



Digital Economy and Corporate Brand Personality in Building a Sustainable Brand in the Indonesian Music Creative Industry

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Abstract

This study aims to analyze the influence of competence, work discipline, and leadership on employee performance, both directly and indirectly through career development, at the District Office in Bondowoso Regency. The approach used is quantitative with the Structural Equation Modeling (SEM) method through the assistance of SmartPLS 4.0 software. The population in this study amounted to 720 employees, with a sample of 108 respondents or 15% of the population selected using purposive sampling techniques, based on certain criteria. The results of the analysis indicate that competence and work discipline have a significant effect on career development, while leadership does not show a significant effect on career development. Furthermore, competence, work discipline, leadership, and career development are proven to have a significant effect on employee performance. Career development is also proven to significantly mediate the influence of competence and leadership on performance, but does not mediate the influence of work discipline on employee performance. These findings indicate that competence and career development are important keys in improving employee performance, while work discipline and leadership are more effective if linked directly to employee work results without intermediaries. The implications of this study suggest the need to strengthen career development policies that are integrated with performance and competency assessment systems. Furthermore, it is crucial for sub-district leaders to play an active role as career facilitators for employees. This research provides theoretical and practical contributions to the development of civil servant performance management at the sub-district level.

Keywords: competence, work discipline, leadership, career development, and employee performance

1. Introduction

Human resources are a valuable asset for an organization or department, as they are the ones who will achieve an organization's goals. Given the critical importance of human resources for organizational progress, organizations with a more moderate model emphasize the function of human resource management with a long-term orientation. Human resource management is the science and art of managing relationships and roles of the workforce effectively and efficiently, helping to achieve the goals of the company, employees, and society.(Hasibuan 2019). According to Hamali (2021), Human Resource Management (HRM) is a strategic approach to the skills, motivation, development and management of workforce organization.Dessler (2020)He put forward a holistic approach to HR. He emphasized the importance of managing various aspects of HR, including recruitment, selection, training, career development, and employee rewards.Dessler (2020), employee performance can be improved by creating a supportive work environment, providing development opportunities, and recognizing employee contributions.

It can be concluded that human resource management (HRM) is crucial for organizations. This is because effective HRM helps improve employee performance. Performance is the work results and work behaviors achieved in completing assigned tasks and responsibilities within a specific period.(Wibowo 2021)Performance is a function of motivation and ability. To complete a task or job, a person should possess a certain degree of willingness and ability.Cashmere (2019)states that individual performance is the basis of organizational performance which is greatly influenced by individual characteristics, individual motivation, expectations, and assessments made by management regarding the achievement of individual work results.Handoko (2019)states that

performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve company goals illegally, not breaking the law and not contrary to morals and ethics. Wibowo (2021) Some say that performance comes from the concept of work results or work achievements. Performance is the manifestation of ability in the form of tangible work.

Employee performance is certainly very important for an organization, because the organization requires employees with excellent abilities to support the achievement of organizational goals in providing services to superiors and the community. One of the Regional Apparatus Organizations (OPD) that is the object of this study is the Sub-district Office throughout Bondowoso Regency. Based on the performance theory statement above, the research object chosen in this study is the Sub-district Office throughout Bondowoso Regency which consists of 23 Sub-districts. A Sub-district is a division of the Indonesian State's administrative territory under a Regency or City. A Sub-district is led by a Camat and is divided into several villages and villages. In Indonesia, a sub-district or regency is a division of a regency (kabupaten) or city (kota madya). A regency itself is divided into administrative villages or villages. In the case of the Regional Apparatus Organization (OPD) Regency which has a specific work area under the leadership of the Camat. Law Number 32 of 2004 concerning Regional Government emphasizes that, regional governments have the authority to regulate and manage their own government affairs according to the principles of autonomy and assistance tasks. Granting broad autonomy to regions is aimed at accelerating the realization of public welfare through improved services, empowerment, and community participation. Furthermore, through broad autonomy, regions are expected to increase their competitiveness by adhering to the principles of democracy, equality, justice, privileges and uniqueness, as well as the potential and diversity of regions within the Unitary State of the Republic of Indonesia.

The sub-district is led by a sub-district head who serves as the coordinator of government administration in the sub-district area, who in carrying out his duties and functions is under and responsible to the Regent through the Regional Secretary. The sub-district has the task of implementing the government authority delegated by the Regent and other government duties. The main duties and functions of the sub-district refer to Bondowoso Regency Regional Regulation Number 7 of 2016 concerning the Formation and Composition of the Bondowoso Regency Regional Apparatus and Regent Regulation Number 98 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency Sub-district.

Based on the main tasks and functions of the sub-district above, this study examines the work results of sub-district employees, as obtained through observations conducted by the researcher. The results of sub-district employees' work can be seen based on the work results obtained, as follows:

No	Employee Performance Assessment Se Bondowoso District	Target (%)	Implementation Realization (%)
1	Strategic Plan	100	87.8
2	Work plan	100	89.6
3	Key performance indicators	100	84.3
4	Individual Performance Indicators	100	84.4
5	Internal evaluation report results	100	85.8

Table1. Employee Performance Analysis Identification.

