

Competence and Work Discipline on Employee Performance at the Muara Enim Regency *DPRD* Secretariat

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ABSTRAK

Pegawai merupakan aset berharga bagi suatu organisasi yang mempunyai fungsi sebagai perencana dan pengontrol kegiatan suatu instansi. Pada dasarnya setiap instansi pemerintahan memerlukan pegawai yang memiliki kinerja yang baik. Salah satu faktor yang mempengaruhi kinerja pegawai yaitu Competence dan Work Discipline. Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh dari Competence dan Work Discipline terhadap kinerja pegawai pada kantor sekretariat *DPRD* Kabupaten Muara Enim lalu menganalisis data menggunakan SPSS. Metode penelitian yang digunakan adalah asosiatif dengan pendekatan kuantitatif. Populasi yang digunakan sebanyak 38 responden dengan teknik pengambilan sampel jenuh yaitu seluruh populasi pegawai ASN pada kantor sekretariat *DRPD* Kabupaten Muara Enim. Hasil penelitian ini menunjukkan: (1) Terdapat pengaruh positif Competence terhadap kinerja pegawai dengan koefisien beta sebesar (β) 0,108 dan kontribusi pengaruh sebesar 24,8%. (2) Terdapat pengaruh positif Work Discipline terhadap kinerja pegawai dengan koefisien beta sebesar (β) 0,115 dan kontribusi pengaruh sebesar 21,2%. (3) Terdapat pengaruh positif Competence dan Work Discipline terhadap kinerja pegawai dengan kontribusi pengaruh sebesar 33,1% dan sisanya 66,9% dipengaruhi oleh faktor lain.

Kata Kunci : Kompetensi, Disiplin Kerja Kinerja Pegawai

ABSTRACT

Employees are essential assets of an organization, serving as planners and controllers of institutional activities. In government institutions, high-performing employees are vital for achieving organizational goals. Among the factors influencing employee performance are competence and work discipline. This study aims to examine the extent to which competence and work discipline affect employee performance at the Secretariat Office of the Regional House of Representatives (*DPRD*) of Muara Enim Regency. The research employed an associative method with a quantitative approach. The population comprised 38 respondents, and a saturated sampling technique was applied, involving all civil servant employees at the *DPRD* Secretariat Office of Muara Enim Regency. The study findings reveal that: (1) competence positively influences employee performance, with a beta coefficient (β) of 0.108 and a contribution of 24.8%; (2) work discipline positively affects employee performance, with a beta coefficient (β) of 0.115 and a contribution of 21.2%; and (3) competence and work discipline jointly have a positive effect on employee performance, with a combined contribution of 33.1%, while the remaining 66.9% is influenced by other factors.

Keywords: Competence, Work Discipline, Employee Performance

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Introduction

Human resources are an integral component of any organization. An organization can function effectively toward its objectives when its workforce shares a unified commitment to continuous improvement and organizational development. This highlights the importance of effective human resource management (HRM). Employees are valuable organizational assets who plan, implement, and control institutional activities. Therefore, every government agency requires highly performing employees to achieve its goals.

Employee performance is a critical indicator of how well individuals fulfill expected behaviors and responsibilities (Panjaitan, 2022). It reflects the extent to which employees contribute to achieving organizational missions and objectives. In the context of regional government, performance demonstrates the degree to which officials meet the agency's established targets. According to Saragih (2022), performance is influenced by several factors, including goals, standards, feedback, opportunities, resources, competencies, and work discipline.

Rizki (2016) identifies additional determinants of employee performance such as compensation, competence, motivation, work discipline, work environment, and organizational culture. Similarly, Khoir (2012) highlights motivation, leadership, organizational culture, ability, compensation, competence, organizational climate, work discipline, career development, resources, and spirituality as key influencing factors. Among these, competence is particularly significant because it enables analytical and systematic thinking in addressing complex issues. Conceptual thinking involves understanding problems by integrating their components into a broader context, allowing individuals to identify underlying patterns, relationships, and key issues in multifaceted situations.

Akbar K. (2012) argues that improving employee performance requires competence as a key management function for achieving organizational goals. Competence is essential because its proper implementation helps prevent potential deviations arising from employees' abilities and experiences. This finding aligns with studies by A. Izah (2017), Mariam (2016), and Suarniti and Bagia (2022), which conclude that competence has a significant positive influence on employee performance.

