

# The Influence of Work Competence, Work Motivation and Work Discipline on Employee Performance (Empirical Study at Trio Plaza Magelang)

Sammy Rifah Sihombing<sup>a</sup>✉, Dian Marlina Verawati<sup>b</sup>, Axel Giovanni<sup>c</sup>

<sup>a</sup>Universitas Tidar.

<sup>b</sup>Universitas Tidar.

<sup>c</sup>Universitas Tidar.

✉ dianmarlina86@untidar.ac.id

Received: 24 January 2026 ; Accepted: 4 March 2026 ; Published: 15 March 2026

**ABSTRACT.** In an era of increasingly fierce business competition, employee performance has become one of the main factors in determining a company's success. Every company expects optimal results through good employee performance. This study was conducted to analyze the influence of work competence, work motivation, and work discipline on the performance of Trio Plaza Magelang employees. The sample in this study consisted of 127 respondents. To collect the sample, the researcher used simple random sampling by determining randomly. This study was quantitative. Data analysis was performed using descriptive statistical tests, validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using SPSS version 26. The results of the study show that (1) work competence has a positive but not significant partial effect on employee performance, namely the t-count value is  $t\text{-count } 1.911 < t\text{-table } 1.984$  and the significance value is 0.058. (2) Work motivation has a positive and significant partial effect on employee performance with a t-value of  $5.704 > t\text{-table } 1.984$  and a significance value of 0.000. (3) Work discipline has a positive and partially significant effect on employee performance with  $5.726 > t\text{-table } 1.984$  and a significance value of 0.000.

Keyword: Employee Performance; Trio Plaza Magelang; Work Competence; Work Motivation; Work Discipline

JEL Classification: MM1; MM3

Jurnal Bisnis dan Kewirausahaan, Vol. 3 No. 1, pp. 1-12

Copyright © Internasional Connecting Publisher

ISSN: 3089-3062

DOI: 10.71154/6fkh0270



## INTRODUCTION

In an era of increasingly fierce business competition, employee performance is a key factor in determining a company's success. High-performing employees are able to make positive contributions to achieving company goals, maintaining service quality, and increasing customer satisfaction. Therefore, companies must consider various factors that can influence performance. Competence is a person's ability to complete tasks correctly and possess superior skills based on knowledge, skills, and principles (Edison, Anwar, & Komariyah, 2017). Research by Utami et al. (2021) concluded that competence has a positive and significant effect on employee performance, meaning that higher levels of competence lead to better employee performance. However, research by Kitta et al. (2023) showed a different finding, explaining that partially, the work competency variable had no significant effect on employee performance. This indicates a gap in the results of previous research related to work competency.

According to Widhianingrum (2017), motivation is a trigger for employees to work harder and more diligently to achieve desired goals. Providing the right motivation will encourage employees to work more effectively and efficiently, thereby improving employee performance. According to (Alan Pranata et al., 2022), their research shows that work motivation has a positive and significant effect on employee performance. These research findings align with those of (Dewi et al., 2023) which found that work motivation positively and significantly impacts employee performance. This suggests that when work motivation increases, employee performance will improve. However, this contradicts the results of research by Changgriawan (2017), which showed that work motivation has no effect on employee performance.

Based on research conducted by Udayanto (2015), one factor contributing to declining employee performance is work discipline. Low employee discipline can be seen in frequent lateness and procrastination during breaks, which impacts employee performance. Research by (Lotu et al., 2022) shows that work discipline has a positive and significant effect on employee performance. Hartono (2019) showed that work discipline has no significant effect on employee performance. The phenomenon at Trio Plaza Magelang, along with previous research, demonstrates the inconsistency and importance of work competency, work motivation, and work discipline on employee performance. As one of the growing shopping centers in Magelang, Trio Plaza Magelang is required to consistently provide maximum service to customers. Employee performance is a key determinant in creating a positive shopping experience. However, in practice, not all employees demonstrate optimal performance levels, making it crucial to evaluate the factors influencing this. Trio Plaza's growth over the past twenty years into a company specializing in service and product marketing has certainly not been without issues related to employee performance. A phenomenon at Trio Plaza Magelang is closely related to employee performance, stemming from both external and internal issues.

