

The Influence of Competence and Discipline of the Crew on the Performance of PT. Djakarta Lloyd

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A shipping company needs competent and qualified crews to carry out daily activities. To achieve its performance target, it needs to pay attention to the competency and the discipline of the ship crew. Unfortunately, many crews still do not meet the standards and qualifications to ensure maximum performance. The purpose of this study is to determine the influence of the competency and the discipline of the crew on the performance of PT. Djakarta Lloyd. The technical analysis of data is conducted by using a multiple regression method. PT. Djakarta Lloyd holds more job training in the field to solve problems that are related to the variable of the competency. By doing so, the company expects the optimal performance of its crews daily. The issues about crew discipline are mainly concerned with their awareness of the importance of being disciplined while working on board. The proper way to overcome this is by conducting training and periodic evaluations. The independent variable of this study is the variable of the competency and the discipline of the crew, while the dependent variable is the company's performance.

Key words: *Competence, Crew Discipline , PT.Djakarta Lloyd performance, Regression.*

Introduction

Nowadays, both individuals and companies are required to have highly developed skills and discipline at work. The ability to perform a job that is supported by the right attitude is necessary to achieve the performance target of the company. In the case of PT. Djakarta Lloyd, the crew must have the competency in the application of the ISM CODE Seafarers to be worthy of shipping by prioritising safety education, training, and certification based on the STCW 2010.

PT. Djakarta Lloyd is a shipping company that operates the ships belonging to the tenants in the offshore waters by employing its workers on the vessel. PT. Djakarta Lloyd is highly dependent on the performance of the crew to achieve its corporate goals. However, due to the crew's lack of ability to work, PT. Djakarta Lloyd experiences a decrease in the overall performance. The crew cannot carry out their obligations, which causes irregularities under the established working procedures onboard. The condition brings a negative impact to the ship crew, such as the increasing number of crew reductions aboard the ship, as the performance is not following the Employment Agreement Sea. Even the experienced crew needs to adjust to the policies and procedures established by the company. The indiscipline and low-performance crew is required to take additional training and development on land before coming back on board again. Training is done to ensure the crew can meet their duties professionally and avoid mistakes on board. Unfortunately, some crew members still have difficulties even after training, which causes distortions and errors in the use of safety equipment. Recently, the company's vessel was involved in a collision on one of the jetties in Singapore. After proper investigation, the company found that the captain was negligent in carrying out his duties. The above example shows that the performance of the crew is still not optimal.

The Objectives and Benefits of the Research

- 1) To identify and analyse the competency of the crew.
- 2) To identify and examine the discipline of the crew.
- 3) To identify and explain the influence of the combination of skills and the discipline on the performance PT. Djakarta Lloyd.

The Benefits of Research

- a. For PT. Djakarta Lloyd, it is expected to be the input to improve the competency and the discipline of the crew.
- b. For researchers, it is expected to deepen and expand the knowledge about the object of the research.
- c. For cadets of the school of sailing, it is expected to increase the level of awareness about the importance of discipline in the field.

Method

This research uses a quantitative approach, with a descriptive statistical analysis of the data, to understand the effect of the competency and discipline on the performance of PT. Djakarta Lloyd.

To get the necessary data, the researchers use data collection techniques, as follows:

a. Questionnaire (Questionnaire)

A survey was sent to 36 employees of PT. Djakarta Lloyd, on land and on board, with a total of 30 questions. Each item was given choices of answers whose value was weighted based on the Likert Scale.

b. Observation

The observation of the data collection has specific characteristics when compared with other methods, i.e., interviews, and questionnaires.

c. Literature review

A literature study is conducted by reading, viewing, researching, quoting from books or references presented, considering input ingredients, and comparing the existing theories.

d. Design Research

Research subject

Population and Sample

1. According to Sugiyono (2017: 80), the population is the generalisation of the region that consists of the objects or subjects, whose qualities and characteristics are defined by the researchers, to learn, and to draw conclusions. The population of the study is 52 crew members of PT. Djakarta Lloyd.
2. According to Prof. Dr. Sugioyono (116), the sample is a part of the population with characteristics possessed by the population. When the population is significant, a researcher cannot learn the information needed. The researchers can use the sample of the population to save energy and time. The information absorbed from the sample can be applied to the population. The sample must be representative. The company appoints 52 crew members as the sample of the study. The sample retrieval techniques are determined using a proportionate stratified random sampling technique, which is a technique used when the population has members or elements that are not homogeneous and stratified in proportion. The researcher used 20 people from the population.

