

The Effect of Work Discipline, Career Development, and Indirect Compensation on the Performance of Employees

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Abstract:

This study aims to determine the effect of work discipline, career development, and indirect compensation variables partially or simultaneously on employee performance. The population or samples in this study were employees of Planet Sport Senayan City in the South Jakarta area. Data collection used in this study was taken using random sampling. Data collection methods used in this study is observation and questionnaire data, and the type of data used in this study is primary data. In addition there are several methods of data analysis in this study, namely the validity test, reliability test, descriptive analysis, multiple linear regression, classical assumption test and hypothesis testing. Based on predetermined criteria, sample data that has been used is 60 out of a total of 210 questionnaires. From the results of the test simultaneously and partially prove that the variables of work discipline, career development, and allowance together - the same influence on the performance of employees of the Planet Sport Senayan City.

Keywords: work discipline, career development, indirect compensation and employees performance

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I. INTRODUCTION

In the current era of globalization many companies are required to be able to maximize employee performance. This means the company must optimize the factors that can affect employee performance. Overcoming this human resource (HR) is the most important thing to consider, good and professional HR is very helpful in improving employee performance in the company. Improving the quality of human resources in achieving the company's goals and objectives to realize the vision and mission that was planned.

The success of the company does not only depend on modern equipment, complete facilities and infrastructure, but it also depends on the human resources who carry out the work. The success of a company is strongly influenced by the performance of individual employees. Every profit or non-profit organization always tries to improve employee performance, with the expectation that the organization's goals will be achieved.

Not all companies have quality human resources, efforts are needed to improve and

develop the quality of human resources. Enhancing HR competencies by providing training and education that are in line with company needs. The purpose of HR Development and Development is to improve the company's work in implementation, so that the work results obtained by HR are in accordance with the results expected by the company.

The fact is that the presence of Planet Sport Senayan City store employees is still not in accordance with applicable work procedures. Absence of employees will also harm the employees of the company. This adds to the burden and work time for other employees so that it will have an impact on service to consumers. Employee absence affects the process of completing work and extra work time (overtime) and makes employee performance decline.

During 2016 there were 3 employees who got new positions, while in 2017 only 1 employee got a new position. The ineffectiveness of employee career development programs is felt to be still not good because the company has its own rules. One

of them, namely: promotion for employees if there are employees who stop working or an increase in the number of staff employees in certain departments, at the request of the head of the department. This will reduce employee morale and does not rule out the possibility of employee turnover, thereby making employee performance will decline.

Indirect compensation given to employees in the form of BPJS and not using a private health insurance company. The company provides overtime wages to employees beyond operating hours. The company does not provide meals to employees. The company provides different indirect compensation for marriage money; permanent employee once the regional minimum wage (UMR). Contract employees are given half of the applicable UMR. The company provides incentives to all employees except the back office and cashiers while other staff have the same responsibility but the cashier is not given incentives because they do not pay for lost items. The company does not provide severance or pension benefits to employees.

II. THEORETICAL FRAMEWORK

Employee Performance

Employee performance is the result of certain work processes that are planned at the time and place of the employee and the organization concerned (Mangkuprawira and Hubeis, 2014: 15). Serdamayanti (2014: 260) Employee performance from the word performance which means the work of a worker, a management process of an organization as a whole, where the results of the work must be demonstrated concretely and measurably (compared to predetermined standards). Employee performance is very necessary, because with this performance will be known how far their ability to carry out the tasks assigned to them based on their etymology, performance comes from the word performance. Performance comes from the word to perform which has several inputs: do, run, carry out a responsibility and do something expected by someone according to Haynes, in LijanSinambela (2014).

From some understanding of employee performance according to the experts, the researchers stated that employee performance is the result of work done by someone in a company organization to achieve the expected goals and minimize losses. Employee performance is the willingness of a person or group of people to carry

out an activity and perfect it according to their responsibilities with the expected results.

Employee Performance Factors, Dimensions and Indicators

Employee performance is the result of a synergy of a number of factors and many factors that affect employee performance, according to Mangkunegara (2013: 16) factors that affect the achievement of performance are divided into two parts, namely the ability and motivation factors. Meanwhile according to Wirawan (2012: 7) these factors are: Employee internal factors, organizational internal environmental factors, organizational environmental external factors. According to EdySutrisno (2015: 151) there are two factors that affect employee performance, namely: individual factors and environmental factors. Dimensions and indicators of employee performance according to Wilson Bangun (2012: 234), namely: the amount of work, quality of work, timeliness, attendance, ability to work together.