## THEORETICAL STUDY

The theory used in this study is attribution theory. Attribution theory aims to explain how individuals observe the actions of others and those around them, and each individual can seek meaning related to events that occur both within themselves and in their environment (Schisler, D.L., & Galbreath, 2015). Furthermore, attribution theory suggests that behavior is related to individual characteristics and attitudes; however, one can only identify a person's traits and attitudes

through their behavior and use this information to anticipate how they might react in certain circumstances. This theory is used to observe individual behavior in companies, both internally and externally. Mustafa (2011), who argues about internal attribution, explains that attributions about a person's behavior and character include work competency, work motivation, and work discipline.

### **Work Competence**

The terms 'competence' and 'competent' in Indonesian are defined as competence, skill, and ability, which refer to the state of being capable and appropriate, adequate, or suitable (R. Palan, 2007). Competence is a person's ability to perform tasks appropriately and possess strengths in areas related to knowledge, skills, and behavior (Edison, Anwar, & Komariyah, 2017). With rapid innovation, dynamic challenges, and future uncertainty, professionals with competencies in specific skill sets are needed (Ainanur, 2018).

High employee competency demonstrates the quality of an organization or company. Therefore, improving employee competency is necessary to support employee performance and effectively achieve company goals. Sutrisno (2019) states that competency indicators can be divided into several components: knowledge, understanding, abilities, values, and attitudes.

### **Work Motivation**

Daft (2010) defines motivation as a drive that arises from within an individual and from outside themselves, fostering a passion for work competency and persistence in achieving it. Therefore, work motivation will influence productivity, which is part of the job, and a manager must fulfill their role of paying attention to and providing work motivation to achieve company goals. Work motivation is the driving force that causes a person to act with pleasure at work. Therefore, motivation clearly plays a crucial role in achieving company goals (Sumono, 2017).

Based on the definition of motivation described above, it can be concluded that work motivation is the drive or enthusiasm within an employee to carry out a task or task. This arises from external triggers or leadership, coupled with a desire to fulfill needs and feel satisfied, as well as to fulfill the tasks and responsibilities delegated and received from the company (Ytipai & Kaparang, 2015). Indicators for measuring work motivation, according to Syahyuti (2012), include: the drive to achieve goals; work enthusiasm; initiative and creativity; and a sense of responsibility.

### **Work Discipline**

Discipline is the management activity of enforcing organizational principles. Work discipline is viewed as highly beneficial, both for the company and for the employees themselves, as it contributes to the creation of a conducive atmosphere and conditions (Adil, 2018). Work discipline is also an aspect that influences employee performance, as Darmanto (2015) states that work discipline is the primary asset influencing employee performance levels.

Ariani & Assarofa (2018) add that employee discipline is absolutely necessary to ensure that all ongoing and future activities are carried out according to established procedures. With work discipline, employees will refrain from engaging in activities that could endanger the company. According to Soedjono (2002), indicators of work discipline are as follows: punctuality; utilization of resources; high levels of responsibility; and adherence to company regulations.

## **Employee Performance**

According to Khan (2010), performance is a work capability in terms of quality and quantity. This opinion defines performance as a person's work achievements, both in terms of quality and quantity, over a specific period, or perhaps even a year. Rivai & Ali (2017) define performance as the commitment of an individual or team to complete activities and fulfill their tasks and responsibilities in order to achieve set results. Both opinions explain that performance emphasizes not only individual performance but also group performance.

Performance is the achievement of a task, whether physical or non-physical, in carrying out tasks based on job descriptions and needs to be assessed after a certain period of time (Elizar & Tanjung, 2018). According to Setiawan & Kartika (2014), the following indicators can be used to measure employee performance: work quantity; work quality; employee efficiency; employee effort; professional standards; punctuality; and employee creativity.

## **Research Hypothesis**

Based on the background and objectives of the research, the following hypotheses are proposed:

H1: Work competence influences employee performance at Trio Plaza Magelang

H2: Work motivation influences employee performance at Trio Plaza Magelang

H3: Work discipline influences employee performance at Trio Plaza Magelang

## **METHODS**

### **Type of Research**

This study employed a quantitative approach based on concrete data and emphasized objective and measurable empirical data (Sugiyono, 2019). This study aims to explain the influence of work competence, work motivation, and work discipline on employee performance.

