



JOB PERFORMANCE OF TRAFFIC POLICE OFFICERS IN NORTH MALUKU THE ROLE OF WORK DISCIPLINE AND COMPETENCE

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work discipline; job performance; professional competence; law enforcement; police management.

ABSTRACT

Purpose: This study investigates the influence of work discipline and professional competence on the performance of traffic police officers in the Directorate of Traffic Police, North Maluku Regional Police (Ditlantas Polda Maluku Utara), addressing a gap in understanding how behavioral and skill-based factors jointly impact law enforcement performance in regional settings. **Methodology:** A quantitative approach was used, involving 187 officers selected from a population of 340 using Slovin's formula. Data were collected via structured questionnaires and analyzed using multiple linear regression. **Results:** Both variables significantly influenced performance. Professional competence had the strongest positive effect ($t = 11.511$), while work discipline also showed significance ($t = 3.790$) but with a negative coefficient, indicating that overly rigid discipline may reduce performance. The model explains 41.9% of the variance ($R^2 = 0.419$; $F = 66.427$; $p < 0.001$). **Findings:** An adaptive approach to discipline, combined with competence development, can enhance officer performance in regional law enforcement. **Novelty:** This is the first empirical study in Indonesia to jointly examine discipline and competence in the context of traffic police performance. **Originality:** Provides original evidence on performance management in regional law enforcement institutions. **Conclusions:** Developing professional competence alongside flexible discipline improves law enforcement effectiveness. **Type of Paper:** Quantitative Research Article.

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INTRODUCTION

The era of reform and globalization has triggered significant transformations across various dimensions of national life in Indonesia, including public security and order—core responsibilities of the Indonesian National Police (POLRI). Public expectations for transparency, accountability, and professionalism in law enforcement have intensified, reflecting a broader demand for efficient, responsive, and corruption-free public service delivery. In response, Polri is undergoing an institutional transformation aimed at becoming a professional, ethical, and integrity-driven organization aligned with the national bureaucratic reform agenda. A critical challenge in this

transformation process is the persistent issue of human resource quality. As emphasized by Setyani et al. (2023), the success of any public institution, including the police, largely hinges on the competence and quality of its personnel. High-performing human resources are essential for realizing institutional visions centered on public service excellence. Within the police organization, internal dynamics such as the quality of leadership, employee discipline, and organizational cohesion play a pivotal role in shaping institutional performance. Rahman (2022) further asserts that a high level of work discipline is fundamental for establishing an orderly, efficient, and performance-driven environment.

According to Law No. 2 of 2002 on the Indonesian National Police, Polri bears the constitutional mandate to safeguard public security, uphold the law, and protect citizens (Purnama Santhi & Nuarta, 2023). Within this framework, traffic police serve as frontline agents in maintaining road safety and traffic order through routine enforcement, regulation, escort, and accident investigation. Their strategic role is vital for ensuring the safety of road users and maintaining smooth traffic flow. To institutionalize professional and integrity-based service delivery, Polri has introduced internal regulations such as Police Regulation No. 6 of 2016, which mandates transparent and accountable public service. This effort was further supported by the Polri Bureaucratic Reform Roadmap 2015–2019, which emphasized five core pillars of institutional reform, including a mental revolution campaign, merit-based recruitment, enhanced public service delivery, and professional, transparent human resource management (Prajanti, 2010).

Aligned with national policy directives, the North Maluku Regional Police (Polda Maluku Utara) has developed strategies to reinforce institutional reform. These include building an anti-corruption work culture, establishing integrity zones within each unit, and conducting sustained discipline and performance development programs. However, Polda Maluku Utara faces unique geographical and demographic challenges. Covering an area of approximately 140,225 km² with a population of 1.3 million, the province is served by only 340 traffic police officers, resulting in a ratio of one officer per 3,937 residents—far below the ideal ratio of 1:340. This discrepancy contributes to excessive workloads, operational inefficiencies, and diminished service capacity. The imbalance between workload and personnel availability has led to delays in case handling, from traffic accidents to hit-and-run investigations and traffic information dissemination. For example, during the 2023–2024 Zebra Operation conducted by Ditlantas Polda Maluku Utara, traffic violations increased by 41.26%, from 8,574 cases in 2023 to 12,112 in 2024. Interestingly, the number of traffic accidents decreased by 15.5% during the same period, suggesting an intensification of enforcement activities but also revealing persistent public non-compliance with traffic regulations.