Discipline Work

Employee work discipline is needed to achieve company goals. According to Hasibuan (2013: 23) work discipline is a function of HR Management who has an interest and the key to the realization of goals because without good discipline it is difficult to realize maximum goals. Without discipline, all activities that will be carried out by employees will bring unsatisfactory results. Employee discipline according to Hani Handoko (2014: 208) is a management activity to carry out organizational standards. From this opinion, the company's regulatory standards will be valued by the level of employee discipline, whether the employee has implemented standards and procedures that apply or not, and the effectiveness of company standards in following up on the findings of employee work discipline. Excellent employee discipline will speed up company goals, while declining discipline will become a barrier and slow down the achievement of company goals. A good form of discipline will be reflected in the atmosphere, namely:

- a. The high level of employee concern for the achievement of company goals.
- b. High enthusiasm and enthusiasm for work and employee initiative in doing work.
- c. The magnitude of the employee's sense of responsibility to carry out the task as well as possible.

d. The development of a sense of belonging and a high sense of solidarity among employees.

e. Increased work efficiency and productivity of employees.

So it can be concluded that work discipline is an effort of the company's organizational management to implement or run rules or regulations that must be obeyed by every employee without exception.

Factors, Dimensions and Indicators of Work Discipline

Factors affecting work discipline according to Siswanto (2016: 356), namely:

- a. Frequency of Attendance
- b. Alert Level
- c. Compliance with Work Standards
- d. Compliance with Work Regulations
- e. Work Ethics

Discipline is an operational function of HR management is one of the most important functions in HR management in achieving the goals set. The following dimensions and indicators of work discipline according to MalayuHasibuan (2013: 195) are as follows:

- a. Objectives and Capabilities: Employee ability, education and workload.
- b. Leadership Model: Modeled, honest and fair
- c. Retribution: Salary, welfare and satisfaction
- d. Fairness: Equal treatment, punishment and being fair.
- e. Inherent supervision: Directly supervise, give instructions, and direct.
- f. Penalty Sanctions: Company regulations, are educational and motivational tools.
- g. Decisiveness: Leaders act punitive and leaders dare to act decisively
- h. Human Relations: Harmony, vertical and horizontal relations, and a comfortable work atmosphere.

Career Development

Company organizations have a significant impact on the careers of workers through the efforts they make in the HR management process. Career development efforts target managers in charge of managing personnel. Not only limited to the career of employees at this time but prepare for various types of jobs in the future that they can do. Career development is an organized and planned business consisting of structured activities that will result in a reciprocal planning effort between workers and

the organization they work for (Chris Rowley 2012: 19).

According to Wilson Bangun (2012: 225), career development is a series of activities that lead to the assessment and stabilization of one's career to facilitate the achievement of career goals in the future. Career development is a system and procedure in providing opportunities for every employee to examine his career in an organization. Career systems must be implemented by each employee as a stepping stone to keep employees motivated to achieve work performance.

According to Henry Simamora (2014: 412) career management is a process undertaken by an organization to select, assess, assign, and develop its employees to provide a pool of competent people to meet future needs. While the four characteristics of career development are performance, attitude, adaptability, and identity, Henry Simamora (2014: 412). It can be said that career development is not only based on work loyalty but also several characteristics that are in line with company criteria. Career development is the process of identifying employee career processes, materials and applying appropriate ways to develop potential. An employee working not only wants to get what he has today, but also expects change, progress, and the opportunity given to him to advance to a higher and better level.

Career Development Factors, Dimensions and Indicators

The difficulty of getting quality human resources requires companies to provide career development programs for employees, this is due to the need for changes in organizational structure in the future. Each company in providing career development opportunities for its employees also has its own terms and conditions in accordance with its internal policies. The following dimensions and indicators of career development according to Noe et al (2010) in Kurniawati (2014: 9.30), namely:

- a. Job performance: Career advancement, work results and career development opportunities.
- b. Introduction by other parties: Written report and oral presentation.
- c. Network: Personal contacts, professionalism and exposure from outside the company.
- d. Resignation: Career opportunity, and resignation rate.
- e. Loyalty to the organization: Loyalty, professionalism and benefits.

f. Mentors and sponsors: Guides who help employees, advice and advice from mentors, mentors create opportunities.

g. Subordinates who have a key role: Subordinates who help superiors, subordinate knowledge and subordinate skills.

h. Opportunities for growth: Capacity building, training and continuing education.