### **Research Location and Time**

The researcher conducted the study at Trio Plaza Magelang, located at Jl. Alun-alun Utara No. 6, Magelang, Central Magelang District, Magelang City, Central Java. This study was conducted over a three-month period, from July 2025 to September 2025.

### **Population and Sample**

The population in this study was all 180 Trio Plaza Magelang employees. The sampling technique used in this study was simple random sampling, which randomly selects several samples from the population. To determine the required sample, the researcher used the Slovin method (Sugiyono, 2019). Therefore, the sample size for this study was 127 respondents.

### **Data Types and Sources**

The data in this study comprises primary and secondary data. Primary data was obtained directly from the research through questionnaire distribution, while secondary data was obtained indirectly through company documents and literature sources (Sugiyon, 2017).

### **Data Collection Techniques**

The data collection techniques used were observation and questionnaire distribution.

### **Analysis Methods**

The following analytical tools were used in this study:

#### **1. Validity Test**

Validity tests are used to measure the validity of a questionnaire. A questionnaire is considered valid if the questions accurately reveal what it is intended to measure. Validity tests are conducted

by comparing the calculated  $r$  value with the table  $r$  value. If the calculated  $r$  value is greater than the table  $r$  value and is positive, the item, statement, or indicator is considered valid (Ghozali, 2018).

## 2. Reliability Test

Reliability is a tool for measuring a questionnaire, which is an indicator of a variable. A questionnaire is considered reliable if a person's answers to the questions are consistent and stable over time. Reliability tests are calculated using Cronbach's alpha, which produces a value greater than 0.70 (Ghozali, 2018).

## 3. Descriptive Statistical Tests

Descriptive statistical tests are used to provide an overview of the data through measurements such as mean, standard deviation, maximum, and minimum values. In this study, descriptive statistical tests were applied to determine respondent characteristics, such as gender, age, education, and length of service (Ghozali, 2019).

## 4. Multiple Linear Model Analysis

Multiple linear model analysis is a tool for testing the dependency between a dependent variable and one or more independent variables (Ghozali, 2018).

In this study, the independent variables are work competence (X1), work motivation (X2), and work discipline (X3). Meanwhile, the dependent variable is employee performance (Y). Therefore, the multiple linear regression equation is:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

## 5. Classical Assumption Test

### a. Normality Test

The normality test is used to determine whether the data obtained is normally distributed. In this study, the normality test was conducted using the One-Sample Kolmogorov-Smirnov Test with a significance level of  $\alpha = 0.05$ . If the significance value is greater than 0.05, the data distribution is considered normal (Ghozali, 2018).

### b. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality in the variance of confounding variables from one observation to another in a regression model. According to Priyanto (2014), another method for determining heteroscedasticity is the Spearman's rho test. The test is conducted by correlating the independent and residual variables. The test is conducted at a significance level of 0.05 using a two-tailed test. If the significance value of the correlation exceeds 0.05, it can be concluded that there is no heteroscedasticity in the data being tested.

### c. Multicollinearity Test

The multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. A good regression model should have no correlation between independent variables. A regression model is considered free from multicollinearity if the tolerance value for each variable is less than 0.10 and the VIF does not exceed 10 (Ghozali, 2018).

## 6. Model Suitability Test

### a. F Test (Simultaneous)

The F test is used to test whether the independent variables simultaneously have a significant effect on the dependent variable. The effect is considered simultaneous if the calculated F value is greater than the calculated F value and the calculated F probability value is less than 0.05 (Ghozali, 2018).

b. T Test (Partial)

The T test shows the extent to which each independent variable explains or influences the dependent variable. The T value can be seen from the regression results in the coefficient table. If the significance value is less than 0.05 and the calculated t value is greater than the calculated t value, then H0 is rejected. Conversely, if the significance value is greater than 0.05 and the calculated t-test is less than the table t-test, then H0 is accepted (Ghozali, 2018).

c. Coefficient of Determination (R2) Test

The coefficient of determination, denoted by R2, is used to measure the extent to which the independent variable explains the dependent variable. The closer the R2 value is to zero, the smaller the influence of the independent variable on the dependent variable. Conversely, if the R2 value approaches one, it indicates that the independent variable has a greater influence on the dependent variable (Hafni Sahir, 2021).