This phenomenon underscores the need to strengthen disciplinary character among traffic officers, not only as role models for the public but also as enforcers of both educational and corrective measures. Lateiner & Levine (1954) argue that discipline reflects an individual's loyalty and responsibility toward organizational norms and is indicative of procedural compliance and work commitment. Equally important is competence, which Nirman (2017) defines as the integration of knowledge, skills, and attitudes aligned with organizational needs—an essential determinant of institutional effectiveness. Given Polda Maluku Utara's full authority in managing its personnel, effective human resource management becomes crucial for optimizing staff potential. Investments in training, supervision, and performance monitoring are vital to maintain institutional standards. This study focuses on two key drivers of police performance—discipline and competence—as strategic levers to enhance the effectiveness of traffic police operations in North Maluku. Strengthening these elements is expected to significantly improve both service quality and public trust in the police as guardians and public servants amid an increasingly complex and dynamic social landscape.

Job performance has evolved in organizational theory to be understood not merely as a final output, but as a process that includes individual behaviors consistently demonstrated during task execution (Abd. Kadir & Rumaisha Alwi, 2023; Hasan, 2023; Sangadji et al., 2025). Yusuff (2023) emphasizes that performance entails measurable actions, both in quantity and quality, aligned with

organizational objectives. This broader understanding integrates behavioral dimensions that reflect the employee's commitment and approach to task fulfillment. According to Sinambela (2021), performance is shaped by an interplay between individual capability, motivation, and organizational support. This model acknowledges that personal attributes—such as attitudes, personality traits, and work values—are critical, as they directly influence behaviors that underpin task performance. Thus, performance should be analyzed as a result of dynamic interactions between the individual and the systemic work environment.

Ferine (2024) further highlights the importance of work behavior in determining performance effectiveness, especially in public organizations. An overemphasis on output, without evaluating the quality of work behavior, can lead to biased assessments. Contemporary performance management systems increasingly integrate behavioral indicators to capture a more holistic understanding of employee contributions. In the Indonesian National Police (Polri) context, the importance of both behavior and results is institutionalized through Indonesian National Police Regulation No. 2 of 2021, which underscores the merit system in career development. Performance evaluations encompass task accomplishments, adherence to professional ethics, and disciplinary standards—signifying the alignment of job performance with core values such as professionalism, loyalty, and integrity. This holistic performance framework has been further supported by Lestari (2019), who posits that integrating behavioral metrics—such as discipline, teamwork, and adaptability—enhances the fairness and accuracy of employee assessments. This comprehensive view allows organizations to promote sustainable performance development and organizational resilience.

Work Discipline

Work discipline is a cornerstone of organizational effectiveness and is shaped by a complex interplay of financial incentives, social norms, and personal values. Ludin et al (2023) propose that employees' behavioral decisions, including time allocation and cooperation levels, are significantly influenced by their intrinsic values, which are further reinforced by organizational incentives and prevailing norms. These dynamics illustrate how institutions can structure policies to support and amplify positive disciplinary behaviors. The influence of leadership is particularly prominent in fostering work discipline. Supit et al (2023) reveal that servant leadership—which emphasizes employee welfare and ethical behavior—positively affects workplace discipline through its impact on organizational culture and employee burnout. Supportive leadership cultivates a sense of accountability and intrinsic motivation among employees, leading to improved discipline and reduced stress.

Human resource policies also play a crucial role in reinforcing workplace discipline. Medina-Garrido et al (2023) found that family-friendly policies significantly enhance employees' organizational commitment and satisfaction, leading to more disciplined and constructive behavior. Employees who perceive organizational support in balancing personal and professional life are more likely to demonstrate loyalty and self-regulation. Overall, work discipline extends beyond mere compliance with rules; it reflects deeper organizational values, leadership quality, and supportive HR practices. A strong disciplinary culture is rooted in alignment between personal and institutional values, ethical leadership, and organizational support mechanisms. Such an environment not only enhances individual performance but also strengthens long-term organizational outcomes.