Career Development Objectives

The career development goals according to Anwar PrabuMangkunegara in EkoWidodo (2015: 115) are as follows:

1. Assist in the achievement of individual and company goals.
2. Shows employee welfare relationships.
3. Help employees realize their potential abilities.
4. Strengthening the relationship between employees and the company.
5. Prove social responsibility.
6. Help strengthen the implementation of company programs so that objectives are achieved.
7. Reducing turnover and staffing costs.
8. Reducing professional and managerial obsolescence.
9. Enhances the analysis of all employees.
10. Enhances a long period of time thinking.

According to Henry Simamora (2014: 416), recent research shows that careers go through a series of relatively predictable phases/ stages, starting with initial exploration and investigation of career opportunities and ending with retirement. There are three stages of career development as follows: Early Career, Middle Career, Final Career.

Indirect Compensation

Providing indirect compensation is needed for employees as the welfare of employees and their families, one of the objectives of providing indirect compensation is to improve work performance and productivity. With the indirect compensation for employees, the company can keep employees from moving to other companies so that employees feel that their welfare is considered while working.

According to TjutjuYuniarsih (2013: 148) indirect compensation is compensation for the services provided by the company to employees for their contribution in the form of energy and thoughts for the progress of the company in order to achieve the goals set. Indirect compensation is the provision of compensation given for employee contributions in achieving goals as motivation for employees to advance the company and do work

harder so that company goals will be more easily achieved due to employee motivation.

Based on the description above it can be said that indirect compensation is payment and services that complement the basic salary given to employees as complementary compensation on the basis of the performance achieved by an employee. Indirect compensation, one of which is benefits, also serves to motivate employees towards higher productivity.

Indirect Factors, Dimensions and Indicators of Compensation

Every company has provisions and capabilities in providing indirect compensation such as benefits for its employees. Benefits have company terms and conditions, meaning that not all employees get indirect compensation facilities for their performance. One of them is by providing additional income in the form of benefits outside of salary and wages. The following dimensions and indicators of benefits according to TjujuYuniarsih (2013: 130), namely:

- a. Supplementary Allowances: Insurance, severance pay and holidays.
- b. Insurance Benefits: Indirect accident compensation, medical benefits, and life insurance.
- c. Old Age Benefits: Social security and pensions.
- d. Service Allowances: Dining, recreation and cooperative loan services.

Purpose of Indirect Compensation

According to Henry Simamora in Kadarisman (2012: 242) stated about the objectives of indirect compensation provided by the organization are as follows:

Improve employee morale, motivate employees, increase job satisfaction, bind new employees, reduce employee turnover, keep unions from interfering, use compensation better, improve employee safety, maintain profitable positions, improve company image among employees.

Effect of Work Discipline on Employee Performance

Hasibuan (2013: 193) argues that: discipline is the most important operative function of HR management because the better employee work discipline is, the higher job performance can be achieved. Employee work discipline aims to increase efficiency as much as possible by preventing waste of time and energy.

This is also supported by research conducted by M. Harlie (2011) entitled The Effect

of Work Discipline, Motivation and Career Development on the Performance of Civil Servants in the Tabalong District Government in Tanjung Kalimantan Selatan which states that work discipline has a significant effect on employee performance.

Effect of Career Development on Employee Performance

According to Sutrisno (2015: 160) the reality of the need for changes in organizational structure has an impact on individual career development. Careers will support the effectiveness of individuals and organizations in achieving goals. This is also supported by research conducted by Regina GledyKaseger (2013) entitled: Career Development and Self-Effectiveness of Employee Performance at PT. Matahari Department Store Manado Town Square. His research results state that Career Development and Self-Efficacy simultaneously have a significant effect on Employee Performance.

The Effect of Indirect Compensation on Employee Performance

According to Wirawan (2012: 27) that salary/ wage is a benchmark of employee performance, salary / wages are given after the employee produces a certain performance. If the remuneration received by the employee is getting better, the performance will be better and the employee can fulfill his life's needs. This is also supported by research from Khairunnisa Batubara, IrSugihartoPujangkoro, M.M, Buchari, ST, M.Kes (2013) entitled: Effect of Salary, Wages, Employee Benefits on Employee Performance at PT. XYZ. The results of the study stated simultaneously Salary and Compensation did not directly affect employee performance.