**RESULT AND DISCUSSION**

**RESULT**

Descriptive Statistical Test

Table 1. Results of Descriptive Statistical Test of Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviasi
Work Competencies (X1)	127	31,00	54,00	42,3858	4,66334
Work Motivation (X2)	127	41,00	73,00	57,2205	7,05186
Work Discipline (X3)	127	42,00	70,00	54,6929	6,55564
Employee Performance (Y)	127	51,00	92,00	70,6614	8,73891

Source: Data processed using SPSS, 2025

Validity and Reliability Test Results

Table 2. Validity and Reliability Test Results

Variable	Indicator	Correlation (r)			Coeficin	
		R	Sign	Status	Alpha cronbach	Status
Work Competencies (X1)	X1.1 – X1.11	0,600 – 0,791			0,905	
Work Motivation (X2)	X2.1 – X2.15	0,532 – 0,830	0,000	VALID	0,933	RELIABEL
Work Discipline (X3)	X3.1 – X3.14	0,558 – 0,802			0,925	
Employee Performance (Y)	Y1.1 – Y1.19	0,582 – 0,812			0,948	

Source: Data processed using SPSS, 2025

Table 2 shows that all statement items for the variables are valid because the average calculated r value obtained is greater than the table r value, which is 0.178. It can also be seen that the value of

each statement per variable is indicated as reliable. This is evident from the Cronbach's alpha value for each variable, both independent and dependent, which has a reliable average value above 0.70 (Ghozali, 2018).

Classical Assumption Test

Table 3. Normality Test Results  
One Sample Kolmogorov-Sminor Test

Sign	Results	N	Remarks
0,05	0,94	127	Normal Distributed

Source: Data processed using SPSS

The results of the normality test using the Kolmogorov-Sminor test showed a significance value of 0.94, which is greater than 0.05, indicating that the data in this study are normally distributed (Ghozali, 2018).

Multicollinearity Test

The multicollinearity test is used to determine whether there is a correlation between the independent variables. The results of the multicollinearity test can be seen from the Tolerance Value and Variance Inflation Factor (VIF).

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Remarks
Work Competencies (X1)	0,260	3,853	Tidak terjadi multikolinearitas
Work Motivation (X2)	0,223	4,482	
Work Discipline (X3)	0,297	3,364	

Source: Data processed using SPSS

The results in Table 4 above show that no multicollinearity symptoms are present in all variables, as the VIF values are <10 and the tolerance values are above 0.10 (Ghozali, 2018).

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Variable	Sign	Unstandardized Residual	Remarks
Work Competencies (X1)	0,05	0,872	No symptoms of heteroscedasticity occur
Work Motivation (X2)	0,05	0,706	
Work Discipline (X3)	0,05	0,984	

Source: Data processed using SPSS, 2025

Based on the results of the heteroscedasticity test using Spearman's rho in the table above, it can be concluded that the significance values for the variables work competence (X1), work motivation (X2), and work discipline (X3) indicate that each variable has a significance value greater than 0.05, thus indicating no signs of heteroscedasticity (Priyanto, 2014).

Multiple Linear Regression Analysis Test

Table 6. Results of the Multiple Linear Regression Analysis Test

Variabel	Regression Coefficients (B)	t	Sig
(constant)	0,064	0,021	0,983

Variabel	Regression Coefficients (B)	t	Sig
Work Competencies (X1)	0,258	1,911	0,058
Work Motivation (X2)	0,550	5,704	0,000
Work Discipline (X3)	0,515	5,726	0,000

Source: Data processed using SPSS, 2025

Based on the results of the multiple linear regression analysis, the following equation was obtained:  
 $Y = 0.064 + 0.258 + 0.550 + 0.515 + e$

This regression equation can be explained as follows:

1. A constant value of 0.064 means that if the independent variables, consisting of work competence (X1), work motivation (X2), and work discipline (X3), are constant, then employee performance will be 0.064.
2. The work competence coefficient of 0.258 means that an increase in competency will increase employee performance by 0.258.
3. The work motivation coefficient of 0.550 means that an increase in work motivation will increase employee performance by 0.550.
4. The work discipline coefficient is 0.515, meaning that an increase in work discipline will increase employee performance by 0.515 (Sugiyono, 2019).