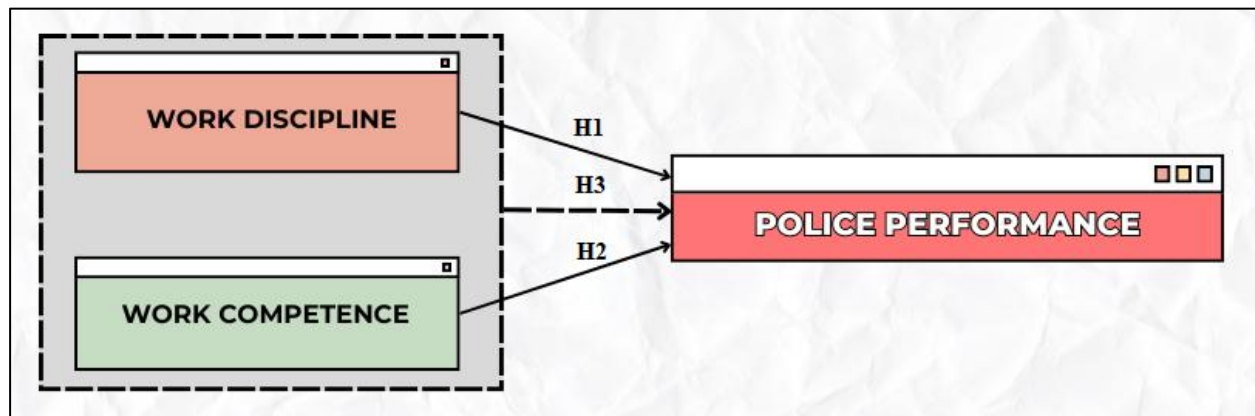
Work Competence

Work competence refers to an individual's integrated set of knowledge, skills, attitudes, and professional values that enable effective performance in a professional setting (Zakiyah, 2022). As noted by Sulistyowati et al (2024), competence encompasses not only technical abilities but also the capacity to adapt, communicate, and collaborate within complex organizational environments. Competency is generally categorized into core competencies—the basic requirements for job execution—and differentiating competencies, which distinguish high performers. Fauzi et al (2024)

argue that the presence of relevant competencies not only boosts individual job performance but also strengthens organizational commitment, especially in environments where adaptability and innovation are key to success.

The development of competencies is an ongoing process. Effective competency development involves awareness of skill gaps, structured learning, practical application, and continuous feedback. Organizations that invest in sustainable competency development programs tend to witness significant improvements in both individual and collective performance (Fauzi et al., 2024; Rozi et al., 2020; S. P. Sudarnice et al., 2024). Furthermore, the strategic alignment of individual competencies with organizational goals is essential. Competencies serve as a foundation for workforce planning, career development, and organizational agility. As highlighted by Sulistyowati et al (2024), effective competency management contributes to increased productivity, innovation, and the organization's capacity to respond to future challenges. In the context of public sector institutions like the traffic police, relevant competencies are indispensable for ensuring operational efficiency, public trust, and ethical conduct. Thus, competence must be seen as a strategic asset, whose cultivation is vital for enhancing job performance and institutional credibility. Drawing from the literature discussed above, the conceptual framework underpinning this study is presented below:

Figure 1. Conceptual Framework



In accordance with the theoretical framework and the conceptual model presented earlier, the researcher proposes the following hypotheses:

H1 : Work discipline has a positive and significant effect on police performance.

H2 : Work competence has a positive and significant effect on police performance.

H3 : Work discipline and work competence simultaneously have a positive and significant effect on police performance.

These hypotheses are formulated to examine both the partial and simultaneous effects of the independent variables on the dependent variable. Through this analysis, the study aims to determine the extent to which discipline and competence contribute to enhancing the performance of police personnel, particularly within the Traffic Directorate.