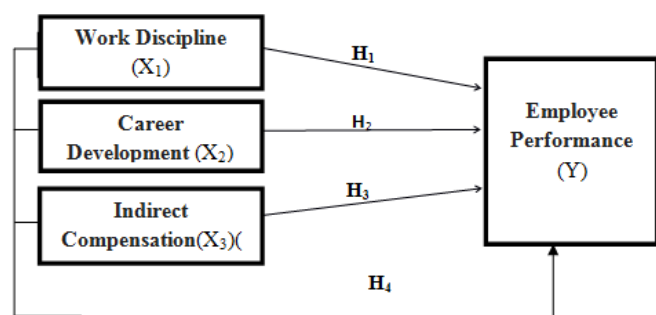


Image 1:
Framework of Thinking

III. RESEARCH METHODS

According to (Sugiyono, 2015) the research variable is basically everything in the form

of whatever is determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. The research variables used are used in this study, namely: Independent Variables: Work Discipline (X_1), Career Development (X_2) and Indirect Performance Compensation (X_3) while Dependent Variables: Employee Performance (Y).

Population and Sample

According to Soewadji (2012: 129) the population is the object of research. Population is a group of elements or elements that can take the form of humans or individuals, animals, plants, institutions or institutions, groups, documents, events, phenomena, or concepts that are the object of research. The study population was 60 employees at the Planet Sport Store in Senayan City.

According to SyofianSiregar (2014: 56), samples are data collection procedures, where only a portion of the population is taken and used to determine the desired traits and characteristics of a population. Researchers used census sampling techniques. This is often done if the population is relatively small. Based on the population and sampling technique used, the number of samples in this study amounted to 60 respondents.

Data Analysis Method

The analysis technique used in this study is a statistical test using multiple linear regression analysis techniques with processing using the Statistical Package for Social Science (SPSS) Version 24. The basis for decision making in the validity test is as follows:

If the value of $r_{\text{count}} > r_{\text{table}}$ 0, 259, then the instrument is valid.

If the calculated value $\leq r_{\text{table}}$ is 0, 259, then the instrument is invalid

Reliability aims to determine the extent to which the measurement results remain consistent, if measured twice or more of the same symptoms using the same tools. According to SyofianSiregar (2014: 153) the criteria of an instrument are said to be reliable using the Cronbach's Alpha technique, if the reliability coefficient (r_{11}) > 0.6 .

IV. RESEARCH RESULT

Normality Test

According to Ghazali (2013: 160) normality test aims to determine whether each variable is normally distributed or not. The

normality test in this study uses the Kolmogorov Smirnov method, the P-Plot test, and the Histogram test. Showing normal distribution patterns, the regression model meets the normality assumption. With the One-Sample Kolmogorov-Smirnov Test it can be seen that the Asymp Sig probability value $0.027 \leq 0, 05$ then the H_0 data is rejected is not normally distributed. Because the data shows abnormal, then the normality test is then performed with the Skewness and Kurtosis methods using the formula:

$$Z_{Skewness} = \frac{Skewness}{\sqrt{6/n}}$$

$$Z_{kurtosis} = \frac{Kurtosis}{\sqrt{24/n}}$$

From the calculation shows that Unstandardized Residual Skewness value $-0.788 < 1.96$ and Kurtosis value $0.754 < 1.96$ at the level of 5% means that the population data shows normal distribution, then the regression model meets the normality assumption.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. The multicollinearity test criteria are:

- The cut off value commonly used to indicate multicollinearity is a Tolerance Value $\leq 0, 10$ or equal to a VIF value ≥ 10 .
- The cut-off value commonly used to indicate no multicollinearity is Tolerance Value $> 0, 10$ or equal to VIF value < 10 . The results of the Work Discipline calculation (X_1): Tolerance $0.376 > 0, 1$ and VIF value of $2.660 < 10$ this case showed no multicollinearity. Career Development (X_2): Tolerance of $0.513 > 0.1$ and a VIF value of $1.950 < 10$ this indicates that there is no multicollinearity. Indirect compensation (X_3): Tolerance of $0.383 > 0.1$ and VIF value of $2.611 < 10$, this indicates that there is no multicollinearity.

