

THE INFLUENCE OF LEADERSHIP AND COMPETENCE OF KRI ABK IN THE PUSHIDROSAL ENVIRONMENT ON ORGANIZATIONAL PERFORMANCE

M Ilham Agus¹, Basri Mustari², Rama Remeiar P³

¹ Magister Terapan Operasi Laut Sekolah Staf dan Komando TNI AL,
Orenzvoleta2001@gmail.com

² Magister Terapan Operasi Laut Sekolah Staf dan Komando TNI AL
basrimustari@gmail.com

³ Magister Terapan Operasi Laut Sekolah Staf dan Komando TNI AL
ramaremeiar@gmail.com

Info Artikel

Sejarah artikel:

Diterima 19 Januari 2023
Disetujui 30 Januari 2023
Diterbitkan 30 Maret 2023

Keywords:

leadership, competence,
organizational performance

ABSTRACT

The purpose of this study was to examine the effect of leadership and competence on organizational performance. This study uses a quantitative method with data obtained through an instrument in the form of a questionnaire with a Likert scale assessment with the number of respondents as many as 58 soldiers. The data from filling out the questionnaire was then analyzed using the Partial Least Square technique with the help of the Smart PLS program. Based on the results of the analysis in this study, several conclusions were obtained as follows: (1) Leadership has a positive and significant effect on organizational performance, the better the superior leadership, the higher the organizational performance; (2) Competence has a positive and significant effect on organizational performance, the higher the competence of KRI personnel, the higher the organizational performance; (3) Leadership and competence have a simultaneous effect on organizational performance. In general, the conclusion obtained from the results of this study is that good leadership and competence will improve organizational performance.



©2022 Penulis. Diterbitkan oleh Universitas Islam Lamongan. Ini adalah artikel akses terbuka di bawah lisensi CC BY NC (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

In order to measure the operational readiness of the KRI, the KRI Exemplary competition was held. The results of the KRI Exemplary competition assessment are very dependent on the performance of the KRI where the leadership role of a commander is one of the most strategic factors. Commanders are expected to have the ability to lead, influence, direct and move subordinates to achieve goals. In participating in the KRI Exemplary competition, it is also necessary to have Competence for ABK according to their respective duties and responsibilities. Therefore, the performance of KRI in participating in the KRI Exemplary competition is very dependent on the Commander's Leadership and Competence of ABK.

The Naval Hydrographic and Oceanographic Center (Pushidrosal) is the Navy Development City which is located directly under the Chief of Naval Staff (Kasal). Pushidrosal has the main task of carrying out the development of functions and the implementation of Hydro-Oceanographic activities (Hidros) which include surveys, research, marine mapping, publications, application of the marine environment and safety of shipping navigation for the benefit of the TNI and the general public, and

preparing data and information on defense areas at sea. in order to support the main tasks of the Navy (Buletin Pushidrosal Jala Citra Praja Yudho, Profile (Position, duties and functions)).

The success of the Commander in carrying out his profession will not be separated from the trust given by the leadership. These achievements will not achieve maximum results if there is no leadership style (Saputra et al., 2021). Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others (Suranta, 2012). The leadership style is suitable when the organization's goals have been communicated and subordinates have accepted them. A commander must apply a leadership style to manage his subordinates, because a commander will greatly affect the success of the organization in achieving its goals. The role of the leader in this case is a commander, he must understand very well what to do with his soldiers, because the leader must be able to be an example and be a family for his members. This is in line with research conducted by Syopwani (2017) and Maria Elisabeth, which in their research concludes leadership and competence have a positive effect on personnel performance.

The role of the leader in this case the KRI Commander is a key part of success in carrying out tasks in the KRI and its existence can make a major contribution to the success of the organization in achieving its goals, besides that it is also necessary to be supported by the Competence of the KRI ABK in order to carry out the Commander's orders during training and operations in the KRI. the field of duty so that what has been planned can be carried out properly through their responsibilities and carrying out their obligations as staff and subordinates.