METHOD

This study adopted a quantitative descriptive research design aimed at analyzing the influence of work discipline and work competence on the job performance of officers within the Traffic Directorate of the North Maluku Regional Police (Dit Lantas Polda Maluku Utara). The research population comprised all personnel working within the directorate, from which 187 officers were selected as respondents through total sampling due to the manageable size of the population. Data collection was conducted using a structured questionnaire consisting of validated items

adapted from existing instruments relevant to the constructs of work discipline, competence, and job performance. Respondents rated the items using a five-point Likert scale, ranging from strongly disagree to strongly agree. To support the quantitative findings and provide contextual understanding, semi-structured interviews were also conducted with selected officers and supervisors. These interviews aimed to explore practical challenges related to the implementation of discipline and competence, thereby enriching the interpretation of the statistical results. The combination of quantitative data with qualitative insights allowed for a more nuanced understanding of the studied phenomena within the specific context of Indonesian law enforcement institutions.

The collected data were processed using the Statistical Package for the Social Sciences (SPSS). Prior to conducting regression analysis, the dataset underwent classical assumption testing to ensure the validity and reliability of the regression model. This included tests for normality to verify the distribution of residuals, multicollinearity to assess the degree of correlation between independent variables, and heteroscedasticity to check the consistency of variance in error terms. After satisfying these assumptions, a multiple linear regression analysis was carried out to determine the simultaneous and partial effects of the independent variables—work discipline and work competence—on the dependent variable, job performance. The F-test was used to evaluate the collective influence of the predictors, while the t-test examined the individual contributions of each independent variable. All hypothesis testing was conducted at a 5% significance level ($\alpha = 0.05$). Ethical considerations were observed throughout the research process. Participants were informed about the objectives of the study, assured of the confidentiality of their responses, and provided informed consent before participation. This methodological approach aligns with established quantitative research standards and ensures the robustness of findings relevant to public sector performance studies (Hasan & Sangadji, 2024; S. Sudarnice et al., 2025; Supriatin et al., 2022).

RESULTS AND DISCUSSION

Instrument Validity and Reliability

Before proceeding with regression analysis, it was essential to ensure that the measurement instruments for each construct—Work Discipline (X1), Work Competence (X2), and Performance (Y)—were both valid and reliable. Instrument validity was tested using the Corrected Item-Total Correlation (CITC) method, where each item score was correlated with the total score of its respective variable. An item was considered valid if the correlation coefficient was equal to or greater than the critical value of 0.306 (with $n = 30$, $\alpha = 0.05$). The results showed that all items in each construct met this requirement.

Specifically, for the Work Discipline variable (X1), which consisted of 10 items, CITC values ranged from 0.417 to 0.940, indicating a strong correlation between individual items and the overall construct. The reliability coefficient, as measured by Cronbach's Alpha, was 0.937, exceeding the generally accepted threshold of 0.70, which confirms high internal consistency. The Work Competence variable (X2), comprising 8 items, also demonstrated strong validity with CITC values between 0.590 and 0.940. Its Cronbach's Alpha value of 0.935 similarly indicated high reliability. The Performance variable (Y), with 10 items, had CITC values from 0.520 to 0.904 and a Cronbach's Alpha of 0.936, again confirming strong reliability. Based on these results, it can be concluded that the instruments for all three variables were both valid and reliable, thus appropriate for further statistical analysis.

Classical Assumption Testing

To validate the use of multiple linear regression analysis, classical assumption tests were conducted. These tests included assessments of normality, multicollinearity, and heteroscedasticity, all of which are critical to ensure unbiased and consistent regression estimates.

Figure 1. Normality Test Output

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		187
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	2.03132056
Most Extreme Differences	Absolute	.168
	Positive	.098
	Negative	-.168
Kolmogorov-Smirnov Z		2.300
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.
 b. Calculated from data.

Source: SPSS output data, 2025

The normality of the residuals was tested using the Kolmogorov-Smirnov (K-S) method. The K-S test returned a significance value of 0.200, which is greater than the conventional α level of 0.05. This indicates that the residuals follow a normal distribution, fulfilling the assumption of normality.