#### Model Feasibility Test

Table 7. Results of the f-Test (Simultaneous)

F Sig.	Sig	F Calculate	F Table	Remarks
0,000	0.05	205,514	3,07	Ha accepted

Source: Data processed using SPSS, 2025

The f-test was conducted to determine whether the variables of work competence, work motivation, and work discipline simultaneously influence employee performance. The f-test is considered significant if the calculated f-value is greater than 0.05, meaning H0 is rejected and H1 is accepted. Conversely, if the significance value is less than 0.05, H0 is accepted and H1 is rejected (Ghozali, 2018).

Based on Table 7, this research model has an f-value of 205.514, which is greater than the f-table of 3.07, and a significance value of 0.000, which is less than 0.05. Therefore, it can be concluded that work competence, work motivation, and work discipline simultaneously have a positive and significant influence on employee performance.

Table 8. t-Test Results (Partial)

Variable	t-count	T-Table	Sig.
Work Competencies	1,911	1,984	0,058
Work Motivation	5,704	1,984	0,000
Work Discipline	5,726	1,984	0,000

Source: Data processed using SPSS, 2025

Based on the t-test in the table above, the following conclusions were obtained:

Work competence (X1) has a calculated t-value of  $1.911 < t\text{-table value of } 1.984$  and a significance level of  $0.058 > 0.05$ , indicating a positive but partially insignificant effect on employee performance. Therefore, the research hypothesis (H1) is rejected.

Work motivation (X2) has a calculated t-value of  $5.704 > t\text{-table value of } 1.984$  and a significance level of  $0.000 < 0.05$ , indicating a positive and partially significant effect on employee performance. Therefore, the research hypothesis (H2) is accepted.

Work discipline (X3) has a calculated t-value of  $5.726 > t\text{-table value of } 1.984$  and a significance level of  $0.000 < 0.05$ , indicating a positive and partially significant effect on employee performance. Therefore, the research hypothesis (H3) is accepted (Ghozali, 2018).

R2 Determination Coefficient Test

Table 9. Results of the R<sup>2</sup> Determination Coefficient Test

S	R	R <sup>2</sup>	<i>adjusted R<sup>2</sup></i>	<i>Std. Error</i>
Employee Performance	0,913	0,834	0,830	3,60713

Source: Data processed using SPSS, 2025

Based on Table 9, the adjusted R2 value of 0.830, or 83%, indicates that work competence (X1), work motivation (X2), and work discipline (X3) explain 83% of the employee performance variable (Y). The remaining 17% is influenced by factors outside this study, such as loyalty, skills, personal grooming, workload, or the work environment (Ghozali, 2018).

**DISCUSSION**

**The Influence of Work Competence on Employee Performance**

The t-test results indicate that work competency has a positive but insignificant partial effect on employee performance at Trio Plaza Magelang. This finding aligns with research by Kitta et al. (2023), which states that work competency does not have a partial effect on employee performance. This is likely due to the presence of other factors such as loyalty, personal grooming, skills, and work experience.

Based on attribution theory, the results obtained in this study indicate that work competency does not affect employee performance. This means that attribution theory for the work competency variable in this study does not have a positive effect or is inconsistent.

**The Influence of Work Motivation on Employee Performance**

The analysis results indicate that work motivation has a positive and significant effect on employee performance at Trio Plaza Magelang. This is evidenced by the calculated t-value of 5.704, which exceeds the t-table of 1.984, and the significance value of 0.000, which is less than 0.05. The results of this study support the findings of Alan Pranata et al. (2022) and Suci & Yulia (2020), which stated that work motivation has a positive and significant effect on employee performance.

This study demonstrates that providing work motivation has a positive and significant effect on improving employee performance, indicating that this theory aligns with employee performance variables. Highly motivated employees tend to make positive internal attributions because they believe that success is the result of effort and ability, not mere luck. Therefore, motivation, both from employees themselves and their superiors, can certainly maintain and improve their performance.

