work motivation both from themselves and the work environment, employees will feel enthusiastic in carrying out their duties. According to Stokes, (1966) in Kadarisman, (2012: 278), work motivation is an impetus for someone to do their job better, is also a factor that makes the difference between success and failure in many ways and is an emotional energy that is very important for something new work. According to Bangun, (2012: 11), work motivation is an encouragement for employees to do their job better. According to Kadarisman, (2012: 278), work motivation is a driving force or impetus in a person to want to behave and work actively and well according to with the duties and obligations that have been given to him.

According to Gomes quoted by Kadarisman, (2012: 306) factors that influence work motivation involve individual factors and organizational factors, which are classified as individual factors, namely needs, goals, attitudes and abilities. Meanwhile, those belonging to organizational factors are payment or salary, job security, fellow workers, supervision, praise and the job itself. So the factor dimensions of work motivation include individual factors with indicators of needs, goals, attitudes and abilities, while the dimensions of organizational factors are indicators of payment or salary, job security, peer relations, supervision, praise and the job itself.

H1. There is a positive and significant effect of work motivation on employee performance at the Primary KPRI Members of PKPRI Semarang City.

Work discipline is very important for a company or government agency in order to achieve company goals. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects the amount of responsibility a person has for the duties assigned to him.

Rivai and Sagala (2013) suggest that "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms" . Meanwhile, according to Simamora (2013), Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures.

According to Sastrohadiwiryono (2013), work discipline is an attitude of respecting, appreciating, obeying and obeying the applicable regulations, both written and unwritten and being able to carry them out and not avoiding receiving sanctions if he violates his duties and authorities. given to him. So the dimensions of work discipline factors include understanding the applicable regulations with indicators of being present on time,

attendance, obeying working hours, and dimensions of good morale factors with effective indicators of working hours, morale, attitude and personality.

- H2. There is a positive and significant effect of work discipline on employee performance in the Primary KPRI Members of PKPRI Semarang City.

Performance is the end result of a work process that has been carried out by an employee in a certain period, using ideas and efforts to achieve the work goals of an agency. The higher the employee's performance, the better the performance of the company or agency. According to Bangun (2012), employee performance is the result of work achieved by a person based on job requirements. According to Mangkunegara in Pristyadi (2017), employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities assigned to him. Evaluation according to Mangkunegara in Pristyadi (2017) is an assessment that is carried out systematically to find out the results of employee work and organizational performance.

So that the dimensions of employee performance factors include employee work with indicators of the number of jobs, timeliness, attendance and dimensions of organizational performance factors with indicators of job quality, cooperation ability. Robbins in Maulidiyah (2020) states that organizational culture begins with the philosophy of its founder. Once culture is formed, practices in the organization act to maintain it, for example human resource management practices. Three strengths to maintain a culture, namely selection practice, top management action, and socialization methods. Culture in an organization or company can be seen, the strength and weakness and the intensity and distribution of the organization's core values, namely the primary or dominant values that are well accepted throughout the organization. According to Edgar H. Schein in Simanullang (2016) is a common pattern of assumptions learned by the group when solving problems of external adaptation and internal integration, which have functioned well enough to be considered valid and to be taught to new group members as a way right to receive something, think and feel in relation to these problems.

Organizational culture can also be said to be a shared value and belief system that interacts with the organizational structures and systems of an organization to produce behavioral norms. Organizational culture can be found on three levels. The first level is the artifacts (artifacts) in which culture is visible but often cannot be interpreted. The second level is values which have a higher level of awareness than artifacts. The third level is the basic human rights where culture is taken for granted, invisible to the eye, and unconsciously. The level of analysis of artifacts is invisible to the eye that can be seen from the physical environment of the organization, architecture, technology, office layout, dress code, visible or audible patterns of behavior, as well as public documents such as articles of association, employee orientation materials, and stories. (Edgar H. Schein in Simanullang, 2016).

- H3. There is an influence of work motivation on employee performance by moderating organizational culture in the Primary KPRI Members of PKPRI Semarang City

H4. There is an influence of work discipline on employee performance by moderating organizational culture in the Primary KPRI Members of PKPRI Semarang City.

II. RESEARCH METHODS

This research is quantitative in nature, by taking a sample of all KPRI Primary employees of PKPRI Semarang City totaling 126 employees as research respondents. Testing research instruments with validity test and reliability test. To determine the effect of work motivation, work discipline on employee performance and organizational culture as moderating variables, a moderating multiple regression analysis (MRA) was used. (Sanusi, 2013).

III. RESULTS AND DISCUSSION

The results of the validity and reliability tests are shown in the table below:

Table 2.