Results and Discussion

Data Competency

- a. The following data on the latest educational competence of the officer crew:

Table 4.1: Occupation Competency Crew

No.	Last education	Number of people)	Percentage (%)
1.	High School	2	10%
2.	D4 / S1	18	90%
	Total	20	100%

Based on the above data, 18 crew members have certificates of the seaman (Certificate Of Competency). But, some of them do not have matching positions, due to the promotion policy of the company, and the fact that no posts correspond to the certificate at the time. It means that the crew has to wait until the corresponding position becomes available. Insufficient experience also becomes an obstacle for the crew to obtain a higher-level certificate of the seaman.

a. Validity test

The significant test is done by comparing the value of r with the value of r -table to n , which, in this case, is the number of the samples saturated with a significance level of 5%. A statement declared invalid if the r -count is higher than the r -table

Table 4.5: Competence (X1) Variable Validity of Test Results

Validity Sands of Competency Questionnaire Statement			
No. item	Corrected Item Total Correlation (rcount)	r-table	validity
1	0,765	.444	VALID
2	0.575	.444	VALID
3	0.785	.444	VALID
4	.476	.444	VALID
5	0.797	.444	VALID
6	0.529	.444	VALID
7	0.776	.444	VALID
8	.539	.444	VALID
9	0575	.444	VALID
10	0,687	.444	VALID

Table 4.6: Validity of Test Results Variable Discipline (X2)

Validity Sands of Questionnaire Compensation Statement				
No. item	Corrected Item Total	Correlation (rcount)	r-table	validity
1		0.763	.444	VALID
2		0,544	.444	VALID
3		0.457	.444	VALID
4		0,645	.444	VALID
5		0,559	.444	VALID
6		.543	.444	VALID
7		.621	.444	VALID
8		0.494	.444	VALID
9		.429	.444	VALID
10		.766	.444	VALID

Table 4.7: Validity of Test Results Variable Job Satisfaction (Y)

Validity Sands of Job Satisfaction Questionnaire Statement				
No. item	Corrected Item Total	Correlation (rcount)	r-table	validity
1		0.785	.444	VALID
2		.749	.444	VALID
3		.709	.444	VALID
4		.673	.444	VALID
5		.850	.444	VALID
6		0,800	.444	VALID
7		.882	.444	VALID
8		0.951	.444	VALID
9		0.785	.444	VALID
10		.749	.444	VALID

a. Test Reliability

To determine the reliability of the question, the variables were examined by SPSS 25.00 with Cronbach's alpha formula.

Table 4.8: Reliability Test Results Variable Competence (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.852	10

Based on the above table, the conclusion is that, with the Cronbach Alpha value of $0.852 > 0.60$, the questioner is declared unreliable.

Table 4.9: Reliability Test Results Variable Compensation (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.845	10

Based on the above table, it can be concluded that, with the Cronbach Alpha value of $0.845 > 0.60$, the questioner is declared unreliable.

Table 4.10: The reliability test results of job satisfaction variable (Y)

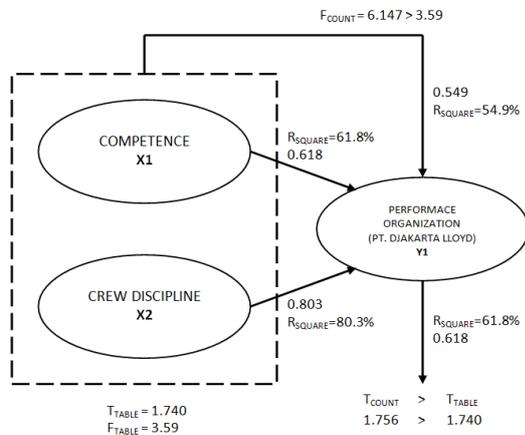
Reliability Statistics	
Cronbach's Alpha	N of Items
0.918	8