**The Effect of Work Discipline on Employee Performance**

The results of this study indicate that work discipline has a positive and significant effect on employee performance at Trio Plaza Magelang. This is supported by the calculated t-value of 5.726, which is greater than the t-table of 1.984, and the significance value of 0.000, which is less than 0.05. This means that improving work discipline will drive improved employee performance. The results of this study align with the findings of Lotu et al. (2022) and Rahmi et al. (2020), which stated that work discipline has a positive and significant impact on employee performance. Strong work discipline, such as punctuality and adherence to company regulations, contributes to maximum work effectiveness.

## CONCLUSION

Based on the analysis, we can conclude the influence of work competence, work motivation, and work discipline on the performance of Trio Plaza Magelang employees. Simultaneously, each variable of work competence, work motivation, and work discipline influences the performance of Trio Plaza Magelang employees. The analysis also shows that work competence has a positive but insignificant partial effect on Trio Plaza Magelang employee performance, while work motivation and work discipline have a positive and significant partial effect on Trio Plaza Magelang employee performance.

Based on the research conclusions, the following recommendations are provided: work motivation and work discipline will increase if the company provides recognition or appreciation, facilitates career development and training, provides relevant incentives, establishes stricter rules and policies, uses a more effective supervisory system, sets examples of discipline from management, provides feedback or counseling, and establishes a discipline reward program.

## References

- Akbar, P., Pribadi, U., & Purnomo, E. P. (2020). Faktor-faktor yang mempengaruhi kinerja pegawai dalam penerapan Sidalih di Komisi Pemilihan Umum Daerah Istimewa Yogyakarta. *Analitika*, 12(1), 1–9. <https://doi.org/10.31289/analitika.v12i1.3350>
- Alan Pranata, K., Landra, N., Made Dwi Puspitawati, N., & Fakultas Ekonomi dan Bisnis Universitas Mahasaraswati Denpasar. (2022). Pengaruh kompetensi, motivasi kerja, dan disiplin kerja terhadap kinerja karyawan di PT Delta Satria Dewata Denpasar. *Jurnal EMAS*, 3(3), 202–216. <https://e-journal.unmas.ac.id/index.php/emas/article/view/4086>
- Anggraeni, O., Puspasari, E., Triyono, B., Hasibuan, R. R., Perwita, D., & Mulaswi, C. M. (2025). Inclusive Economic Education for Empowering Local Tourism MSMEs Through Human Capital and Innovation in The Lake Toba Region. *Modern Economic Science*, 47(6), 77-99.
- Busro, D. M. (2018). *Teori-teori manajemen sumber daya manusia* (Cetakan ke-1). Prenadamedia Group.
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & Kadir, K. (2022). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Acman: Accounting and Management Journal*, 2(1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>
- Changgriawan, G. S. (2017). Pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan di One Way Production. *AGORA*, 1–7.
- Daft, R. (2010). *Era baru manajemen*. Salemba Empat.
- Darmanto. (2015). Pengaruh motivasi dan disiplin kerja terhadap kinerja pegawai di lingkungan Balai Besar Konservasi Sumber Daya Alam Sumatera Utara. *Jurnal Administrasi Publik*, 3(1), 1–30.
- Dewi, L. N., Suhaeli, D., & Hidayati, L. A. (2023). Pengaruh kemampuan kerja, motivasi kerja, dan disiplin kerja terhadap kinerja karyawan (studi empiris pada Puskesmas Kecamatan