Source: Bondowoso Regency Personnel Data 2025

Based on the data in table 1.1 Identification of Employee Performance Analysis in 2024 shows that the realization of employee performance has not reached the target. The problems found in Sub-district Office Employees throughout Bondowoso Regency regarding employee performance can be concluded that there are still many program targets and problem issues that have not been resolved, so in this study the performance phenomenon obtained is "Less than optimal employee performance in carrying out duties and functions and as public servants". Referring to the phenomenon obtained, the researcher took the initiative to provide solutions to existing problems to minimize existing problems and improve the quality of employee work quantity by referring to factors that are assumed to be important including: employee competence, work discipline and leadership on employee performance through career development as an intervening variable.

Intermediary factors, or intervening factors in this case, play a crucial role in improving employee performance. This intervening role is expected to provide a significant mediation effect on the measured variables. The civil servant career development system is essentially a systematic and planned effort, encompassing structures and processes that align employee competencies with

organizational needs. Professionally conducted transfers should ensure the creation of objective conditions that encourage improved employee performance. This is only possible if the placement of civil servants in structural positions is based on the level of alignment between job requirements and employee performance. Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed.(Rahman 2021). According to Carrasco et al. (2016) Career development is a series of separate work activities that are still or have a complementary, ongoing relationship and provide meaning to a person's life.

Empirical evidence Bahri (2016), shows that career development has a positive and significant effect on employee performance. The research (Aditty et al., 2021; Aini et al., 2020; Hamzah et al., 2020; Laura Silaban et al., 2021) concluded that the role of career development mediates the influence of competence to improve employee performance. However, the research (Nuriyah, Qomariah, and Setyowati 2022; Pramukti 2019) States that Career development has no significant effect on employee performance. This indicates that career development is not an absolute performance measurement factor.

Career and performance development certainly require employees with competencies that align with the needs of their field of work. As research shows, (Aini et al. 2020; Jackson and Wilton 2016; Niati, Siregar, and Prayoga 2021) explains that competence has a positive and significant relationship with career development and employee performance. According to Wibowo (2020), competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence also indicates the characteristics of knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and improve professional quality standards in their work. The definition of competence according to Elizar and Tanjung (2018) namely, competence is a characteristic of a person that enables employees to produce superior performance in their work. According to Cate (2017) Competence indicates the achievement and maintenance of a level of understanding and knowledge that enables a member to provide services with ease and skill.

In line with empirical evidence showing that competence has a significant influence on employee performance. (Aditty, Andini, and Sa'adah 2021; Bohlen Purba and Ali 2018; Laura Silaban, Wahyu Handaru, and Saptono 2021; Purnama et al. 2013; S 2020; Saban et al. 2020). However, research (Pramukti 2019; Rosmaini and Tanjung 2019; Toni and Trisna 2019) states the opposite where competence does not have a significant effect on performance

Discipline is also a key factor needed as a warning to employees who refuse to change their character and behavior. Therefore, an employee is considered well-disciplined if they demonstrate a sense of responsibility for the tasks assigned to them. Hasibuan (2016) states that work discipline is a person's awareness and willingness to comply with all organizational or government agency regulations and applicable social norms. Rivai et al. (2013) stated 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 a person's awareness and willingness to comply with all organizational or government agency regulations. Several definitions put forward by experts can be concluded that work discipline is an attitude of awareness, willingness and readiness of a person to comply with and obey the regulations and social norms that apply in the surrounding environment to achieve work productivity.

In line with the research results (Audina and Handayani 2021; Hasibuan and Munasib 2020; Hidayati, Perizade, and Widiyanti 2019; Munir, Fachmi, and Sani 2020; Nurtati et al. 2023; Zakiah, Economic Education, and Economics 2020) concluded that work discipline has a significant effect on performance. However, the research (Arisanti, Santoso, and Wahyuni 2019; Indraputra and Sutrisna 2013; Saleh and Utomo 2018; Suyanto 2018) stated that work discipline does not have a significant effect on increasing work productivity.

Employee productivity is always related to employee competence and discipline. However, another equally important factor is leadership support. (Ruben, Lisi, and Gigliotti 2023). Leadership is how a leader influences the behavior of subordinates so that they cooperate and work productively to achieve organizational goals (Hasibuan, 2013). According to Badeni (2013), leadership can be defined as an individual's ability to influence a group toward achieving goals. Robbins and Judge (2015) state that leadership is the ability to influence a group toward achieving a vision or set of goals. Leadership is a crucial factor that helps individuals or groups identify their goals and then motivates them internally to achieve those goals.

Such as the following empirical evidence that supports the expert opinion that has been discussed. (Adiyasa and Windayanti 2019; Jayusman and Khotimah 2016; Kurniawan 2021; Praditya 2020; Yang, Al Mamun, and Salameh 2023) stated that leadership has a significant influence on

employee work performance. However, leadership variables do not always have a significant influence on performance, as research shows.(Marjaya and Pasaribu 2019)concluded that the leadership variable had a negative but insignificant effect on employee performance.