In addition to this to ascertain the alleged causes of suboptimal organizational performance, this study has conducted preliminary research on Pushidrosal soldiers serving in the KRI to select each of 3 variables from 12 variables that are considered to meet organizational performance. So in this paper, the authors choose 2 factors that are strongly suspected to affect organizational performance, namely Leadership and Competence.

Leadership is a fundamental component in analyzing processes and dynamics within the organization. Leadership is a person's ability to influence other people (people being led or followers), so that other people behave in accordance with what the leader wants. Leadership according to Terry (2012) is the activity of influencing people to be directed towards achieving organizational goals. Leadership according to Koontz & O'donnel in Rivai (2013) is a process of influencing a group of people so that they want to work seriously to achieve the group's goals. Leadership according to Pfiffner in Rivai (2013), is the ability to coordinate and motivate people or groups to achieve the desired goals. So it can be concluded that leadership is the influence that a person has and in turn the effect of that influence on the people he wants to influence. An important role in leadership is the effort of someone who plays the role of a leader to influence others in certain organizations / institutions to achieve goals (Syakur et al., 2021).

To carry out its function as a leader there are several styles that are often applied. The leadership style itself is also a way or process of how a leader can carry out his leadership with reasonable skills so that the goals set can be achieved with better results. Leadership style is a pattern of behavior (words in action) of a leader that is felt by others. Leadership style is also defined as a term about how a leader looks in the eyes of

his subordinates. said that the leader's behavior in the process of decision-making and problem solving in accordance with one's leadership style.

The existence of humans in organizations has a very important role for an organization (Utari et al., 2021). Competence comes from the English word competence which means ability or skill. Competence in a broad scope can also be described as an individual's underlying characteristic that is closely related to a performance (Prasetyo et al., 2021). This is because the success of an organization is largely determined by the quality of the personnel working within the organization (Utari, et al., 2020).

According to Mc. Clelland in (2012) Competence is a fundamental characteristic possessed by a person that has a direct effect on or can predict excellent performance. Competence according to Spencer & Spencer in Sudarmanto (2014) is the basic foundation of people's characteristics and identifies ways of behaving or thinking, equating situations and supporting them for a long period of time. Based on the expert opinion, it can be concluded that competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job.

For every organization to conduct an assessment of performance which is a very important thing because the assessment can be used as a measure of the success of an organization within a certain period of time (Aksa et al., 2021). The assessment can be used as input for the improvement or improvement of the performance of the organization concerned so that the totality of the work achieved by an organization can be known.

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members (Prasetyo et al., 2021). According to Armstrong and Murlis in Wibowo (2016), it is a means to get better results from organizations, teams and individuals within an agreed framework in planning goals, objectives and standards. According to Philip and Sheppard in Wibowo (2016) say that improving strategic focus and organizational effectiveness through various opinions by experts regarding organizational performance above, it can be concluded that performance is an inseparable part of an organization, which is work performance that can be measured. measured, relates to personal abilities and skills that affect the team or the organization as a whole.

The aims of this study were to: a) To determine the influence of the KRI Commander's Leadership in the Pushidrosal Environment on Organizational Performance. b) Knowing the Effect of Competence of KRI ABK in the Pushidrosal Environment on Organizational Performance. c) Knowing the Influence of KRI Commander Leadership and KRI ABK Competencies in the Pushidrosal Environment on Organizational Performance.

RESEARCH METHODS

In this research, there are several approaches that can be used. According to Sugiyono (2018), there are two types of methods used, namely, quantitative methods and qualitative methods. For this study, the authors used a quantitative approach (Utari, et al., 2020; Indrawati et al., 2021). According to Sugiyono (2018), the quantitative method is a research method based on the philosophy of positivism, used to examine

certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing established hypotheses. This study uses a causal relationship, namely research designed to examine the effect of one variable on other variables, considering the aim of the researcher is to explain the relationship and influence that occurs between variables (Rusdianto et al., 2020).