In addition to competence, work discipline is another important factor affecting employee performance. Work discipline reflects an employee's awareness and willingness to comply with organizational rules and prevailing social norms. According to Humairoh (2019), discipline plays a crucial role in enhancing performance as it represents an individual's sense of responsibility

toward assigned tasks, including adherence to attendance schedules, punctuality in completing work, and compliance with working hours.

Research by Marpaung and Agustin (2013) supports this view, indicating that strong discipline demonstrates a sense of responsibility for assigned duties and obligations. High levels of work discipline enable employees to perform optimally by adhering to institutional schedules, rules, and procedures. Fatimah (in Panjaitan, 2022) adds that discipline forms part of the socialization process that guides individuals to meet the expectations of their environment. Similarly, Kanety (2021) finds that work discipline positively affects employee performance at the Tarakan City Public Works and Spatial Planning Department.

According to Kompri (2020), work discipline is shaped by several factors: (1) clearly defined goals and abilities, (2) exemplary leadership, (3) rewards that create satisfaction and commitment, (4) justice as the basis of workplace policy, (5) inherent supervision (*waskat*) involving direct monitoring of employees' behavior and performance, (6) sanctions as deterrents against violations, (7) firm enforcement of discipline to maintain authority, and (8) harmonious relationships among employees.

Several studies have examined the influence of competence and work discipline on employee performance. Osama Akbar (2022) found that competence positively and significantly affects employee performance, while work discipline has a positive but insignificant effect. In contrast, Lubis (2019) reported that both competence and work discipline have a positive and significant impact on employee performance at the Medan City Communication and Informatics Office.

Article 10 of Muara Enim Regent Regulation Number 55 of 2019 stipulates that the *DPRD* Secretariat functions as the administrative and support unit for the *DPRD*'s duties and responsibilities. Led by the *DPRD* Secretary, it reports to the Regent through the Regional Secretary and is responsible for secretarial and financial administration, supporting *DPRD* functions, and coordinating the necessary expertise.

The Muara Enim Regency Government has implemented the Electronic Performance Application (E-Kinerja) to assess civil servants (ASN). However, only five of the 35 ASN at the *DPRD* Secretariat use the system, while the rest still rely on manual reports. According to Mrs. Herlina, Head of the General Affairs and Personnel Subsection, challenges in implementation stem from limited human resources and inadequate network infrastructure. Many employees prefer manual reporting due to unfamiliarity with the application and frequent technical issues.

Based on these conditions, this study aims to examine the influence of competence and work discipline on employee performance at the *DPRD* Secretariat Office of Muara Enim Regency.

Research Methods

This study employed an associative (correlational) quantitative approach aimed at testing the proposed hypotheses. The research was conducted at the *DPRD* Secretariat Office of Muara Enim Regency, located on Jl. Mayor Tjik Agus Keimas, SH, Kepur Village, Muara Enim District, South Sumatra. The population consisted of all 38 employees of the *DPRD* Secretariat Office. Data were collected through questionnaires containing a series of statements answered using an ordinal measurement scale. Data analysis, including validity testing, classical assumption testing, hypothesis testing, and multiple linear regression analysis, was performed using IBM SPSS Statistics 29.

Results and Discussion

Validity and Reliability Tests

The validity test of the research instrument was conducted using IBM SPSS Statistics 29. The decision criterion for validity testing was that if the calculated *r*-value was equal to or greater than the *r*-table value, the instrument was considered valid. The results of the validity test for the three variables across 31 statements indicated that all calculated *r*-values exceeded the *r*-table value (0.3081), confirming that all instruments were valid. The reliability test, conducted with 41 respondents, produced Cronbach's Alpha values greater than 0.60, indicating that all valid instruments were reliable.

Classical Assumption Test

1. Normality Test

Table 1. Kolomogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.16535425
Most Extreme Differences	Absolute	.099
	Positive	.058
	Negative	-.099
Test Statistic		.099
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.446
	99% Confidence Interval	.434
		.459

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 926214481.

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

Based on Table 1, the normality test results showed a Kolmogorov-Smirnov significance value of 0.200, which was greater than 0.05. Therefore, it was concluded that the data used in this study were normally distributed.

