

The Impact of Work Discipline Management, Job Satisfaction and Competency on Employee Performance in the Aviation Operational Support Service Provider Company

Agus Supriyadi^{1*}, Nidya Dudija², Dian Indiyati³
School of Economics and Business, Telkom University, Indonesia

Corresponding Author: Agus Supriyadi
agussupriyadi@student.telkomuniversity.ac.id

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ABSTRACT

This study investigates the influence of work discipline management, job satisfaction, and employee competency on employee performance in the aviation operational support services provider company. Using a quantitative explanatory approach, the data were collected from 338 respondents through stratified random sampling across various job levels and locations. Structural Equation Modeling - Partial Least Squares (SEM-PLS) was employed to analyze the relationships among variables. The results show that work discipline management and competence significantly and positively affect performance, while job satisfaction surprisingly has a significant negative influence. These findings contribute theoretically by integrating behavioral, psychological, and capability dimensions in performance improvement and offer practical implications for HR strategies in high-standard service sectors. Future research should address longitudinal aspects and multi-source data for broader validation.

INTRODUCTION

In the competitive era nowadays, companies that engage in the aviation operational support services provider are faced with the demand to maintain quality of employee performance consistently. Employee performance is one of the main indicators of organizational success, in particular of the service sector which highly depends on human resource as a main activator in the service process. Therefore, understanding of factors which affect performance is becoming important to support the effectiveness of increasing strategy in the organization. Some internal factors which are suspected affect employee performance, are work discipline management, job satisfaction and competency. Work discipline which is formed through structured management is able to create consistent and responsible work behaviour (Hasibuan, 2017). On the other hand, job satisfaction has a role to create positive behaviour to the job, in many literatures, this is considered as the main determinant of productivity (Luthans, 2011). The competency both technical or behavioral becomes employee base in self adjusting of continuously work demand developing. (Moehariono, 2012)

Somehow, field phenomenon shows that job satisfaction is not always followed by performance improvement. In special case, employees who feel too comfortable show a demotivation to achieve the best performance (Magun, 1986). This shows the importance of in-depth study about the relation of those variables in the specific organizational context. In practical novelty perception, this research offers direct contribution to policy development of human resource management, in particular for the aviation operational supporting sector. Through empirical of three important variables - work discipline management, job satisfaction and competency - this research can be a basis of improvement performance which is oriented for customer needs and operational efficiency (Dehotman, 2023). This finding of the research is expected to be used as a basis of planning of productivity improvement policy, HR improvement, and reward system in the public service industry which has high complexity. For then, theoretically novelty sides of the research gives contribution to integrative understanding development through performance determinant factors by testing interaction between behavioural dimension (work discipline), psychology (job satisfaction) and capability (competency) (Moehariono, 2012; Yolanda et al., 2022).

Based on the background, this research has a purpose to test work discipline management effect, job satisfaction, and competency of employee performance in the company which runs aviation operational supporting business both partially and simultaneously. The research is expected to give contribution for human resource management theory development and practical recommendation for performance management in the aviation service industry.

LITERATURE REVIEW

In the aviation operation of supporting service industry, employee performance quality becomes a crucial factor which affects customer satisfaction and continuity of long term business relations (Vroom, 1964; Moehariono, 2012; Dudija et al., 2023). High expectation of punctuality, service accuracy, and work safety demand employees to have a high level of competency and consistently

work commitment. However, there is still a discrepancy between actual performance with established service standards which indicates the needs of internal aspects such as work discipline, job satisfaction and employee competency (Pawirosumarto et al., 2017).

Theoretically, performance definition is a function of ability, motivation and opportunity, as explained in the expectancy theory by Vroom (1964) and expanded in the AMO Model frame (Cummings & Schwab, 1973; Moehariono, 2012). It shows performance which is not only decided by purely technical aspects, but also psychological and structural factors in the organization. Performance achievement can be seen by the numbers and particular quality value based on set performance standards both tangible or intangible characteristics. Employee performance normally is decided by several factors and conditions which are originally from within the employee or organization (Indiyati, et al., 2017).