Heteroskedastic Test

Heteroscedasticity test is to test whether in the regression model there is an unequal variance from one observation to another. Heteroscedasticity test output results scatter plot method shows that the points have no clear pattern and the points spread above and below the number 0 (zero) on the y axis, then there is no heteroscedasticity.

Multiple Linear Regression Test

Multiple regression analysis is a tool used to predict demand in the future, based on data from

the past. The simple linear regression equation is $\hat{Y} = a + b(x)$

It is known that, the regression equation $Y = a + b(x)$ is Y equation can be interpreted as having a positive relationship (X_1) Against Performance (Y). Constant $a = 42.479$ means the (Y) value is 42.479 with the assumption that Work Discipline = 0.428 means, if there is an increase in the Work Discipline Performance value (Y) will increase by 0, 428 units.

Partial Test (t test)

Partially, hypothesis testing is done by t test. The t test basically shows how the influence of an independent or explanatory variable in explaining the variation of the dependent variable with the criteria for decision making:

- If $t_{count} \leq t_{table}$ 2.002 or Sig value 0.05 then H_0 is accepted and H_1 is rejected.
- If $t_{count} > t_{table}$ 2.002 or Sig < 0.05 then H_0 is rejected and H_1 is accepted.

The partial hypothesis test output results show that, $t_{count} 8, 285 > t_{table} 2, 002$ or Sig $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted thus there is a partial effect between Work Discipline (X_1) on Employee Performance (Y). Career Development (X_2) on Employee Performance (Y) $t_{count} 7.311 > t_{table} 2, 002$ or Sig $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted thus there is a partial effect. $t_{count} 8.333 > t_{table} 2.002$ or Sig $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted there is a partial effect between Indirect Compensation (X_3) on Employee Performance (Y)

Simultaneous Test (Test f)

To find out the effect of independent variables (X_1, X_2, X_3) together on the variable (Y), the F test is used. The hypothesis test results simultaneously show that, $F_{count} 35.935 > F_{table} 2.769$ or Sig value of $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted thus there is a simultaneous influence between Work Discipline (X_1), Career Development (X_2) and Indirect Compensation (X_3) on Employee Performance (Y).

Determination Coefficient Test

The coefficient of determination is the level of contribution of the independent variable to the dependent variable (r^2). The results of the determination coefficient test output is R Square Value of 0.542 can be interpreted Work Discipline variable (X_1) contributes to Employee Performance (Y) of 54.2% and the remaining 45.8% is influenced by other factors outside the research variable. R Square value of 0.480 can be interpreted

as the Career Development variable (X_2) contributing to Employee Performance (Y) by 47% and the remaining 53% is influenced by other factors outside the research variable. It is known that the R Square value of 0.545 can be interpreted as an indirect compensation variable (X_3) that contributes to employee performance (Y) of 54.5% and the remaining 45.5% is influenced by other factors outside the research variable. R Square value of 0.640 can be interpreted as variable Work Discipline (X_1), Career Development (X_2) and Indirect Compensation (X_3) contributing to Employee Performance (Y) of 64% and the remaining 36% is influenced by other factors outside the variable research.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of research and answering the formulation of existing problems, the conclusions in this study are as follows:

1. There is a partial effect between Work Discipline on Employee Performance.
2. There is a partial effect between Career Development on Employee Performance.
3. There is a partial effect between Indirect Compensation on Employee Performance.
4. There is a simultaneous influence between Work Discipline, Career Development and Indirect Compensation on Employee Performance, from the results of the coefficient of determination of Work Discipline, Career Development and Compensation Indirect contributed to Employee Performance of 64% and the remaining 36% is influenced by other factors outside the research variable. Of the three independent variables, the Indirect Compensation variable gave the largest contribution to Performance of 54.5%, while the smallest contribution was given to the Career Development variable with a contribution of 48%.

Based on the results of the distribution of questionnaire instruments to improve employee performance based on Work Discipline, Career Development and Indirect Compensation, it is hereby recommended:

1. For employees, in order to further increase knowledge and further improve accuracy and accuracy in working so work mistakes can be avoided.
2. For companies, it is better to pay more attention to the future of employees with career development and indirect compensation so that employees are comfortable and

have work loyalty, in addition to that the company provides and facilitates the process of filing financial loans to the company.

3. For researchers, further enhance knowledge and insights so that they can apply their knowledge.

4. For readers who will conduct research, add or replace other variables in order to get different results.

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