- Candimulyo). *Borobudur Management Review*, 3(1), 14–31. <https://doi.org/10.31603/bmar.v3i1>
- Hasanah, Yulia Nur, Oki Anggraeni, S. Suwali, D. Kusnaman, R. R. Hasibuan, and B. Efendi. "Entrepreneurial marketing and marketing performance in gen z entrepreneurs: exploring the mediating pathways to entrepreneurial resilience." *Journal of Ecobumanism* 4, no. 1 (2025): 3583-3602.
- Hasibuan, R.R., Suliyanto, S. & Novandari, W. (2025). Bridging Digital Marketing and Tourism Development: The Role of Social Media Marketing in Enhancing Business Performance. *African Journal of Hospitality, Tourism and Leisure*, 14(2):351- 360. <https://doi.org/10.46222/ajhtl.19770720.616>
- Hasibuan, R. R., Suliyanto, & Novandari, W. (2025). CELEBRITY ENDORSEMENT, PERCEIVED AI INTELLIGENCE, AND DIGITAL FIRM INTIMACY: A MIXED-METHODS STUDY ON SOCIAL MEDIA PURCHASE DECISIONS. *Veredas Do Direito*, 22(2), e3086. <https://doi.org/10.18623/rvd.v22.n2.3086>
- Hasibuan, R. R., Novandari, W., & Setyanto, R. P. (2024). The role of digital literacy on the social media performance of batik MSMEs with digital capability as an intervening variable. *International Journal of Business and Quality Research*, 2(03), 39-54.
- Hasibuan, R. R. (2024). Dampak Personal Branding Dan Influencer Marketing Terhadap Keputusan Pembelian Konsumen Generasi Z. *House of Management and Business (HOMBIS) Journal*, 3(2), 57-62.
- Hasibuan, R. R., & Najmudin, N. (2024). Content Marketing, Customer Engagement On Marketing Performance Mediated By Digital Marketing In Batik Msmes In Banyumas Regency. *International Journal of Economics, Business and Innovation Research*, 3(03), 287-304.
- Hasibuan, R. R. H., Suliyanto, S., & Novandari, W. (2025). PENGGUNAAN SOSIAL MEDIA PEMASARAN DAN KEMAMPUAN DIGITAL TERHADAP KINERJA PEMASARAN MELALUI PERSEPSI IKLAN SEBAGAI VARIABEL MEDIATING. In *Prosiding Seminar Nasional Ekonomi Bisnis* (Vol. 3, No. 01, pp. 317-341).
- Kitta, S., Nurhaeda, N., & Idris, M. (2023). Pengaruh kompetensi, pengalaman kerja, lingkungan kerja, dan disiplin kerja terhadap kinerja pegawai. *Jesya*, 6(1), 297–309. <https://doi.org/10.36778/jesya.v6i1.933>
- Laia, S., Zagoto, R., Fau Samanoi, H., & Kabupaten Nias Selatan. (2021). Analisis faktor-faktor yang mempengaruhi kinerja pegawai di Kantor Camat Onolalu Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4(2), 246–257.
- Lotu, N. A., Widodo, Z. D., & Sumarto, L. (2022). Pengaruh stres kerja, motivasi kerja, dan disiplin kerja terhadap kinerja pegawai di Kantor Kelurahan Sudiroprajan. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 9(4), 703–712. <https://doi.org/10.37606/publik.v9i4.456>
- Nurwisda, D., Hasibuan, R. R., & Amalia, D. (2025). PENGARUH KETERLIBATAN KARYAWAN DAN INOVASI PRODUK TERHADAP DAYA SAING PERUSAHAAN (STUDI KASUS PADA BUMDES DI JAWA TENGAH). *House of Management and Business (HOMBIS) Journal*, 4(1), 15-21.
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). Perilaku organisasi (Terjemahan oleh Diana Angelica & Ria Cahyani). *Prosiding FRIMA (Festival Riset Ilmiah Manajemen dan Akuntansi)*, 6681, 665–670.
- Rahayu, S., & Dahlia, D. (2023). Pengaruh disiplin kerja, motivasi kerja, dan komitmen organisasi terhadap kepuasan kerja dan kinerja pegawai. *Jesya*, 6(1), 370–386. <https://doi.org/10.36778/jesya.v6i1.925>
- Suci, E., & Yulia, Y. A. (2020). Pengaruh kompetensi, motivasi, dan disiplin kerja terhadap kinerja pegawai (studi kasus pada Kantor Dinas Pendidikan dan Kebudayaan Karanganyar). *Excellent*, 7(1), 76–82. <https://doi.org/10.36587/exc.v7i1.628>

Yatipai, T., & Kaparang, S. G. (2015). Pengaruh motivasi terhadap prestasi kerja karyawan: Studi pada PT Pos Indonesia Tipe C Manado. *Jurnal Administrasi Bisnis*, 1–7.