Work discipline management has an important role to create organized, obedient and responsible work patterns. (Hasibuan, 2017; Dehotman, 2023). The discipline which is developed through an educational and managerial consistency approach could create productive and less deviation (standard procedure) of work culture. Several researches show that employee discipline is positively correlated with the organization target achievement, especially in the work environment with the higher risk such as the aviation sector.

On the other side, a high job satisfaction is not always going through with the performance improvement. Magun study (1986) shows that level satisfaction which is way too high could create a "comfort zone" which decreases achievement and performance. This is also reflected in the newest research which shows negativity influences job satisfaction of performance, even though satisfaction value is in the very high category (Dudija et al., 2023). Job satisfaction dimensions such as leadership, compensation and work support are crucial factors and if it could not be managed well then it could decrease productivity (Luthans, 2011).

Employee competency which covers technical, managerial and social ability, are the most determinants of successful individuals in completing a complex and high standard performance. (Moehariono, 2012; Boyatzis, 2009). In the operational work environment such as aviation supporting service and a high competency allow employees to adapt with work dynamics and customer service demands. A continuous competency improvement through training, work rotation and career development has been proven to encourage performance significantly (Ardyanfitri & Wahyuningtyas, 2018).

A study which integrates the three of it simultaneously in the limited aviation operation supporting service is still limited. (Yolanda et al., 2022; Ayalew et al., 2019). Therefore, the research is expected to complete theoretical and practical discrepancy by testing interaction between work discipline management, job satisfaction and competency empirically to employee performance. Theoretically a contribution of the research is situated in the expansion of Vroom performance implementation in the context of strategic service sector also behaviour, psychology, capability dimension integration in

one complete analytic model. Practically, result of the research could be basis of HRD management policy making, such as reward system development, competency training and managerial approach which are more adaptive of job satisfaction dynamic (Sudarmanto, 2023). Therefore, this study will not only enrich academic treasure but also give direct contribution to work quality and efficiency improvement in the strategic public service such as aviation supporting operation.

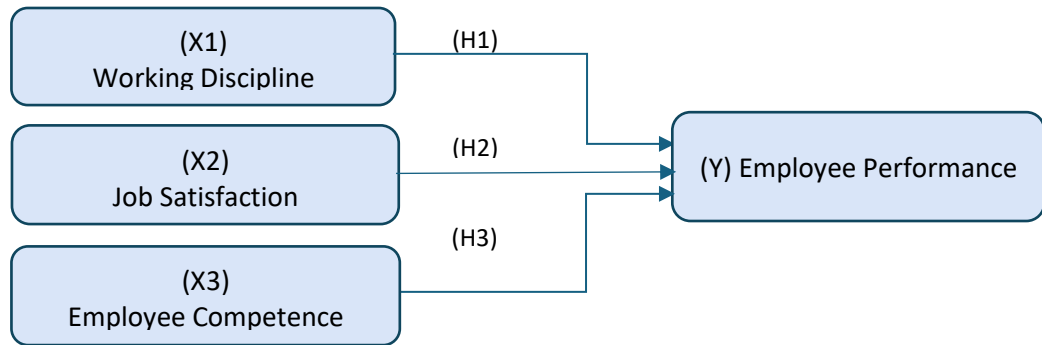


Figure 1. Research Model

METHODOLOGY

This research is using quantitative approach by causal explanatory design, the purpose is testing impact between independent variables; work discipline management, job satisfaction and competency of dependent variables (employee performance). The approach is in the positivism paradigm framework, where reality seems could be measured objectively through empirical data, and the researcher has a role as independent observer (Indrawati, 2015; Hardani, 2020). The research is done by cross-sectional design which is possible for data collection in one particular time to capture relation between variables simultaneously in the organization's natural condition.

Population in the research covers all employees from various positions which spread in 15 company branches, those run aviation operational supporting business. Sample determination has been done by using stratified random sampling technique therefore every strata in the population could be represented proportionally and objectively. Numbers of samples are decided using Slovin formula and counted based on numbers of employees in every strata. From the results of these calculations, a sample size of 338 respondents was obtained.