2. Methods

This research was conducted at all District Offices across Bondowoso Regency, covering a total of 23 districts. The study took place over a period of six months, from January to July 2025. The research population consisted of 720 structural employees working in district offices. From this population, a sample of 108 respondents was selected, representing 15% of the total, in accordance withArikunto (2019)recommendation for large populations. The sample was determined through purposive sampling, ensuring that the selected respondents met specific criteria, including holding at least echelon IVa or IVb positions, and having a minimum of three years of service both in their current role and within the district office.

The study applied a descriptive and quantitative research design. According toSugiyono (2019), descriptive methods are used to analyze and present collected data as they are, without generalizing the results, while quantitative methods emphasize systematic, planned, and structured data analysis from the outset. The chosen approach combined descriptive survey methods with statistical verification to examine the relationship between competence, work discipline, leadership, and employee performance, with career development as a mediating variable. Data collection techniques included observation, questionnaires, documentation, interviews, and literature studies to ensure validity and reliability.

The research variables were classified into three categories. Independent variables (X) consist of employee competence (X1), work discipline (X2), and leadership (X3). The mediating variable (Z) was career development, while the dependent variable (Y) was employee performance. Data analysis employed Structural Equation Modeling (SEM) with SmartPLS 4.0 software, as it enables simultaneous testing of complex relationships between endogenous and exogenous variables (Waluyo, 2011). SEM was considered appropriate since it integrates factor analysis, path analysis, and structural modeling, allowing the study to verify hypotheses regarding the direct and indirect effects of competence, discipline, and leadership on employee performance

3. Results and Discussion

Descriptive Analysis

The descriptive analysis of respondents in this study, conducted among employees of District Offices in Bondowoso Regency, reveals variations in gender, age, and work tenure. Based on gender distribution, male respondents dominate with 72 individuals (66.7%), while female respondents total 36 individuals (33.3%), reflecting a higher male representation in the district government structure, although female employees still play a significant role in public service delivery. Regarding age, the majority of respondents fell within the 41–50 age group (49.1%), followed by 31–40 years (28.7%), and 51–58 years (22.2%). This indicates that most employees are in their mature productive years, typically characterized by considerable work experience and peak professional performance. In terms of work tenure, most respondents have served between 11–15 years (69.4%), with 20.4% serving 5–10 years, and 10.2% serving 16–20 years. This tenure distribution suggests that the majority of employees are in stable career stages with extensive bureaucratic experience, positioning them to contribute effectively and efficiently to organizational performance and the delivery of public services.

Outer Model

Convergent Validity Test

Convergent validity testing is conducted to determine the validity of each relationship between indicators and latent variables. This test is determined from the outer loading value and the Average Variance Extracted (AVE) value derived from each indicator.

Indicator	X1 Competence	X2 Work discipline	X3Leadership	Z Career development	Y Employee performance	Note
X1.1	0.752					Valid
X1.2	0.751					Valid

X1.3	0.771			Valid
X1.4	0.799			Valid
X1.5	0.767			Valid
X2.1		0.807		Valid
X2.2		0.862		Valid
X2.3		0.857		Valid
X2.4		0.829		Valid
X3.1			0.777	Valid
X3.2			0.784	Valid
X3.3			0.779	Valid
X3.4			0.770	Valid
X3.5			0.779	Valid
X3.6			0.713	Valid
Z1			0.880	Valid
Z2			0.798	Valid
Z3			0.772	Valid
Z4			0.809	Valid
Z5			0.758	Valid
Y1			0.844	Valid
Y2			0.869	Valid
Y3			0.904	Valid
Y4			0.867	Valid
Y5			0.737	Valid
Y6			0.749	Valid

Table 2. Convergent Validity Test (outer loading)

Source: Data processed by researchers 2025

Based on the data above, it shows that the outer loading value for each indicator (X1.1, X1.2, X1.3, X1.4, X1.5, X2.1, X2.2, X2.3, X2.4, Z.1, X3.1, X3.2, X3.3, X3.4, Z.1, Z.2, Z.3, Z.4, Z.5, Y.1, Y.2, Y.3, Y.4, Y.5, Y.6) is more than 0.7, thus the research instrument can be declared valid (green numbers). Then the convergent validity value AVE is presented as follows:

Research Variables	Average Variance Extracted (AVE) Value	Cut Off	Information
X1. Competence	0.590	0.5	Valid
X2. Work discipline	0.704	0.5	Valid
X3. Leadership	0.589	0.5	Valid
Z. Career development	0.647	0.5	Valid
Y. Employee performance	0.690	0.5	Valid

Table 3. Convergent Validity Test (AVE)

Source: Data processed by researchers 2025

Based on the analysis results, it shows that the Average Variance Extracted result is above 0.5 (green number), which means that the instrument used in the study is said to be "Valid".

Reliability Test

The reliability test in this study used Cronbach's Alpha. A research instrument is considered reliable if it has a value greater than 0.70 and achieves a composite reliability above 0.70. The Construct Reliability and Validity results are presented in the following table:

Research Variables	Cronbach's Alpha	Information
X1. Competence	0.827	Reliable
X2. Work discipline	0.860	Reliable
X3. Leadership	0.860	Reliable
Z. Career development	0.863	Reliable
Y. Employee performance	0.909	Reliable

Table 4. Reliability Test

Based on the analysis results in Table 12, the data above shows that the Cronbach's alpha value is greater than 0.70, thus the instrument used is reliable.