Based on the above table, it can be concluded that, with the Cronbach Alpha value of $0.871 > 0.60$, the questioner is declared unreliable.

b. Statistical Data Analysis

In the study, the researchers used three variables, the competency variable (X1), the variable of discipline (X2), and the variable of company performance (Y). The researchers used a method of collecting data through a questionnaire given to respondents to analyse research data.

- c. Linear Regression Analysis
- d. Research and discussion



- 1. regression X1 to Y (simple)

Table 4.11: regression X1 to Y (Linear)

Coefficients						
Model		Coefficients unstandardised		Standardised coefficients	t	Sig
		B	Std. Error	beta		
1	Constant	22.548	8.791		2.565	0.000
	Competency	.264	.214	.280	1.756	0.000

Dependent Variable: Job Satisfaction

The result of the calculation found a linear regression equation of:

$$Y = 22.548 + 0.264X1$$

The regression equation shows that the influence of the crew on the performance of PT. Djakarta Lloyd is in the positive direction of 0.264. It implies that the company's performance increases by 0.264 points following a one-unit increase in the crew competency of PT. Djakarta Lloyd's performance, and vice versa. The coefficient of an intercept is approximately 22.548 that shows if there is no-competency of the crew ($X = 0$), the estimated performance of PT. Djakarta Lloyd is 22.548 units.

- 2 regression X2 To Y (Simplified)

Table 4.12: regression X2 to Y (Linear)

coefficients						
Model		Coefficients unstandardised		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	11.455	6.765		1,694	.107
	X2	.516	.158	.610	3,270	.06

Dependent Variable: Discipline

The results of the calculation found a simple linear regression equation of:

$$Y = 11.455 + 0.516 X2$$

The regression equation shows that the influence of discipline on the company's performance is in a positive direction, which amounts to 11.455. It means that an increase of one unit of the discipline variable would be followed by the increase of the company's performance by 1 unit and vice versa. The coefficient of an intercept amounted to 11.455 means that if the crew has no discipline ($X = 0$), the corporate performance is estimated at 11.455 units.

3. regression X1 and X2 to Y (Doubles)

4.

Table 4.13: regression X1 and X2 Against Y (doubles)

coefficients						
Model		Coefficients unstandardised		standard sized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	3.736	1,715		2.179	0.037
	Competence	0.091	0,050	0.114	2,845	0,000
	Discipline	0.804	0.056	0.886	14.363	0,000

The coefficient of an intercept of approximately 7.598 means that if the crew has no competence and discipline ($X1$ and $X2 = 0$), it is estimated the performance of PT. Djakarta Lloyd is a 7.598 unit.

f. Test Coefficient of Determination

1. Coefficient of Determination X1 to Y

Table 4.14: Coefficient of Determination X1 Against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.573	3,714

Dependent Variable: KompeteQu and discipline

The regression equation shows that the influence of the competence on the performance of the company is in a positive direction. It shows that the regression coefficient or value of b1 in the regression equation is a positive figure of 0.108. It means that a one-unit increase in the competency of the crew will be followed by the increase in the performance of the company of 0.108 units and vice versa. The regression equation shows that the influence of the discipline of the crew on the company's performance is in a positive direction. It shows that the regression coefficient or value b2 in the regression equation is a positive number of 0.506. It means that any one-unit increase of the discipline of the crew will be followed by the rise in the performance of the company of 0.506 units and vice versa.

The above calculation shows that the R square is 0.618 or 61.8%. It means that the magnitude of the positive influence of competence on the performance of PT. Djakarta Lloyd amounted to 61.8%, while the remaining 38.2% is the influence of other factors.

5. Coefficient of Determination X2 to Y

Table 4.15: Coefficient of Determination X2 Against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.0803	.338	4,627

The above calculations show that the R square is 0.803 or 80%. It means that the magnitude of the positive influence of the discipline on the company's performance is 80%, while the remaining 20% is the influence of other factors.