The population used in this study were KRI Rigel-933 personnel, KRI SPC-934 personnel, and KRI Pulau Romang-723 personnel, totaling 140 personnel. The sample used in this study is by using the Slovin formula. Based on the calculation results, the number of samples that must be taken is 58 respondents. The sampling technique uses Probability Sampling, (Simple Random Sampling). Probability sampling is a sampling technique that provides equal opportunities for each member of the population to be selected as a sample member, and simple random sampling is part of probability sampling that is carried out randomly (Sugiyono 2018).

The data collection technique in this study was carried out by distributing questionnaires to KRI Rigel-933, KRI Spica-934 and KRI Pulau Romang-723. Questionnaire is a data collection technique by providing or distributing a list of statements to respondents in the hope of responding to the list of statements. In addition, documentation techniques are also used. Documentation is a way to obtain data by recording or copying documents on KRI Rigel-933, KRI Spica-934 and KRI Pulau Romang-723

In this study, the analysis technique of Structural Equation Modeling (SEM) was used to test the model and relationship developed with the PLS (partial Least Squares) V.3.0 program. PLS (Partial Least Squares) is a factor indeterminacy analysis method that does not assume the data must be with a certain scale measurement and a small sample size and can be used to confirm theory. The argument is that SEM is a combination of two separate statistical methods, namely factor analysis and simultaneous equation model.

RESULTS AND DISCUSSION

Path Coefficient Evaluation and Direct Effect Test

The direct effect significance test was used to test the partial effect of exogenous variables on endogenous variables. Therefore, this study uses a two-way hypothesis (two tails), then the hypothesis used in this test is as follows:

- Ho : exogenous variables have no effect on endogenous variables
- Ha : exogenous variables affect endogenous variables

Because the research hypothesis is a one-way hypothesis, Ho is rejected and it is concluded that exogenous variables have a significant effect on endogenous variables if the P value < 0.05 and t count > 1.96, whereas if the p value > 0.05 and t count < 1.96 then Ho is not rejected and it is concluded that the exogenous variable has no effect on the endogenous variable.

From the results of the significance test, it can also be seen the direction of the relationship between the influence of exogenous variables and endogenous variables. The direction of the relationship can be known from the path coefficients on each path. If the path coefficient value is positive, then the effect of exogenous on endogenous is in the same direction, whereas if the path coefficient is negative, then the effect of exogenous on endogenous is in the opposite direction. The results of the model

estimation as a reference for testing the hypothesis in this study can be seen in the following figure :