Structural Equation Analysis (Inner model)

The inner model aims to identify and test the relationship between hypothesized exogenous and endogenous constructs. The table for the structural equation analysis (inner model) is presented as follows:

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (IO/STDEVI)</i>	<i>P Values</i>
X1. Competence→Z. Career development	0.576	0.573	0.140	4,105	0,000
X2. Work discipline→Z. Career development	0.211	0.211	0.106	1,995	0.046
X3. Leadership → Z. Career development	0.058	0.061	0.181	0.320	0.749
X1. Competence→ Y. Employee performance	0.284	0.177	0.130	2,419	0.008
X2. Work discipline→ Y. Employee performance	0.239	0.240	0.094	2,539	0.011
X3. Leadership→ Y. Employee performance	0.303	0.298	0.128	2,365	0.018
Z. Career development→ Y. Employee performance	0.265	0.274	0.069	3,831	0,000
X1. Competence→Z. Career development→Y. Employee performance	0.153	0.155	0.050	3,034	0.002
X2. Work discipline→Z. Career development→Y. Employee performance	0.056	0.057	0.032	1,742	0.082
X3. Leadership→Z. Career development→Y. Employee performance	0.015	0.019	0.051	3,300	0.004

Table 5. Structural Equation Analysis (Inner model)

Source: Data processed by researchers 2025

The results of the research analysis using Smart PLS (Partial Least Square) analysis were then used to create structural equations.

a. Structural equation (inner model)

$$Z = b_1X_1 + b_3X_2 + b_5X_3 \\ = 0.576X_1 + 0.211X_2 + 0.058X_3$$

$$Y = b_2X_1 + b_4X_2 + b_6X_3 \\ = 0.284X_1 + 0.239X_2 + 0.303X_3$$

$$Y = b_7Z \\ = 0.265Z$$

b. Structural equation (inner model) with intervening variables

$$Y = (\beta_8X_1Z) + (\beta_9X_2Z) + (\beta_{10}X_3Z) \\ = (0.153X_1+Z) + (0.056X_2+Z) + (0.015X_3+Z)$$

Based on the table above, the results of the hypothesis test are presented as follows:

1. Hypothesis 1: Competence (X1) has a significant effect on Career Development (Z)

The results of the first hypothesis test show an original sample value of 0.576 with a p-value of 0.000 (<0.05), indicating a statistically significant effect. Since the p-value is smaller than the 0.05 significance level, H0 is rejected and H1 is accepted. This means that the higher the employee's competence, the greater the influence on career development at the Bondowoso Regency Sub-district Office.

2. Hypothesis 2: Work Discipline (X2) has a significant effect on Career Development (Z)

The results of the second hypothesis test show an original sample value of 0.211 with a p-value of 0.046 (<0.05). Because the p-value is less than 0.05, H0 is rejected and H2 is accepted, indicating a significant positive effect. This indicates that a high level of work discipline significantly encourages employee career development.

3. Hypothesis 3: Leadership (X3) influences Career Development (Z)
The results of the third hypothesis test show an original sample value of 0.058 with a p-value of 0.749 (> 0.05), which means it is not statistically significant. Because the p-value is greater than 0.05, H0 is accepted and H3 is rejected. Thus, leadership does not have a significant influence on employee career development at the Bondowoso Regency Sub-district Office.
4. Hypothesis 4: Competence (X1) influences Employee Performance (Y)
The results of the fourth hypothesis test show an original sample value of 0.284 with a p-value of 0.008 (< 0.05). Because the p-value is below the significance threshold, H0 is rejected and H4 is accepted. This indicates that employee competence has a significant influence on performance, meaning the more competent an employee is, the better their performance will be.
5. Hypothesis 5: Work Discipline (X2) has a significant effect on Employee Performance (Y)
The results of the fifth hypothesis test showed an original sample value of 0.239 with a p-value of 0.011 (< 0.05). A p-value less than 0.05 indicates a statistically significant effect, thus rejecting H0 and accepting H5. This means that good work discipline contributes positively to improving employee performance.
6. Hypothesis 6: Leadership (X3) has a significant effect on Employee Performance (Y)
The results of the sixth hypothesis test show an original sample value of 0.303 with a p-value of 0.018 (< 0.05), which is statistically significant. Because the p-value is less than 0.05, H0 is rejected and H6 is accepted. Thus, effective leadership contributes positively to improving employee performance.
7. Hypothesis 7: Career Development (Z) has a significant effect on Employee Performance (Y)
The results of the seventh hypothesis test show an original sample value of 0.265 with a p-value of 0.000 (< 0.05). Because the p-value is far below the significance limit, H0 is rejected and H7 is accepted. This indicates that good career development has a positive and significant effect on the performance of employees at the Sub-district Office in Bondowoso Regency.
8. Hypothesis 8: Competence (X1) \rightarrow Career Development (Z) \rightarrow Employee Performance (Y)
The results of the eighth hypothesis test show an original sample value of 0.153 and a p-value of 0.002 (< 0.05), indicating a statistically significant effect. Since the p-value is less than the 0.05 significance level, H0 is rejected and H8 is accepted. This means that employee competence not only directly impacts performance but also indirectly improves performance through career development as a mediating variable.
9. Hypothesis 9: Work Discipline (X2) \rightarrow Career Development (Z) \rightarrow Employee Performance (Y)
The results of the ninth hypothesis test show an original sample value of 0.056 with a p-value of 0.082 (> 0.05), which means it is not statistically significant. Because the p-value exceeds the significance limit of 0.05, H0 fails to be rejected and H9 is rejected. Thus, work discipline does not significantly influence employee performance through career development, indicating that career development has not been an effective pathway in bridging the influence of discipline on performance improvement.
10. Hypothesis 10: Leadership (X3) \rightarrow Career Development (Z) \rightarrow Employee Performance (Y)
The results of the tenth hypothesis test show an original sample value of 0.015 with a p-value of 0.004 (< 0.05), which means the effect is statistically significant. Because the p-value is smaller than 0.05, H0 is rejected and H10 is accepted. This means that leadership has an indirect positive influence on employee performance through career development, so the role of leaders in encouraging and facilitating subordinates' careers contributes to improving their performance.