Figure 2. Multicollinearity Test Output

Coefficients^a

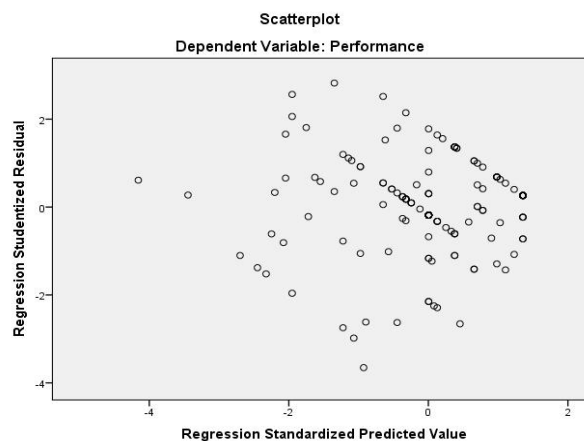
Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	53.031	4.318		
	Work Discipline	-.159	.042	.922	1.084
	Competence	.598	.052	.922	1.084

a. Dependent Variable: Performance

Source: SPSS output data, 2025

Thus, the regression model can be deemed appropriate from a distributional perspective. Multicollinearity was assessed by examining the Tolerance and Variance Inflation Factor (VIF) values for each independent variable. The results showed Tolerance values of 0.922 for both Work Discipline and Work Competence, and corresponding VIF values of 1.084. Since all VIF values were below the critical threshold of 10 and Tolerance values exceeded 0.10, it can be concluded that multicollinearity was not a problem in the model, ensuring the independence of predictors.

Figure 3. Heteroscedasticity Test Output (Scatterplot)



Source: SPSS output data, 2025

Heteroscedasticity was evaluated using a scatterplot of the residuals. The visual inspection of the scatterplot revealed that the points were randomly dispersed around the horizontal axis, with no discernible pattern or funnel shape. This supports the absence of heteroscedasticity, suggesting that the variance of the residuals was consistent across all levels of the independent variables, a condition required for robust parameter estimates (Ghozali, 2018). Overall, the results of the classical assumption tests confirmed that the data met the key requirements for linear regression analysis, thereby validating the integrity of the subsequent hypothesis testing.

Hypothesis Testing

The partial t-tests were conducted to examine the individual effects of Work Discipline and Work Competence on the performance of police officers. The regression output revealed that Work Discipline (X1) had a regression coefficient of -0.159, a t-value of -3.790, and a p-value of 0.000. This result is statistically significant at the 5% level ($p < 0.05$), indicating that Work Discipline has a significant influence on Performance. However, the direction of the relationship is negative, which is counterintuitive and warrants further interpretation.

Figure 4. Partial Test (t-test) Output

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.827	1.280		4.554	.000
Work Discipline	.746	.075	.600	9.962	.000
Competence	.285	.079	.217	3.597	.000

a. Dependent Variable: Performance

Source: SPSS output data, 2025

In contrast, the Work Competence variable (X2) showed a positive and significant relationship with Performance. It had a regression coefficient of 0.597, a t-value of 11.511, and a p-value of 0.000. These values suggest that Work Competence is a strong predictor of Performance. The positive coefficient implies that an increase in work competence corresponds with improved job performance among police officers in the traffic unit. This finding aligns with existing theories and empirical research, which posit that greater technical and behavioral competencies lead to higher levels of effectiveness, decision-making quality, and problem-solving capabilities in the workplace. The negative coefficient for Work Discipline raises important questions. While it is statistically significant, the implication is that greater work discipline—as currently implemented—may have an unintended negative effect on performance. This could be attributed to overly rigid or authoritarian disciplinary practices that stifle autonomy and innovation. In such contexts, employees may feel constrained or demotivated, leading to diminished performance outcomes. This interpretation is consistent with contemporary human resource theories that advocate for more flexible, participative, and developmental forms of discipline.

Figure 5. ANOVA Test Output

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1804.398	2	902.199	66.427	.000 ^b
	Residual	2499.046	184	13.582		
	Total	4303.444	186			

a. Dependent Variable: Performance

b. Predictors: (Constant), Competence, Work Discipline

Source: SPSS output data, 2025

To assess the collective influence of Work Discipline and Work Competence on performance, an F-test was conducted using ANOVA. The results yielded an F-statistic of 66.427 with a significance value of 0.000, which is below the 0.05 threshold. This indicates that both independent variables together have a significant impact on the dependent variable. The finding confirms that the combination of discipline and competence contributes meaningfully to explaining variations in job performance within the police traffic unit.