Data collecting is done through online and onsite questionnaire distribution, it explains first how to fill in to the respondent and the purpose of it. Questionnaire used is structure based Likert 1-5 scale to measure respondent approval level of the statement which reflects research variables. Questionnaire is tested first in the pre-test/ trial phase therefore it ensures question and validity clarity in the first instrument.

Respondent Characteristic

Respondent characteristic in the research is reviewed based on three main dimensions: work location, working periode and position. First, the work

location of respondents are from 15 company branches. Numbers of respondents in every branch are decided proportionally and used stratified random sampling techniques therefore every branch is represented in a balanced numbers of each population. This guarantees the research finding could reflect reality which applied in all company networks without data domination from one particular branch. Second, years of service from all respondents have a minimum 2 years of service. Years of service distribution shows that the majority of respondents are in the range between 2 to 5 years, this reflects adequate comprehension level of internal work system, organization culture, and operation procedure. The important thing is a guaranteed response quality of the research instrument. Third, the position of the respondents represents all level organization structure. Numbers of respondents in every position level (managerial, supervisor, and administrative staff) are counted based on numbers of employees of the position from the population. This approach is obtained from data which describes a view from any operation level in a fair and balanced manner.

Research Instrument

Research Instrument is a questionnaire which is designed to measure four main variables. Work discipline management (X_1) is measured by using eight indicators based on Hasibuan theory (2017). Job satisfaction (X_2) is measured by six dimensions from Luthans (2011), there are job, salary, promotion, supervisions, work partner and work condition. Competency (X_3) is measured by using five dimension based on Moeheriono (2012), there are skills in doing task, step in managing task, process in doing action, able to cooperate and fast adapted. On the other hand, employee performance (Y) is measured by using four dimensions which are developed by Mangkunegara (2017), there are work quality, work quantity, responsibility, and work implementation. Data Analysis is conducted by using Structural Equation Modeling technique with Partial Least Squares (SEM-PLS) approach SmartPLS 4 version. Analysis process is conducted into two steps, measurement model testing (outer model) to measure convergent validity, discriminant validity and construct reliability; structural model testing (inner model) is testing causal relation between latent variables. Convergent validity is tested by loading factor value (> 0.70), AVE value (> 0.50), and CR (> 0.70). Discriminant validity is tested by using Fornell-Larcker and HTMT (Heterotrait-Monotrait Ratio) methods. To test structural models by using R^2 , Q^2 , significant (*p-value*), and size effect (f^2) values to see strength between variable relations.

RESEARCH RESULT AND DISCUSSION

Tabel 1. Discriminant validity

Variabel	Fornell-Larcker criterion				Heterotrait-monotrait ratio (HTMT)			
	X1	X2	X3	Y1	X1	X2	X3	Y1
X1	0,792							
X2	0,868	0,776			0,921			
X3	0,634	0,697	0,838		0,656	0,736		
Y1	0,692	0,614	0,744	0,836	0,719	0,638	0,798	

Analysis Result of Fornell-Larcker Criterion shows that most construct in the model has a good discriminant validity. AVE root square from each construct – X2 (0,776), X3 (0,838), and Y1 (0,836)– all are bigger than other construct correlations. It shows that the construct could differentiate clearly. This indicates that used indicators consistently measure each construct without much overlapping. X1 Construct (Work Discipline Management), AVE root square is 0,792 smaller than X2 (job satisfaction), its correlation 0,868. This indicates Multicollinearity or overlapping between two construct indicators. Therefore, discriminant validity between X1 and X2 needs to be evaluated more by HTMT analysis and cross-loading to make sure that every construct indicator has a clear conceptual identity.