The purpose of research hypothesis testing is to determine whether the independent variable influences the dependent variable through regression analysis. Regression analysis is used to measure the strength of the relationship between two or more variables and to indicate the direction of the relationship between the independent variables and the dependent variable. The structural model test diagram in PLS is presented below:

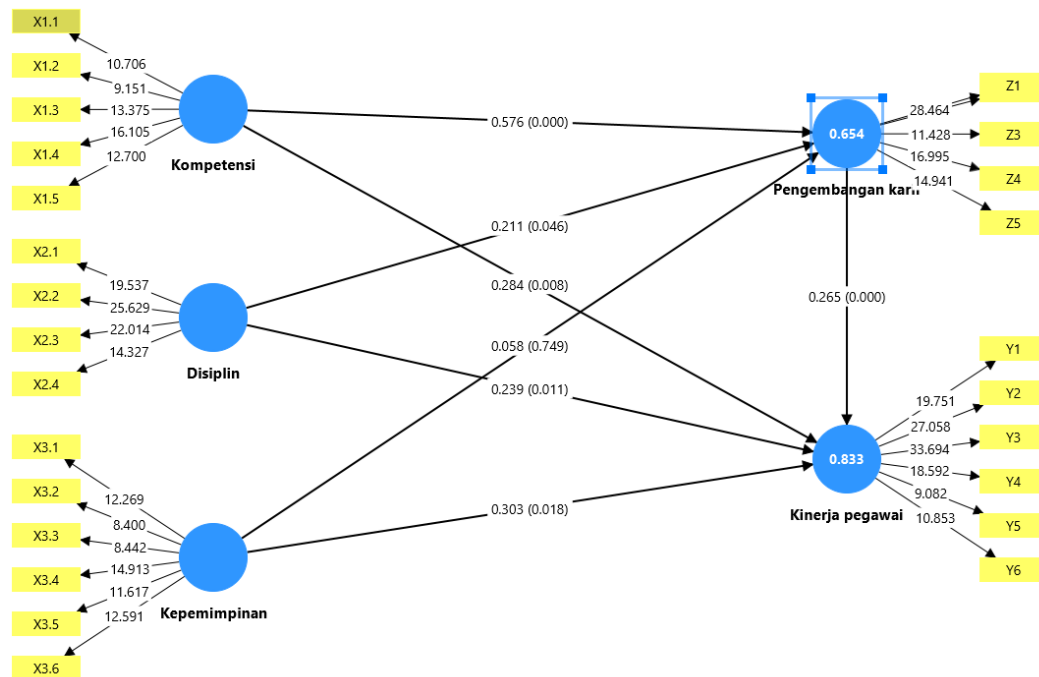


Figure 1. PLS Structural Model Test Results

Interpretation

Career development is a benchmark for developing and improving the performance of employees at the Sub-district Office in Bondowoso Regency in the future. Career development can be a mediator of the correlation effect between the variables of Competence, Work Discipline and Leadership on employee performance, this can show the relationship between Career Development and Employee Performance at the Sub-district Office in Bondowoso Regency. This study was conducted to determine the extent to which factors such as Competence, Work Discipline and Leadership determine the level of career development, especially for employee performance at the Sub-district Office in Bondowoso Regency.

The Influence of Competence on Career Development

Based on the results of the first hypothesis test, it is known that the Competence variable (X1) has a significant positive effect on Career Development (Z) with an original sample value of 0.576 and a p-value of 0.000 (<0.05). This indicates that the higher the competency possessed by employees, the greater the opportunity for them to experience career development. This research was conducted on employees of the District Office in Bondowoso Regency, so this result confirms the importance of increasing individual competency in encouraging career advancement in the work environment of the district-level government.

This significant influence is evident in competency indicators such as knowledge, skills, and self-concept, where the majority of respondents responded positively to their ability to understand tasks and carry them out effectively. When employees possess a strong understanding, strong skills, and confidence in their work, they are better prepared for promotions and greater responsibilities. This is consistent with career development indicators such as promotion information, promotion interest, and satisfaction levels, which also indicate a positive trend in employee perceptions of their self-development opportunities.