2. Linearity Test

Table 2. Linearity Test of the Influence of Competence on Employee Performance

			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Competence	Between Groups	(Combined)	33.172	11	3.016	1.871	.092
		Linearity	18.656	1	18.656	11.575	.002
		Deviation from Linearity	14.516	10	1.452	.901	.546
Employee Performance * Work Discipline	Between Groups	(Combined)	38.215	11	3.474	2.450	.030
		Linearity	15.934	1	15.934	11.24	.002
		Deviation from Linearity	22.281	10	2.228	1.571	.171
Within Groups			41.907	26	1.612		
Total			75.079	37			

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

Based on Table 2, the linearity test results for the influence of competence on employee performance showed a significance value of 0.002, which was less than 0.05, and a deviation from linearity value of 0.546, which was greater than 0.05. These results indicated a linear relationship between competence and employee performance. Similarly, the linearity test for the influence of work discipline on employee performance produced a significance value of 0.002 (< 0.05) and a deviation from linearity value of 0.171 (> 0.05), confirming that the data also had a linear relationship.

3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test: Glejser Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.860	1.014		1.835	.075
	Competence	.016	.025	.116	.650	.520

1	Work Discipline	.045	.032	.252	1.406	.169
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Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

The heteroscedasticity test using the Glejser method showed significance values of 0.520 for variable X1 (Competence) and 0.169 for variable X2 (Work Discipline), both exceeding 0.05. Therefore, it was concluded that the data used in this study did not exhibit symptoms of heteroscedasticity.

4. Multicollinearity Test

Table 4. Multicollinearity Test

	Colinearity Statistics	
	Tolerance	VIF
(Constant)		
Competence	.843	1.186
Work Discipline	.843	1.186

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

Based on Table 4, the multicollinearity test results showed that variable X1 (Competence) had a tolerance value of 0.843 (> 0.10) and a VIF value of 1.186 (< 10), while variable X2 (Work Discipline) had the same tolerance and VIF values, indicating the absence of multicollinearity.

5. Multiple Linear Regression Analysis

Table 5.5. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18.513	1.777			.000
Competence	.108	.043	.375	2.489	.018
Work Discipline	.115	.056	.312	2.074	.046

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

The regression equation calculation employed the following formulas:

$$Y = a + \beta X1 + \beta X2$$

$$Y = 18.513 + 0.108 X_1 + 0.115 X_2$$

$$Y = 18.513 + 0.108 (36) + 0.115 (36)$$

$$Y = 26.541$$

The multiple linear regression analysis done in this research resulted in the followings.

1. The constant value of 18.513 (positive) indicated that if Competence (X1) and Work Discipline (X2) were zero, Employee Performance (Y) at the *DPRD* Secretariat Office of Muara Enim Regency remained constant at 18.513.
2. The regression coefficient for Competence (X1) was 0.108, meaning that a 1% increase in Competence led to a 0.108 increase in Employee Performance, assuming Work Discipline (X2) remained constant. When Competence increased to 32, Employee Performance rose to 22.401. Therefore, Competence (X1) had a positive effect on Employee Performance (Y), indicating that **Ha₁ is accepted and Ho₁ is rejected..**
3. The regression coefficient for Work Discipline (X2) was 0.115, meaning that a 1% increase in Work Discipline improved Employee Performance by 0.115, assuming Competence (X1) remained constant. When Work Discipline increased to 32, Employee Performance reached 22.653. Thus, **Work Discipline (X2) positively affects Employee Performance (Y), with Ha₂ accepted and Ho₂ rejected..**
4. When both Competence and Work Discipline increased to their optimal values, Employee Performance improved by 26.541. The variable with the most dominant influence was Work Discipline, resulting in an Employee Performance value of 22.653, followed by Competence at 22.401. The regression equation showed a positive β value, confirming that Competence (X1) and Work Discipline (X2) positively influenced Employee Performance (Y). Consequently, **Ha₃ is accepted and Ho₃ is rejected.**

Hypotheses Testing

1. Partial Test (t-test)

Table 6. Results of Partial Significance Test (t-Test) between Competence and Work Discipline variables on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(constant)	18.513	1.777		10.420	.001

Competence	.108	.043	.375	2.489	.018
Work Discipline	.125	.056	.312	2.074	.046

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

Based on Table 6, the t-test results indicate that the significance value for the relationship between Competence and Employee Performance is 0.018, which is less than 0.05, and the calculated t-value of 2.489 exceeds the t-table value of 1.689. This indicates that the Competence variable has a partial and significant influence on Employee Performance, with **sig t < α (0.05), thus H_{a1} is accepted and H_{01} is rejected.** Similarly, the t-test results for the relationship between Work Discipline and Employee Performance show a significance value of 0.046, which is less than 0.05, and a calculated t-value of 2.074, greater than the t-table value of 1.689. Therefore, the Work Discipline variable also has a partial and significant effect on Employee Performance, **with sig t < α (0.05), indicating that H_{a2} is accepted and H_{02} is rejected.**