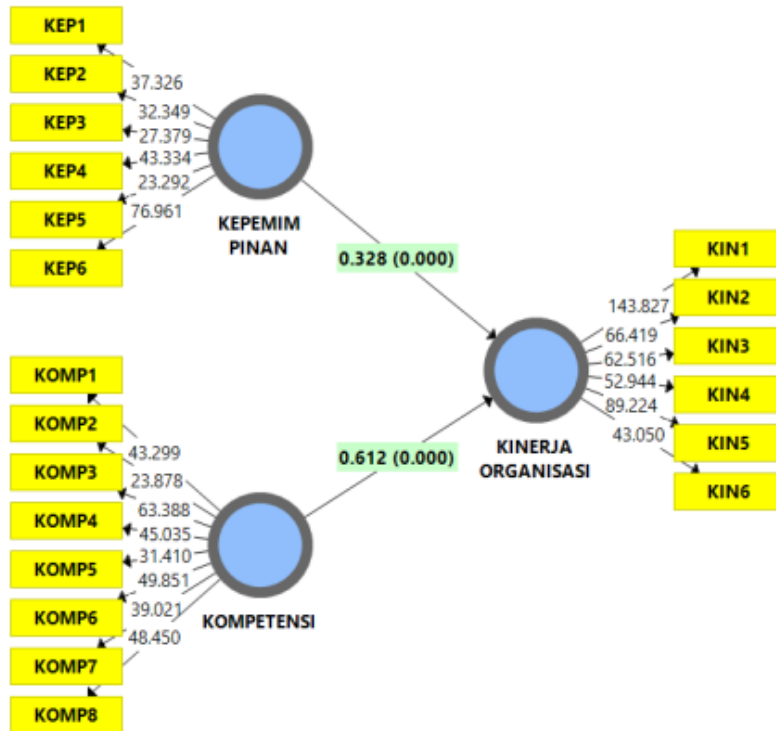


Figure 1. Estimation results of the PLS Bootstrapping model

Based on the estimation results of the PLS model with the bootstrapping technique above, it can be seen that all paths are significant with p value < 0.05. The results of the full direct effect significance test can be seen in the following table:

Table 1. Partial Effect Test Results

	Path Coefficient	T Statistics	P Values
• KEP -> KIN	0.328	3.899	0.000
• KOMP -> KIN	0.612	7.736	0.000

Source: Data Processing Results (2021)

1) Path KEP → KIN

In the path that shows the relationship of leadership influence on organizational performance, the p value obtained is 0.000 with a t statistic of 3.899 and a positive path coefficient of 0.328. Because the path p value < 0.05, t statistic > 1.96 and the path coefficient is positive, it can be concluded that leadership has a positive and significant effect on organizational performance, this indicates that the better the leadership, the higher the organizational performance..

2) Path KOMP → KIN

In the path that shows the relationship between the influence of competence on organizational performance, the p value obtained is 0.000 with a t statistic of 7.736 and a positive path coefficient of 0.612. Because the path p value < 0.05, t statistic >

1.96 and the path coefficient is positive, it can be concluded that competence has a positive and significant effect on organizational performance, this indicates that the better the competence, the higher the organizational performance.

Coefficient of Determination (R Square)

The coefficient of determination shows the influence of exogenous variables on endogenous variables. In the PLS analysis, the coefficient of determination is seen from the adjusted R Square value with a value between 0 -1 . The higher the adjusted R square, the higher the contribution of exogenous variables to endogenous variables.

Table 2. Coefficient of Determination

	<i>R Square</i>	<i>R Square Adjusted</i>
Organizational performance	0.684	0.672

Source: Data Processing Results (2021)

Based on the results of the analysis in the table above, the results obtained that the adjusted R square value of the organizational performance variable is 0.672, this indicates that 67.2% of the variance of organizational performance is influenced by leadership and competence.

With an R square value of 0.684, the measurement error can be calculated. This measurement error value can be used to form a structural equation based on each exogenous variable path coefficient. The following is the result of calculating the measurement error in this PLS model:

$$e = \sqrt{1 - R^2} = \sqrt{1 - 0,684} = 0,562$$

Based on the path coefficient value of each exogenous variable (the path coefficient of leadership on organizational performance is 0.328 and the path coefficient of competence on performance is 0.612), the structural equation that can be used to predict the high and low of personnel performance based on leadership, motivation and work discipline of personnel is as follows :

$$KIN = 0,328 KEP + 0,612 KOMP + 0,562$$

Dengan :

- KIN : Organizational performance
- KEP = Leadership
- KOMP = Competence

Simultaneous Effect Test

In addition to testing the partial effect, testing is also carried out on the simultaneous effect with the following hypothesis testing:

- a. Ho : There is no simultaneous influence of leadership and competence on organizational performance
- b. Ha : There is a simultaneous influence of leadership and competence on organizational performance

With a significance level of 5%, Ho is rejected if the calculated F value > F table. Then look at Table F, for the number of samples as many as 58 respondents, with the

number of variables (free and dependent) as much as 3, then the value of F table at a significance level of 5% is 3.165.

To obtain the calculated F value, it is necessary to do calculations involving the value of R Square. The results of the previous analysis have stated that the R square of organizational performance is 0.684, so F arithmetic d can be obtained by the following calculation formula:

$$F \text{ hitung} = \frac{R^2/3}{\frac{1-R^2}{n-k-1}} = \frac{0.684/3}{\frac{1-0.684}{58-3-1}} = 38,962$$

By using the calculated F formula, the calculated F value is 38.962, because the F count > F table, then Ho is rejected and it is concluded that there is a simultaneous influence of leadership and competence on organizational performance.