Discriminant validity testing result is using the HTMT method which shows that every construct pair in the model meets the ideal threshold (<0,90), which shows that every construct can clearly differentiate. The only exception is the construct pair of X1 and X2 which have HTMT value = 0,921, it is more than threshold which is 0,90. This shows a same high level between work discipline management and job satisfaction, it also reflects in the Fornell-Larcker analysis result before. Even though the value still could be tolerated in the social research context especially it is supported by adequate cross-loading results.

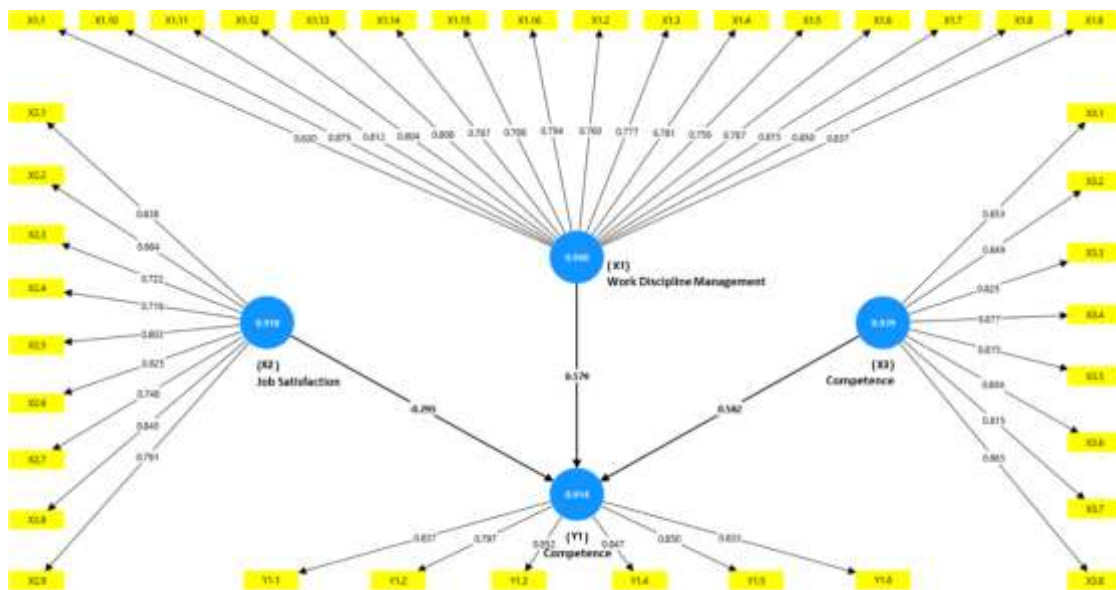


Figure 2. Loading Factor Diagram

Table 2. Measurement Model

Variabel	Indicator	Factor Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)	Keterangan
Work discipline (X1)	X1.1	0,630	0,627	0,964	Valid
	X1.2	0,760			
	X1.3	0,777			
	X1.4	0,781			
	X1.5	0,756			

	X1.6	0,787			
	X1.7	0,815			
	X1.8	0,850			
	X1.9	0,837			
	X1.10	0,875			
	X1.11	0,812			
	X1.12	0,804			
	X1.13	0,808			
	X1.14	0,787			
	X1.15	0,768			
	X1.16	0,794			
Job satisfactio n (X2)	X2.1	0,838	0,603	0,931	Valid
	X2.2	0,684			
	X2.3	0,722			
	X2.4	0,718			
	X2.5	0,803			
	X2.6	0,825			
	X2.7	0,748			
	X2.8	0,840			
	X2.9	0,791			
Compete ncy (X3)	X3.1	0,853	0,699	0,933	Valid
	X3.2	0,849			
	X3.3	0,825			
	X3.4	0,877			
	X3.5	0,815			
	X3.6	0,804			
	X3.7	0,815			
	X3.8	0,865			
Performa nce (Y1)	Y1.1	0,837	0,703	0,950	Valid
	Y1.2	0,797			
	Y1.3	0,852			
	Y1.4	0,847			
	Y1.5	0,850			
	Y1.6	0,833			

The analysis of loading factor result shows that all constructs meet criteria convergent validity, discriminant and adequate reliability. AVE, all variables are more than 0,5 and CR is more than 0,7. All outer loading values are in the threshold 0,7, unless indicator item X1.1 (0.630) and X2.2 (0.684) which have values under 0,7 but it is still in the tolerance threshold and could be maintained because AVE and CR construct values are still qualified.