2. Simultaneous Test (F Test)

Table 7. Results of Significance Test (F Test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.831	2	12.416	8.648	.000 ^b
	Residual	50.248	35	1.436		
	Total	75.079	37			

Source: Results of Data Analysis on IBM SPSS Statistic 29, 2024

The significance value of 0.000 is less than 0.05, and the calculated F-value of 8.648 exceeds the F-table value of 3.27. These results indicate that the Competence (X1) and Work Discipline (X2) variables simultaneously have a significant effect on the Employee Performance (Y) variable. **Since sig F < α (0.05), H_{a3} is accepted and H_{03} is rejected.**

3. Determinant Test (R^2)

Table 8. Results of the Test of the Coefficient of Determination (R^2) of the Competence Variable (X1) on Employee Performance (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimat
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1	.498 ^a	.248	.228	1.252
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a. Predictors: (Constant), Work Discipline

b. Dependent Variabel: Employee Performance

Source: processed by researcher, 2024

The R^2 test between the Competence variable and Employee Performance shows an R -square value of 0.248. This indicates that the Competence variable contributes 24.8% to the variation in Employee Performance at the Muara Enim Regency DPRD Secretariat, while the remaining 75.2% is influenced by other factors.

Table 9. Results of the Coefficient of Determination (R^2) Test of Work Discipline (X2) on Employee Performance (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimant
1	.461 ^a	.212	.190	1.282

c. Predictors: (Constant), Work Discipline

d. Dependent Variabel: Employee Performance

Source: processed by researcher, 2024

As seen in Table 9, the R^2 test between the Work Discipline variable and Employee Performance shows an R -square value of 0.212. This indicates that Work Discipline contributes 21.2% to Employee Performance at the Muara Enim Regency DPRD Secretariat, while the remaining 78.8% is influenced by other factors beyond Work Discipline.

Table 10. Results of the Determination Coefficient (R^2) Test of Competence (X1) and Work Discipline (X2) Variables on Employee Performance (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimant
1	.575 ^a	.331	.292	1.198

a. Predictors: (Constant), Kompetensi, Work Discipline

b. Dependent Variabel: Kinerja Pegawai

Source: processed by researcher, 2024

Based on Table 10, the R^2 test for the Competence (X1) and Work Discipline (X2) variables on Employee Performance (Y) shows an R-square value of 0.331. This indicates that Competence and Work Discipline collectively contribute 33.1% to Employee Performance at the Muara Enim Regency *DPRD* Secretariat, while the remaining 66.9% is influenced by other factors not examined in this study.

The Influence of Competence on Employee Performance

Based on the study findings, Competence has a positive and significant effect on employee performance at the Muara Enim Regency *DPRD* Secretariat, as indicated by a t-value of 2.489, a significance level of 0.018, and a positive coefficient of 0.24. The Competence variable contributes 24.8% to Employee Performance and is identified as the most dominant factor influencing it. This suggests that higher levels of employee competence correspond to improved performance at the Muara Enim Regency *DPRD* Secretariat. **Therefore, since $H_a: \rho \neq 0$ and $H_o: \rho = 0$, H_a is accepted and H_o is rejected.**

Competence, particularly that related to education, plays a critical role in enhancing employee performance. Competent employees possess the theoretical knowledge and practical skills necessary to effectively perform their duties. However, the study also reveals that only a small proportion of employees demonstrate a level of competence consistent with their positions and responsibilities. This insufficient understanding hinders their ability to perform optimally and undermines their sense of accountability in completing assigned tasks, ultimately resulting in suboptimal work quality.

The competency issue among employees at the Muara Enim Regency *DPRD* Secretariat primarily relates to their limited understanding of work conditions, as reflected in the low frequency of responses within the understanding dimension of the competency variable. This lack of competence hinders employees' ability to provide fast, accurate, and adequate services, which may negatively affect the agency's overall performance if not properly addressed. Therefore, improving employee competency through appropriate education and training programs is essential. By developing both technical and soft skills such as communication, problem-solving, and decision-making, employees will be better equipped to handle challenges in the workplace. In addition, strengthening competency can increase employee motivation and sense of responsibility, which in turn enhances service quality and public satisfaction with government agencies.