Thus, these findings confirm that improving employee competency is a crucial strategy in designing career development policies within sub-district offices throughout Bondowoso Regency. Competent employees are not only capable of performing their duties effectively but also possess the competitive edge to secure higher positions. Therefore, efforts to improve competency through training, coaching, and providing learning opportunities are strategic factors in strengthening a professional and responsive bureaucratic structure.

The results of this research are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by researchers (Boccardi et al., 2017; Masduki et al., 2017; Niati et al., 2021; Rusilowati & Maulida, 2020; Zarkasi, 2023) which state that employee competence has a significant effect on career development.

The Influence of Work Discipline on Career Development

The results of the second hypothesis test show that the Work Discipline variable (X2) has a significant positive influence on Career Development (Z) with an original sample value of 0.211 and a p-value of 0.046 (<0.05). This means that increasing employee work discipline in the Sub-district Offices throughout Bondowoso Regency significantly contributes to their career development opportunities. With a positive relationship, it can be concluded that the higher the level of employee discipline, the greater the possibility of them getting career development in the form of promotions, training, or increased responsibilities.

This influence is supported by work discipline indicators such as goals and abilities, close supervision, sanctions, and assertiveness, which indicate that the majority of respondents agreed or strongly agreed. Employees who have a clear understanding of work objectives, are consistently supervised, are subject to sanctions for violations, and are in a firm work environment tend to demonstrate more compliant and professional work behavior. This has a direct impact on career development indicators such as fair treatment and satisfaction levels, where discipline is a key consideration in assessing employee eligibility for promotion or role advancement.

Thus, the results of this study emphasize the importance of developing a disciplined work culture within the Sub-district Offices in Bondowoso Regency. Work discipline not only reflects compliance with regulations but also serves as a crucial asset in creating employees worthy of development. Therefore, strengthening oversight mechanisms, consistency in rule implementation, and firmness in management are strategic steps to accelerate the career development of civil servants at the sub-district level.

The results of this study are in accordance with the supporting theories, and in this study there are significant similarities in the results with previous research conducted by (Aini et al., 2020; Anggriani et al., 2022; Ulantini et al., 2022) which states that work discipline has a significant influence on career development.

The Influence of Leadership on Career Development

The results of the third hypothesis test indicate that the Leadership variable (X3) does not have a significant effect on Career Development (Z), with an original sample value of 0.058 and a p-value of 0.749 (> 0.05). Because the p-value is far above the significance threshold of 0.05, there is no statistically significant relationship between perceptions of leadership and employee career development opportunities. Thus, Hypothesis 3 is rejected. This finding indicates that in the Sub-district Office environment throughout Bondowoso Regency, leadership quality has not been a major factor influencing employee career development.

In fact, when looking at leadership indicators such as decision-making, motivational skills, communication, responsibility, and emotional control, the majority of respondents expressed positive assessments. This is reflected in the high percentage of "agree" and "strongly agree" responses for almost all of these indicators. However, even though leadership is considered good, this does not necessarily have a direct impact on perceptions or the realization of career development. It is possible that employees do not see a clear link between leadership actions and policies or opportunities for promotions, training, or advancement.

Given the insignificant influence of leadership on career development, an evaluation of the leadership's role in supporting employee careers is necessary. Leaders at sub-district offices in Bondowoso Regency need to be more active as facilitators in the career development process, for example by providing clear career guidance, consistent coaching, and creating a transparent and objective performance appraisal system. Without real leadership involvement, employees tend to view career development as a purely administrative process, rather than as part of strategic leadership.

The results of this study differ from previous research conducted by (Gurning & Irvan, 2022) which stated that leadership has a positive and significant influence on career development.

The Influence of Competence on Employee Performance

The results of the fourth hypothesis test show that Competence (X1) has a significant positive effect on Employee Performance (Y), with an original sample value of 0.284 and a p-value of 0.008 (<0.05). Thus, Hypothesis 4 is accepted. This indicates that the higher the competence possessed by employees of the Sub-district Office in Bondowoso Regency, the better the resulting performance. This influence strengthens the position of competence as the main foundation in achieving optimal work results in a public organization environment.

The link between competence and performance is reflected in several key indicators. Regarding competence, indicators such as knowledge and skills received high percentages of "agree" and "strongly agree" responses from respondents. This, in turn, contributes to the achievement of employee performance indicators, such as service standards and tools or facilities, which also received positive responses. Employees with adequate competence tend to be better able to understand their tasks, provide services that meet standards, and maximize the use of available resources to achieve work targets.

Therefore, these findings suggest that improving employee competency, whether through technical training, improving understanding of work procedures, or strengthening soft skills such as self-concept and motivation, should be a priority in efforts to improve performance in sub-district offices throughout Bondowoso Regency. Strong competency not only makes employees more effective and efficient but also strengthens a professional work culture oriented towards results and quality public service.

The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous studies conducted by (Adittya et al., 2021; Bohlen Purba & Ali, 2018; Laura Silaban et al., 2021; Purnama et al., 2013; S, 2020; Saban et al., 2020) which state that employee competence has a significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

The results of the fifth hypothesis test show that the Work Discipline variable (X2) has a significant positive effect on Employee Performance (Y) with an original sample value of 0.239 and a p-value of 0.011 (<0.05). This means that the higher the level of employee work discipline, the better their performance will be. With a significance value that meets the requirements (<0.05), Hypothesis 5 is accepted, and this strengthens that discipline is a crucial factor in achieving optimal performance in Sub-district Offices throughout Bondowoso Regency.