Validity Test and Reliability Test

| Variabel | KMO | | Indikator | Loading Factor | | Keterangan |
|---------------------|--------|--------------------------|-----------|----------------|-----------|------------|
| | Hitung | Ketetapan | | Hitung | Ketetapan | |
| Motivasi Kerja | 0.886 | 0.5 | X1.1 | 0.814 | 0.4 | Valid |
| | | | X1.2 | 0.850 | 0.4 | Valid |
| | | | X1.3 | 0.871 | 0.4 | Valid |
| | | | X1.4 | 0.663 | 0.4 | Valid |
| | | | X1.5 | 0.793 | 0.4 | Valid |
| | | | X1.6 | 0.556 | 0.4 | Valid |
| | | | X1.7 | 0.700 | 0.4 | Valid |
| | | | X1.8 | 0.680 | 0.4 | Valid |
| | | | X1.9 | 0.866 | 0.4 | Valid |
| Motivasi Kerja (X1) | | Cronbach's alpha = 0,930 | | | | Reliabel |
| Disiplin Kerja | 0.868 | 0.5 | X2.1 | 0.642 | 0.4 | Valid |
| | | | X2.2 | 0.694 | 0.4 | Valid |
| | | | X2.3 | 0.713 | 0.4 | Valid |
| | | | X2.4 | 0.683 | 0.4 | Valid |
| | | | X2.5 | 0.637 | 0.4 | Valid |
| | | | X2.6 | 0.736 | 0.4 | Valid |
| | | | X2.7 | 0.755 | 0.4 | Valid |
| | | | X2.8 | 0.764 | 0.4 | Valid |
| | | | X2.9 | 0.796 | 0.4 | Valid |
| Disiplin Kerja (X2) | | Cronbach's alpha = 0,875 | | | | Reliabel |
| | 0.891 | 0.5 | Z.1 | 0.815 | 0.4 | Valid |
| | | | Z.2 | 0.724 | 0.4 | Valid |
| | | | Z.3 | 0.770 | 0.4 | Valid |
| | | | Z.4 | 0.813 | 0.4 | Valid |

| | | | | | | |
|------------------------|-------|--------------------------|-----|-------|-----|----------|
| Budaya Organisasi | | | Z.5 | 0.881 | 0.4 | Valid |
| | | | Z.6 | 0.788 | 0.4 | Valid |
| | | | Z.7 | 0.772 | 0.4 | Valid |
| | | | Z.8 | 0.822 | 0.4 | Valid |
| Budaya Organisasi (X4) | | Cronbach's alpha = 0,918 | | | | Reliabel |
| Kinerja Karyawan | 0.905 | 0.5 | Y.1 | 0.801 | 0.4 | Valid |
| | | | Y.2 | 0.850 | 0.4 | Valid |
| | | | Y.3 | 0.789 | 0.4 | Valid |
| | | | Y.4 | 0.765 | 0.4 | Valid |
| | | | Y.5 | 0.837 | 0.4 | Valid |
| | | | Y.6 | 0.854 | 0.4 | Valid |
| | | | Y.7 | 0.834 | 0.4 | Valid |
| | | | Y.8 | 0.889 | 0.4 | Valid |
| | | | Y.9 | 0.804 | 0.4 | Valid |
| Kinerja Karyawan (Y) | | Cronbach's alpha = 0,941 | | | | Reliabel |

Sumber : Data primer yang diolah 2020

The questionnaire is said to be valid if it is able to measure what is desired and can reveal data from the variables being studied appropriately. From table 2. above the loading factor of each questionnaire item is greater than 0.4, then the item in question is valid. While the reliability test is an index that shows a measuring device can be trusted or relied upon. The results of the reliability test are based on table 2. above, indicating that α is greater than 0.7. Then all variables are said to be reliable. This study conducted a regression analysis test of 3 (three) regression equations, namely with the following results:

Table 3.
Regresi I, Regresi II dan Regresi III

| Persamaan | Adjust R ² | Anova | | Standardized Coefisien | | Keterangan |
|--|-----------------------|---------------|--------------|------------------------|-------|---------------------------|
| | | F | Sig | Beta | Sig | |
| Model I | 0.909 | 475.93 | 0.000 | | | |
| Motivasi Kerja Terhadap Kinerja Karyawan Disiplin Kerja Terhadap Kinerja Karyawan | | | | 0.176 | 0.001 | <i>Hipotesis diterima</i> |
| | | | | 0.809 | 0.000 | <i>Hipotesis diterima</i> |
| Model II | 0.949 | 593.94 | 0.000 | | | |
| Budaya organisasi Memoderasi Motivasi kerja terhadap Kinerja Karyawan | | | | 0.604 | 0.002 | <i>Hipotesis diterima</i> |
| | | | | | | |

| | | | | | | |
|---|--------------|---------------|--------------|-------|-------|---------------------------|
| Model III | 0.905 | 303.86 | 0.000 | | | |
| Budaya organisasi Memoderasi Disiplin Kerja terhadap Kinerja Karyawan | | | | 0.758 | 0.025 | <i>Hipotesis diterima</i> |
| | | | | | | |