Achieving optimal employee performance requires the implementation of training programs that align with job requirements and organizational objectives. Strengthening employee competence in this way will lead to improved performance outcomes. These findings are consistent

with the study conducted by Osama Akbar K (2022), which also demonstrated a positive and significant relationship between competence and employee performance.

The Influence of Work Discipline on Employee Performance

This study shows that work discipline has a significant and positive effect on the performance of employees at the Muara Enim Regency *DPRD* Secretariat. This finding is supported by a t-value of 1.689, a significance level of 0.046, and a positive coefficient of 0.212. The Work Discipline variable contributes 21.2% to Employee Performance. Thus, the more disciplined employees are in performing their duties, the better their performance, which in turn supports the achievement of organizational goals. Since $H_a: \rho \neq 0$ and $H_o: \rho = 0$, H_{a2} is accepted and H_{o2} is rejected.

Work discipline can be defined as behavior that adheres to established rules and norms within an organization, guided not only by external directives but also by employees' internal awareness of their responsibilities. Employees with good discipline can perform their duties and functions more effectively because discipline helps them become more organized, focused, and efficient. Consequently, discipline serves as a fundamental element in achieving high performance. At the Muara Enim Regency *DPRD* Secretariat, employees who demonstrate high levels of discipline tend to be more punctual, avoid procrastination, and manage their time and priorities effectively, thereby minimizing the risk of backlogs or delays in completing tasks.

Good work discipline among employees at the Muara Enim Regency *DPRD* Secretariat contributes to improved performance, while low discipline negatively affects optimal performance. The findings of this study are consistent with the research conducted by Ammara Khairani Lubis (2019), which found that work discipline has a positive and significant effect on employee performance. This study reinforces the view that work discipline is a key factor in enhancing employee performance and plays an essential role in achieving organizational success and productivity.

The Influence of Competence and Work Discipline on Employee Performance

Based on the results of the analysis using SPSS version 29.0, the two variables examined, Competence and Work Discipline, were found to simultaneously have a significant influence on employee performance. This conclusion is supported by the results of the F-test, which yielded a significance value of 0.000 and an F-calculated value of 8.648, exceeding the F-table value of 3.27 at a 5% margin of error. The combined influence of the Competence and Work Discipline variables on Employee Performance is 33.1%. These findings indicate that both variables jointly have a

significant effect on improving employee performance at the Muara Enim Regency *DPRD* Secretariat. Competence reflects employees' knowledge and skills, while Work Discipline reflects their attitudes and adherence to organizational regulations. **Therefore, since $H_a: \rho \neq 0$ and $H_o: \rho = 0$, H_a is accepted and H_o is rejected.**

Employee performance represents the outcomes achieved by an individual in terms of both quality and quantity in fulfilling their responsibilities (Mangkunegara, 2022). Performance improvement remains a shared priority between employees and organizations. Organizations expect employees to perform optimally to enhance productivity and efficiency, while employees view improved performance as a means of personal growth and career advancement. To achieve these objectives, an effective performance management system is essential to align organizational goals with individual employee development.

Employee performance is strongly influenced by Competence and Work Discipline. Employees with relevant competence and high discipline tend to achieve better results. Competence enhances job-related skills, while discipline ensures consistency in executing work programs to meet organizational goals. Together, these factors significantly improve performance. This finding aligns with Muhammad Riyanda's (2017) study at the Yogyakarta City Licensing Office, which found that Competence and Work Discipline jointly influenced employee performance by 36.4%.

Conclusion

The overall research findings can be summarized as follows:

1. Competence has a positive and significant partial effect on employee performance at the Muara Enim Regency *DPRD* Secretariat, as indicated by a beta coefficient (β) of 0.108 and a 24.8% contribution to performance. **Therefore, H_{a1} is accepted and H_{o1} is rejected.**
2. Work Discipline also has a positive and significant partial effect on employee performance, with a beta coefficient (β) of 0.115 and a 21.2% contribution to performance. **Therefore, H_{a2} is accepted and H_{o2} is rejected.**
3. Competence and Work Discipline simultaneously influence employee performance, with beta coefficients (β) of 0.108 and 0.115, respectively, and a combined contribution of 33.1%. The remaining 66.9% is affected by other factors not examined in this study. Competence contributes more strongly (24.8%) than Work Discipline (21.2%) to employee performance. **Therefore, H_{a3} is accepted and H_{o3} is rejected.**

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