Discussion

Leadership is proven to have a positive and significant effect on organizational performance, this shows that the better the leadership, the higher the organizational performance. This supports hypothesis 1 in this study so that hypothesis 1 is accepted, namely that there is a positive influence of leadership variables on organizational performance. A leader is taught to see a decision not in short-term goals but the decisions taken have an impact on long-term goals. A good leader is one who has a clear vision and mission where with the decisions made he is able to encourage the formation of the desired performance, including directing the soldiers to work in realizing their goals. As stated by Robbins (2015) Leadership is the ability to influence a group towards achieving goals. In directing the soldiers to work with the intentions desired by the leadership, they must go through various techniques and arts. Because one of the factors of job failure was caused by the lack of a unifying spirit from the soldiers to want to work according to the direction of the leader, and caused by the attitude of the leadership's decision that did not understand the condition of the soldiers. In addition, the leadership needed is one that has a high competency value, and competence is obtained if the leader has maximum experience and science. As research conducted by Purwito (2014) obtained the results that leadership has a positive and significant influence on organizational performance.

Competence is proven to have a positive and significant effect on organizational performance, this shows that the better the competence, the higher the organizational performance. Competence can be related to performance in a causal flow model which shows that goals, temperament, self-concept, and knowledge competencies are generated by a situation, can predict skillful behaviors, which then predict performance. If competence in performance can be carried out in various activities within the organization, such as performance management, work processes, and employee career planning. According to Spencer and Spencer in Edison et al. (2016,142) competence is an individual's underlying characteristics related to a causal relationship or cause-and-effect implementation of effective and/or superior performance in a job or situation. Competence includes knowledge, skills, and attitudes. From these actions results were achieved. Competence can be linked to performance. Competence in performance is used to ensure that performance appraisal is not only focused on results but also

considers behavioral aspects as the work is done that can determine results. Performance reviews are carried out on a usage basis to inform improvement and development of learning plans and programs. This is in line with research conducted by Pratiwi and Sulisty (2016) showing that competence has a positive effect on organizational performance.

Leadership and competence are proven to have a simultaneous effect on organizational performance. A leader must be able to direct his subordinates to have competence at work. Because the ownership of the competence of the soldiers will be able to encourage the improvement of the quality of the company's performance. The difference between soldiers who have competence and those who have low competency scores will have an impact on the performance results they produce. So, every leader is not only required to be able to work optimally but also understands where the problems that each soldier has so far include problems in developing the talents of a soldier. Understanding talent and expertise with suitability is placing the soldier in his place or applying the concept of "the right man and the right place." This is in line with the research conducted by Marwansyah and Oemar (2015) with the results of leadership and competence having a significant influence both simultaneously and partially on organizational performance..

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the analysis and discussion that has been carried out by researchers in the previous chapter regarding the influence of leadership and competence on organizational performance, several conclusions can be drawn as follows :

1. Leadership has a positive and significant effect on organizational performance, this shows that the better the superior leadership, the higher the organizational performance of KRI Rigel-933, KRI SPC-934 personnel, and KRI Pulau Romang-723 personnel. Leadership proved to be a very influential factor on the organizational performance of KRI Rigel-933, KRI SPC-934 personnel, and KRI Romang-723 personnel.
2. Competence has a positive and significant effect on personnel performance, this shows that the higher the competence of personnel, the higher the organizational performance of KRI Rigel-933, personnel of KRI SPC-934, and personnel of KRI Pulau Romang-723. Competence is proven to be a very influential factor on the organizational performance of KRI Rigel-933, personnel of KRI SPC-934, and personnel of KRI Pulau Romang-723.
3. Leadership and Competence simultaneously affect organizational performance, this can be seen if the leadership of a good commander will make the soldiers he leads more enthusiastic in doing or carrying out their work so that directly or indirectly will increase the competence of the soldier. So the things that need to be done related to the competence of the personnel, the most important thing is that the organization should increase the knowledge of the work of the personnel so that the personnel know the tasks that need to be done, the skills and work experience of the personnel are needed so that they do not experience difficulties in carrying out their duties and the ability to solve work problems. faced so that personnel are able to overcome problems (problems) at work.