From the research is conducted measurement result of internal consistency reliability which is as follows:

Table 3. Data Reliability Data and Construct Validity

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X1	0,960	0,963	0,964
X2	0,918	0,927	0,931
X3	0,939	0,942	0,950
Y1	0,914	0,915	0,933

A higher Cronbach's Alpha value describes higher internal consistency. All Cronbach's Alpha values for the tested constructs in this analysis is bigger than 0,7 which show all constructs have a very good reliability. Rho_a and rho_c values for every construct is more than 0,9, which show composite reliability for all constructs in this model are the highest and could be reliable. It shows that using indicators are consistent and very well described.

Model Structure

The evaluation of the structural model in this study was conducted using SMARTPLS through inner model analysis, which is crucial to assess the predictive relationships between latent constructs. One of the initial diagnostic tools employed was the Collinearity Statistics (Variance Inflation Factor or VIF) to detect the presence of multicollinearity among the exogenous variables when predicting the endogenous variable. According to Hair et al. (2011), a VIF value below the threshold of 5 indicates that multicollinearity is not a concern. The results showed that all exogenous variables—Work Discipline (X1), Job Satisfaction (X2), and Competency (X3)—had VIF values within the acceptable range: $X1 \rightarrow Y1$ (4.096), $X2 \rightarrow Y1$ (4.763), and $X3 \rightarrow Y1$ (1.957). Although the VIF for X2 is relatively higher than the others, it still remains under the critical threshold and therefore does not pose a serious multicollinearity problem, ensuring the robustness of the regression estimations in the model.

Furthermore, the coefficient of determination (R^2) for the endogenous variable Employee Performance (Y1) is reported at 0.650, indicating that 65% of the variance in employee performance can be explained by the three exogenous variables (X1, X2, and X3). Based on the R^2 classification by Hair et al. (2011), this value is considered substantial, demonstrating strong explanatory power of the model. In addition to R^2 , the Predictive Relevance (Q^2) statistic was also assessed to evaluate the model's predictive accuracy through blindfolding procedures. The resulting Q^2 value of 0.445, which is greater than zero, confirms that the model has adequate predictive relevance, meaning it can effectively predict the endogenous construct (Y1).

Lastly, the model's effect size (f^2) was analyzed to determine the individual contribution of each exogenous construct to the explained variance of the endogenous variable. According to Cohen's (1988) guidelines, effect sizes can be categorized as small ($f^2 \geq 0.02$), medium ($f^2 \geq 0.15$), or large ($f^2 \geq 0.35$). The analysis revealed that each exogenous variable contributed to the model with

varying effect sizes, reinforcing their respective roles in influencing employee performance.

In summary, the inner model evaluation provides evidence that the developed structural model possesses adequate predictive quality, lacks multicollinearity issues, and includes substantive and statistically relevant relationships among variables. These findings validate the model's theoretical foundations and its applicability in explaining employee performance based on the constructs of work discipline, job satisfaction, and competency.

Table 4. Hypothesis Testing Result

Model	Koefisien Jalur	p-value	95% CIBC		R2	Q2	Effect Size f2
			2,50 %	97,50 %			
Model Kinerja (Y)					0,650	0,445	
Pembinaan Disiplin Kerja (X1) -> Kinerja (Y)	0,579	0,002	0,233	0,887			0,236
Kepuasan Kerja (X2) -> Kinerja (Y)	-0,295	0,005	-0,478	-0,097			0,053
Kompetensi (X3) -> Kinerja (Y)	0,582	0	0,351	0,765			0,499

The evaluation result of hypothesis testing shows that all hypotheses in the research model are accepted based on significant value ($p\text{-value} < 0,05$) and trust interval of bias-corrected (95% CIBC $\neq 0$), which means it does not contain zero values

First hypothesis (H1) shows that work discipline management has positive and significant influence on employee performance, the coefficient path = 0,579 and $p\text{-value} = 0,002$. The result supports theory which states employee discipline, such as compliance of SOP and job responsibility. It affects improvement of work performance.