The relationship between work discipline and employee performance can be seen from key indicators that support each other. Regarding work discipline, most respondents agreed or strongly agreed with indicators such as goals and abilities, close supervision, and assertiveness, which reflect adherence to work rules, clarity of responsibilities, and consistency in task execution. This directly correlates with performance indicators such as work goals, feedback, and opportunities. Disciplined employees tend to be more aware of their roles, open to evaluation, and ready to take opportunities to improve their work performance.

Thus, these findings indicate that efforts to improve work discipline, whether through internal supervision, consistent sanctions, or strengthening an orderly work culture, will have a direct impact on improving employee performance. Sub-district office leaders in Bondowoso Regency need to continue developing a fair, firm, and sustainable discipline management system so that employees comply not only with regulations out of obligation but also out of professional awareness to make the best contribution to the agency and the community.

The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous studies conducted by: (Audina & Handayani, 2021; Hasibuan & Munasib, 2020; Hidayati et al., 2019; Munir et al., 2020; Nurtati et al., 2023; Ulantini et al., 2022; Zakiyah et al., 2020) which state that work discipline has a significant effect on employee performance.

The Influence of Leadership on Employee Performance

The results of the sixth hypothesis test indicate that the Leadership variable (X3) has a significant positive effect on Employee Performance (Y), with an original sample value of 0.303 and a p-value of 0.018 (<0.05). Because the p-value is below the significance threshold of 0.05, the effect is statistically acceptable, and Hypothesis 6 is declared accepted. This means that the better the quality of leadership perceived by employees, the better the resulting performance. These results are relevant in the context of the Sub-district Office in Bondowoso Regency, where the role of leadership greatly determines the direction of work and the effectiveness of employees in the government work environment.

This positive influence is evident in leadership indicators such as motivational skills, communication, decision-making, and emotional control, all of which received dominant responses in the "agree" and "strongly agree" categories. Leaders who are able to provide clear direction, motivate subordinates, and act fairly and rationally in various situations will foster a healthy work climate. This then contributes directly to the achievement of performance indicators such as service

standards, feedback, and motivation, where employees become more motivated, productive, and focused on the organization's work goals.

Thus, these results confirm that good leadership quality is crucial for improving employee performance, particularly in sub-district offices throughout Bondowoso Regency. Leaders who are present functionally—not just structurally—will be a catalyst for achieving maximum work results. Therefore, it is crucial for government organizations to continuously develop leadership competencies through managerial training, coaching, and objective leadership evaluations to ensure that each leader is able to effectively direct, guide, and empower employees.

The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous studies conducted by: (Adiyasa & Windayanti, 2019; Jayusman & Khotimah, 2016; Kurniawan, 2021; Praditya, 2020; Yang et al., 2023) which state that leadership has a significant effect on employee performance.

The Influence of Career Development on Employee Performance

The results of the seventh hypothesis test indicate that the Career Development variable (Z) has a significant positive effect on Employee Performance (Y), with an original sample value of 0.265 and a p-value of 0.000 (<0.05). This means that the better the career development efforts received by employees, the higher their performance will be. Thus, Hypothesis 7 is accepted, and career development is proven to be an important factor supporting the improvement of employee performance in the Sub-district Office environment throughout Bondowoso Regency.

This relationship is reflected in career development indicators such as fair treatment, promotion information, satisfaction level, and interest in promotion, which received relatively high percentages of agree and strongly agree responses. When employees feel treated fairly, understand promotion opportunities, and are satisfied with the existing career system, they tend to exhibit higher work enthusiasm. This directly impacts performance indicators such as work motivation, opportunities for better performance, and feedback, all of which show positive results.

Thus, these findings indicate that career development serves not only as a strategy to increase employee loyalty and retention, but also as a strategic tool to encourage optimal performance. Therefore, the management of the Sub-district Office in Bondowoso Regency needs to ensure that every employee has fair access to career development programs, receives transparent promotion information, and feels valued in the career development process. Investment in career development will have a direct impact on the quality of the organization's overall performance.

The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous studies conducted by research (Aini et al., 2020; Andronicus, 2020; Dyahrini & Nugraha, 2022; Idfi & Saragih, tt; Iis et al., 2022; Laura Silaban et al., 2021; Mochklas & Mahardhika, 2018; Niati et al., 2021; Taghulihi, 2015; Trisnawan & Elmi, 2021; Ulantini et al., 2022) stating that there is a significant influence between career development on employee performance.

The Influence of Competence on Employee Performance Through Career Development

The results of the eighth hypothesis test show that the Competence variable (X1) has a significant effect on Employee Performance (Y) through Career Development (Z) as a mediating variable, with an original sample value of 0.153 and a p-value of 0.002 (<0.05). Thus, Hypothesis 8 is accepted. This means that employee competence not only has a direct impact on performance, but also indirectly improves performance through strengthening career development. This finding confirms that the career development mediation pathway plays an important role in optimizing the influence of competence on the work results of employees at the Sub-district Office in Bondowoso Regency.