Suggestions

Suggestions that can be given by researchers based on research that has been carried out include :

1. For superiors, the results of the analysis in this study indicate that superior leadership has been good, leaders are considered to have good leadership so that they can establish good relations with subordinates, always pay attention to subordinates and accommodate aspirations if there are suggestions and input, Leaders convey clearly what tasks must be done. carried out in accordance with their authority, the leader always provides guidance, direction and encouragement to his subordinates, the leader can always create conducive working conditions but the leader still needs to improve his leadership in terms of awarding, the leader should be able to give awards to personnel with good work performance so that they can improve personnel work motivation.
2. For personnel, the results of the analysis in this study indicate that most of the personnel in this study have excellent competence, most of the personnel have the ability to identify problems if a problem occurs, are able to complete all work with the knowledge they have, are able to understand well the work of the superiors, able to carry out their duties well, showing likes and dislikes reactions to external factors if they do not comply with the rules and have sincerity in their duties, but still need to improve in terms of having honesty, openness, and democracy in work as well as being more enthusiastic, disciplined at work . then the things that need to be done.
3. For the Organization, things that need to be done related to the competence of personnel, the most important thing is that the organization should increase the knowledge of personnel work so that personnel know the tasks that need to be done, the work skills of personnel according to their fields need to be done so that personnel do not experience difficulties in carrying out their duties, work experience become an ability in solving work problems faced so that employees are able to overcome problems at work.

REFERENCE

- Aksa, YDTS; Utari, Woro; Indrawati, Mei. 2021. Analisis Pengaruh Lingkungan Kerja, Komunikasi Dan Fasilitas Kerja Terhadap Semangat Kerja Pegawai Kantor Pertanahan Kabupaten Ponorogo. *Journal of Applied Management and Accounting Science* 2 (2), 84-92
- Edison, Emron. Yohny anwar, Imas komariyah. 2016. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Indrawati, M., Utari, W., Prasetyo, I., Rusdiyanto, Kalbuana, N. 2021. *Household Business Strategy During The Covid 19 Pandemic. Journal of Management Information and Decision Sciences*. Volume 24, Issue Special Issue 1, 2021
- Marwansyah, Yohanas Oemar. 2015. Pengaruh Kepemimpinan dan Kompetensi terhadap motivasi serta dampaknya terhadap kinerja karyawan PT. Bank OCBC NISP Tbk, Cab. Pekanbaru. *Jurnal Tepak Manajemen Bisnis*. Vol. VII No. 2 Mei 2015
- Prasetyo, Indra; Aliyyah, Nabilah; Rusdiyanto; Utari, Woro; Suprapti, Sri; Kartika,