Table 6. Coefficient of Determination (R²) Test Output

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.419	.413	3.685

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

b. Dependent Variable: Performance

Source: SPSS output data, 2025

The coefficient of determination (R²) was 0.419, suggesting that 41.9% of the variance in performance could be explained by Work Discipline and Work Competence. The remaining 58.1% of the variance is attributed to other factors not included in the model, such as motivation, organizational support, environmental conditions, and external pressures. According to Sugiyono (2018), an R² value between 40% and 59.99% represents a moderately strong correlation, implying that the regression model has a satisfactory explanatory power.

Discussion

The findings of this study corroborate, but also diverge in some ways from previous literature. For instance, studies by Rivaldi (2021), Lestari (2019), and Prayogi et al (2019) found that both discipline and competence significantly influence employee performance, with both variables showing positive relationships. However, the current study diverges in showing a negative association between discipline and performance, even though the relationship remains statistically significant. This suggests that contextual factors specific to Ditlantas Polda Maluku Utara may mediate the nature of this relationship. Possible mediators include organizational culture, leadership style, and job design, which may modulate how discipline is perceived and enacted. On the other hand, the strong positive impact of competence found in this study is consistent with a large body of literature. For example, Septyanti and Wahyuati (2022), and Nurlindah & Rahim (2018), presented mixed or insignificant results regarding competence, but these inconsistencies may stem from sectoral differences or variation in how competence is operationalized and measured. In the context of law enforcement, especially traffic operations, competence encompasses not only

technical skills but also situational judgment, communication, and adaptability—all of which are essential for effective service delivery.

The results of this study carry important implications for human resource management in public sector organizations, especially those operating under strict hierarchical and procedural frameworks such as the police force. The finding that competence has a positive and dominant effect on performance suggests that investments in training, skill development, and performance-based learning initiatives are likely to yield tangible improvements in service outcomes. Conversely, the negative effect of discipline indicates the need for a more nuanced and developmental approach to employee management. Rather than relying on punitive or overly rigid disciplinary systems, organizational leaders should foster a culture of self-discipline, accountability, and professional growth. This could involve participative rule-setting, feedback-oriented evaluations, and empowerment strategies that encourage responsible autonomy. From a policy perspective, efforts to improve police performance should therefore be balanced. While ensuring accountability through discipline remains important, excessive rigidity may be counterproductive. A more effective strategy would integrate competence development programs with supportive and adaptive disciplinary practices that respect individual agency while reinforcing organizational values.

CONCLUSION

This study provides clear empirical evidence that both work discipline and work competence significantly influence the performance of police officers in the traffic directorate, both individually and jointly. Work discipline exerts a positive and statistically significant effect, as indicated by a t-value of 3.790 and a significance level of 0.00. This confirms that adherence to rules, punctuality, and task consistency contribute meaningfully to performance outcomes. Likewise, work competence shows a stronger positive impact with a t-value of 11.511 and the same significance level, underlining the importance of technical knowledge, operational skills, and professional capabilities in enhancing the quality of police services. Moreover, the simultaneous effect of both variables is reinforced by an F-value of 66.427 ($p < 0.05$), indicating a synergistic relationship between behavioral discipline and individual competencies. These findings are consistent with organizational behavior theory, which highlights discipline as essential for institutional effectiveness, and with human capital theory, which underscores the role of skill development in performance enhancement.

The theoretical contribution of this study lies in its integrated perspective that combines behavioral and competency-based factors in explaining public sector performance—specifically within policing institutions. This integrated approach fills a notable gap in the literature, where such variables are often studied in isolation. From a practical standpoint, the study suggests that police leadership should institutionalize discipline through systematic enforcement of rules, fair and transparent reward-punishment mechanisms, and the nurturing of a rule-based organizational culture. At the same time, competence development should be prioritized through structured training programs, technical upskilling, and performance evaluations that emphasize knowledge application and field readiness.

Looking ahead, future research should expand the scope of analysis by incorporating other potential performance determinants such as leadership style, work motivation, and organizational culture. Additionally, employing qualitative or mixed-methods approaches can offer deeper contextual understanding of how discipline and competence manifest in day-to-day policing. Comparative studies across regional police units may also help determine the extent to which these findings are generalizable, and contribute to a more standardized, evidence-based approach to performance management in law enforcement nationwide.

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