This mediation process can be explained through the interrelationships between indicators. Competence, encompassing knowledge, skills, and a strong self-concept, empowers employees to be better prepared to face work challenges and seize career development opportunities. When employees feel competent, they are more likely to express interest in promotions, feel satisfied with their career processes, and effectively absorb promotional information. This situation will lead to increased work motivation, readiness to accept new responsibilities, and greater engagement in their work, which are ultimately reflected in performance indicators such as goals, service standards, and work motives.

Thus, career development serves as a crucial bridge connecting individual competency with sustainable performance improvement. Therefore, the Bondowoso Regency Government, through sub-district leadership, needs to integrate competency improvement strategies with structured and

equitable career development policies. When employees feel valued for their competency and are given the space to grow within their careers, overall organizational performance will improve significantly and sustainably.

The Influence of Work Discipline on Employee Performance Through Career Development

The results of the ninth hypothesis test indicate that the Work Discipline variable (X2) has a positive insignificant effect on Employee Performance (Y) through Career Development (Z), with an original sample value of 0.056 and a p-value of 0.082 (> 0.05). Because the p-value exceeds the significance limit of 0.05, it can be concluded that the effect is not statistically significant, so Hypothesis 9 is rejected. This means that although work discipline has an important role, it has not been statistically proven to be able to improve employee performance through career development as a mediating variable, especially in the Sub-district Office environment throughout Bondowoso Regency.

These findings indicate that career development has not yet fully mediated the effective link between work discipline and performance. However, based on indicators, high work discipline is reflected in aspects of inherent supervision, punitive sanctions, and leadership assertiveness, which were largely assessed positively by respondents. However, these disciplinary values have not yet played a sufficient role in driving the career development process in a concrete way—for example, through job promotions, training, or discipline-based rewards—which subsequently impact employee performance. This may be due to a career system that has not fully considered the disciplinary aspect as the primary basis for career development.

Therefore, these results provide important insights for local governments, particularly personnel managers at sub-district offices throughout Bondowoso Regency, to develop career development policies that are more integrated with work discipline assessments. By linking discipline indicators as one of the main criteria in the promotion or career development process, employees will be more motivated to maintain consistent discipline. Without a clear link, work discipline remains important, but it is insufficient to significantly impact performance improvement through career development.

The Influence of Leadership on Employee Performance Through Career Development

The results of the tenth hypothesis test indicate that the Leadership variable (X3) has a significant effect on Employee Performance (Y) through Career Development (Z), with an original sample value of 0.015 and a p-value of 0.004 (< 0.05). Thus, Hypothesis 10 is accepted. This means that although the direct influence of leadership on performance may not be too large, through the career development path, leadership makes a significant contribution to improving employee performance in the Sub-district Office environment throughout Bondowoso Regency.

These findings indicate that leadership's role in supporting and facilitating career development significantly impacts employee morale and productivity. Leadership indicators such as motivation, communication, and decision-making skills can create a conducive work climate and provide room for employee growth. When leaders actively recognize the potential of their subordinates and provide access to career development opportunities, such as training or promotions, this directly impacts performance indicators such as work motivation, work goals, and opportunities for personal development.

Thus, these results emphasize the importance of leadership that focuses not only on controlling day-to-day work but also on encouraging employee career advancement as a long-term strategy for improving organizational performance. In sub-district offices throughout Bondowoso Regency, the ideal leadership role includes empowering, coaching, and developing employee potential to create high-performing human resources oriented toward excellent public service.

4. Conclusion

Based on the results of the analysis and discussion that have been described previously, several conclusions can be drawn from the overall research results, namely as follows: a) Competence has a significant influence on the career development of employees at the Sub-district Office in Bondowoso Regency, meaning that the higher the competence an employee has, the greater the opportunities for career development they will obtain, b) Work discipline has a significant influence on the career development of employees at the Sub-district Office in Bondowoso Regency, meaning that employees who demonstrate high discipline tend to have better career prospects, c) Leadership does not have a significant influence on the career development of employees at the Sub-district Office in Bondowoso

Regency, meaning that leadership quality has not become a major factor in determining career development, d) Competence has a significant influence on the performance of employees at the Sub-district Office in Bondowoso Regency, meaning that good competence encourages increased work effectiveness and productivity, e) Work discipline has a significant influence on the performance of employees at the Sub-district Office in Bondowoso Regency, meaning that discipline in carrying out tasks has a direct impact on achieving optimal work results, f) Leadership has a significant influence on the performance of employees at the Sub-district Office in Bondowoso Regency, meaning that leaders who are communicative, firm, and able to motivate will improve employee performance, g) Career development has a significant influence on the performance of employees at the Sub-district Office in Bondowoso Regency, meaning that the better the career development system, the higher the employee performance, h) Competence has a significant influence on employee performance through career development at the Sub-district Office in Bondowoso Regency, meaning that competence encourages career development which then has an impact on improving performance, i) Work discipline does not have a significant effect on employee performance through career development at the Sub-district Office in Bondowoso Regency, meaning that career development has not been an effective path in linking discipline with performance, j) Leadership has a significant influence on employee performance through career development at the Sub-district Office in Bondowoso Regency, meaning that leaders who support career development are able to improve subordinate performance indirectly.

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