- Chandra; Winarko, Ruddy; Chamariyah; Panglipursari, Dwi Lesno; Muninghar, Halimah, Nur; Aminatuzzuhro; Indrawati, Mei; Junus, Onong; Herli, Mohammad; Hafidhah; Kustiningsih, Nanik; Gazali; Kusuma, Adriani; Aina, Muslimatul; Bustaram, Isnain; Risal, Zef; Zainurrafiqi; Amar, Siti Salama; Umah, Khoiroh; Khadijah, Susan Novitasari; Gustomi, Mono Pratiko; Irawan, Hendra; Rochman, Arif Syafi'ur; Pramitasari, Dini Ayu; Farid, Muhammad Miftah; Kalbuana, Nawang. 2021. *Effects of Organizational Communication Climate and Employee Retention Toward Employee Performance. Journal of Legal, Ethical and Regulatory*. Vol: 24 Issue: 1S (2021)
- Pratiwi, Lian Cantika Dewi dan Agung Budi Sulistyو Pengaruh Kompetensi, Motivasi Kerja dan Kompensasi Terhadap Kinerja Karyawan Bank Muamalat Dan BNI Syariah Cabang Jember Dan Banyuwangi Artikel Mahasiswa Universitas Jember
- Purwito Kesdu, AC. 2014. Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Pegawai PD. BPR Bank Klaten Dengan Komitmen Organisasi Sebagai Intervening. Aktual Vol 1 No.2.
- Rivai, Veithzal. 2013. Kepemimpinan dan Perilaku Organisasi. Jakarta: PT. Raja Grafindo Persada
- Robbins, Stephen. 2015. Perilaku Organisasi. Jakarta: Salemba Empat.
- Rusdiyanto; Hidayat, Widi; Tjaraka, Heru; Septiarini, Dina Fitriasia; Fayanni, Yenni; Utari, Woro; Waras; Indrawati, Mei; Susanto, Hadi; Tjahjo, Judy Djoko Wahjono; Mufarokhah, Nur; Susetyorini; Elan, Umi; Samsi, Nur; Choiri; Syamsul, H, Mohamad; Widodo, Muji; Suyanto, Hudi; Zainal, A, Muhammad. Zulaikhah Imanawati. 2020. *The Effect of Earning Per Share, Debt to Equity Ratio and Return On Assets On Stock Prices: Case Study Indonesian*. Vol: 26 Issue: 2 (2020)
- Saputra, EWHU; Indrawati, Mei; Utari, Woro. 2021. Pengaruh Kepemimpinan, Komunikasi Dan Pemberian Reward Terhadap Kinerja Pegawai Badan Koordinasi Wilayah II Bojonegoro Pemprov Jatim Melalui Motivasi Kerja. *Journal of Applied Management and Accounting Science* 2 (2), 104-115
- Sudarmanto. 2014. Kinerja dan Pengembangan Kompetensi SDM. Yogyakarta: Pustaka Pelajar.
- Sugiyono. 2018. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Suranta. 2012. Dasar-Dasar Pembelajaran. Edisi 4. Yogyakarta: BPFE.
- Syakur, Abd.; Utari, Woro; Chamariyah. 2021. *Correlation between Organizational Roles, OBC, and Organizational Commitment toward Employees of the Limited Liability Company of State Electricity Company of APJ Jember. 2021. Budapest International Research and Critics Institute (BIRCI-Journal) : Humanities*. Vol 4, No 2 (2021)
- Syopwani. 2017. Pengaruh Kepemimpinan Dan Kompetensi Terhadap Kinerja Pegawai Kantor Kecamatan Pancoran Kota Administrasi Jakarta Selatan. *Jurnal Renaissance | Volume 2 No. 01 | Mei 2017*, hlm: 125-131
- Terry, George R. 2012. Prinsip-Prinsip Manajemen, penerjemah J-Smith D.F.M.. Jakarta: PT Bumi Aksara.
- Utari, Woro ; Iswoyo, Andi; Chamariyah; Mardiana, Fitra; Hidayat, Widi; Waras;



- Rusdiyanto. 2021. *Effect Of Work Training, Competency and Job Satisfaction on Employee Productivity: A Case Study Indonesia. Review Of International Geographical Education*. 11(4), Winter, (2021)
- Utari, Woro; Setiawati, Ratna; and Fauzia, Nur. (2020). *The Effect of Work Discipline on the Performance of Employees in Compensation Mediation: A Case Study Indonesia. PalArch's Journal of Archaeology of Egypt/Egyptology* 17 (9) (2020)
- Utari, Woro; Sudaryanto; Jannah, Nur; Sobakh, Nurus; Rusdiyanto. 2021. *Consumer interest with regard to product completeness, promotion and location: The case of Indonesia. Economic Annals-XXI*. vol: 188. issue : 3-4
- Wibowo. 2016. *Manajemen Kinerja*. Jakarta : Rajawali Pers.