Second hypothesis (H2) could also be accepted. It shows job satisfaction has a significant negative influence on employee performance in the aviation supporting service. The coefficient path = -0,295 and $p\text{-value} = 0,005$. This shows the particular context of job satisfaction could reduce employee motivation and productivity.

Next, the third hypothesis (H3) stated that employee competency has the strongest positive influence of performance. The coefficient path = 0,582 and $p\text{-value} = 0,000$. It means the higher competency level is also higher of achieved work result quality.

Last, fourth hypothesis (H4) which simultaneously influences work discipline, job satisfaction and competency from accepted employee performance has R^2 value = 0,650 (substantial) and SRMR value = 0,070 which is under threshold, 0,08. This shows the structural model has a good compatibility and could be generalized to a wider population.

The finding shows that competency is the most dominant factor in improving employee performance, followed by work discipline management. On the other side, job satisfaction which is not managed well could create safe zone and reduce motivation. Practical implication from the result is the importance of competency development through continuous training and discipline management education based, also it needs a dynamic job satisfaction management to avoid demotivation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion of the research shows impact of work discipline management, job satisfaction and competency of employee performance in the company which runs aviation operational supporting service. The result of research with the SEM-PLS approach shows simultaneously, the third independent variables have significant influence on employee performance. It can be explained by those third variables, while the rest are affected by other factors aside from the model. Partially, work discipline management. Improves work discipline management, job satisfaction, and competency of employee performance in the company which runs aviation operational supporting service. Result of the research with the SEM-PLS approach shows simultaneously of those three independent variables which have significantly the employee performance with determinant value (R^2): 0,650. This means 65% variation in the employee performance can be explained by those three variables while others are affected by factors besides the models. Partially, work discipline management and competency is proven to have positive and significant influence on performance. Work discipline contributes to consistent and responsible invention of work discipline while competency becomes the dominant factor in encouraging optimum performance achievement.

Even Though in general satisfaction value is in the highest category, it seems creating "safe zone" which decreases achievement motivation. Magun analysis (1986) is relevant to explain the phenomenon where a high satisfaction level without adequate challenges could obstruct performance. If it is reviewed through Herzberg theory (1959), most of the aspects in the high satisfaction score are hygiene factors, such as work condition and work partner relation but it does not encourage intrinsic motivations. In the equity theory (Adams in Dudija et al., 2023) where unfair feeling could reduce performance. This finding strengthens Vroom theory (1964) and AMO Model (Cummings & Schwab, 1973) also enriches understanding about the importance of managing motivation and capability together in improving performance. The research also gives contribution to human resource management literature especially in the highest standard service sector context and has high risk such as supporting service in aviation.

Several suggestions which can be given to the practitioner and organizational management based on research finding are as follows:

1. Reinforcement of discipline system management: A company should develop discipline system management which is not always as sanction implementation steps but also how to have exemplary leadership, consistency supervision and reward to appropriate work behaviour.

2. Continuously competency development: Should be improved through relevant training, competency rotation, competency certification and career development systematically.
3. Dynamic job satisfaction management: Companies should equalize between hygiene and motivator factors (Herzberg, 1959), therefore the satisfaction is not only passively created but could encourage instinct motivation.
4. Performance cultural data based strengthening: Companies should adopt a data based approach in evaluating and designing HRD policy.

ADVANCED RESEARCH

The research has several limitation. First, research coverage was limited in the supporting service aviation industry therefore the research could not generalize to the other sectors. Collected data has potential to create perception bias. The next research is suggested to use a longitudinal approach, involve multisource data, and also explore mediation or moderation variables such as organization culture and leadership style which affect performance determinants.

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