1. Regression Equations I
This is to determine the effect of independent variables (work motivation and work discipline on the dependent variable of employee performance).
Based on table 3 above, it can be explained as follows:
 - a. The work motivation variable has a positive influence on employee performance, meaning that if the employee's work motivation is higher, the employee's performance will also increase as well
 - b. Work discipline variable has a positive influence on employee performance, meaning that if the work discipline is higher, the employee's performance will also increase.
 - c. The work discipline variable has a more dominant influence on teacher performance when compared to the creative motivation. It can be seen based on the coefficient value of work discipline, which is 0.809.
2. Regression Equation II (Moderation I)
To determine the effect of work motivation on employee performance with organizational culture moderation. Based on table 3. above, it can be explained as follows:
Organizational culture variables strengthen the influence of work motivation variables on employee performance, meaning that if the organizational culture is right and conducive, it will strengthen the influence of work motivation on employee performance.
3. Equation of Regression III (Moderation II)
To determine the effect of work discipline on employee performance with organizational culture moderation. Based on table 3. above, it can be explained as follows:
Organizational culture variables strengthen the influence of work discipline variables on employee performance, meaning that if the organizational culture is right and conducive, it will strengthen the effect of work discipline on employee performance.
This study in the F test is used to determine whether or not the model used is fit, it is said to be fit if $\text{Sig} \leq 0.05$
 1. Model Fit Test Results The effect of work motivation and work discipline variables simultaneously on employee performance
Based on the analysis in table 3, it can be seen that the value of $F = 475,937$ with sig. 0.000 so it can be concluded that the research model taken is Fit.
 2. Model Fit Test Results Effect of Work Motivation Variables and Work Discipline Together on Employee Performance.
Based on the analysis in table 3, it can be seen that the value of $F = 593,947$ with sig. 0.000 so it can be concluded that the research model taken is Fit
 3. Model Fit Test Results Influence Variables Work Motivation and Work Discipline with Moderation of Organizational Culture Together on Employee Performance.
Based on the analysis in table 3., it can be seen that the value of $F = 303,862$ with sig. 0.000 so it can be concluded that the research model taken is Fit

Hypothesis testing is carried out to determine the significance of each independent variable on the dependent variable. Testing using the criteria $\alpha \leq 0.05$, the tested hypothesis will be accepted

1. Hypothesis I

Hypothesis I which states that work motivation has a positive and significant effect on employee performance. Based on table 4.11 it can be seen that work motivation has a beta value of 0.176 with a sig value. 0.001 is smaller than 0.05, meaning that the higher the work motivation, the more employee work will increase, so that hypothesis I is accepted.

2. Hypothesis II

Hypothesis II which states that work discipline has a positive and significant effect on employee performance. Based on table 4.11, it can be seen that work discipline has a beta value of 0.809 with a sig value. 0.000 is smaller than 0.05, meaning that the higher the work discipline, the higher the employee's performance, so that hypothesis II is accepted.

3. Hypothesis III

Hypothesis III states that work motivation has a positive effect on employee performance by moderating organizational culture. Based on table 4.11 it can be seen that organizational culture strengthens the influence of work motivation variables on employee performance with a coefficient of 0.604, so hypothesis III is accepted.

4. Hypothesis IV

Hypothesis IV states that work discipline has a positive effect on employee performance by moderating organizational culture. Based on table 4.11, it can be seen that organizational culture strengthens the influence of work discipline variables on employee performance with a coefficient of 0.758, so hypothesis IV is accepted

IV. CONCLUSION

1. Work motivation has a positive and significant effect on employee performance so that if the motivation of employees in the organization is higher, the employee's performance will also increase.
2. Work Discipline has a positive and significant effect on employee performance so that if the employee's work discipline is higher, the employee's performance will increase.
3. Organizational culture moderates the influence of work motivation on employee performance.
4. Organizational culture moderates the influence of work discipline on employee performance.

SUGGESTION

1. It is necessary to involve employees in training activities, workshops on the main tasks and functions of each employee.
2. It is necessary to enhance a conducive organizational culture by always creating a harmonious work climate and smooth communication between teachers and leaders.

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