6. Coef. of determination X1 and X2 To Y

Table 4.16: Coefficient of Determination X1 and X2 to Y (doubles)

mode l	R	R square e	Adjusted, d R Square	Std. Error of the Estimate e
1	.741	.549	.351	4,579

The calculation above shows that the R square is 0.549 or 54.9%.

It means that the magnitude of the positive influence of the competency and the discipline of the crew on the performance of the company is 54.9%, while the remaining 45.1% is the influence of other factors.

e. Hypothesis testing

1. Calculate the t-test

Test Results

Table 4.17: t Count

coefficients						
Model		Coefficients unstandardised		Standardised Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	7598	8594		.884	.389
	Competence	.108	.181	.114	1.954	.000
	Discipline	.506	.160	.607	3.163	.000

Dependent Variable: Job Satisfaction. While the results of the t-table are: $t_{table} = t_{(\alpha / 2; nk - 1)}$

$= T(0.025; 17)$

$t_{table} = 1.740$

a) If $sig > 0.05$, or $t > t_{table}$ then there is the effect of variable X to variable Y.

b) If $sig > 0.05$, or $t < t_{table}$ then there is no influence of Variable X to Variable Y.

The results of the management of the data in the table above are:

- 1) Sig value is known to the influence of competence (X1) on the Company's Performance

(Y) is $0.000 < 0.05$ and $t \text{ value } 1,954 > 1,740$. It could be concluded that the hypothesis is accepted because there is a positive influence of the competency on the company's performance.

2) It is known to influence discipline sig crew (X2) on company performance (Y) is $0.000 < 0.05$ and $t\text{-value } 3,163 > 1,740$.

It can be concluded that the hypothesis is accepted because there is a positive influence of the discipline of the crew on the performance of PT. Djakarta Lloyd.

2 F Test Calculate

The F-test is used to determine whether all the independent variables jointly affect the dependent variable. The independent variables of this study consist of the competency and the compensation, if the independent variables have a simultaneous effect on the dependent variable regression model into the match or fit criteria.

Table 4.18: Calculate F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	mean Square	F	Sig.
1	Regression	257 766	2	128.883	6.147	.010 ^b
	Residual	356 434	17	20 967		
	Total	614 200	19			

a. Dependent Variable: Performance Companies

b. Predictors: (Constant), Competence and discipline

While the results from the table is: $f \text{ table} = f(k: nk-1)$

$$= F(2: 36-2-1)$$

$$= F(2: 17)$$

$$f \text{ table} = 3,59$$

1) If the value of $\text{sig} > 0.05$, or $F \text{ count} > F \text{ table}$, then there is the effect of variable X simultaneously on Variable Y.

2) If $\text{sig} > 0.05$, or of $F < F \text{ table}$, then there is no simultaneous effect of variable X to variable Y.

The results of data management in the above table show $\text{sig } 0.000 < 0.05$ and $F \text{ count } 6.147 > 3.59$, so the hypothesis is accepted. It means that the variables of the competency and the discipline of the crew have a positive impact on company performance.

1. regression X1 to Y (simple) values obtained $Y = 22\,548 + 0.264X_1$ from the linear regression equation.

The modest increase of the competency by one unit will cause the performance of the company to increase by 0.264 units.

Coefficient of Determination X1 to Y. The amount of the contribution of the variable service commitment is ship visits of 61.8%. The remaining 38.2% is the influence of other factors, such as motivation, competence, compensation, leadership, etc.

In addition, the respondents' answers to each question of the indicators show that the influence of the competence of the crew on the performance of the company is a dominant factor. The competency here is in the maintenance of goods and vessels, the compliance of the crew members to the applicable contract, and the certificate owned by the crew in accordance with the job's requirement.

The low indicator of how the crew follows the regulations and the appropriate labor system can be addressed and improved to be more qualified.

The first hypothesis of the study is to test whether a partial component affects the performance of the company. The result of the research shows that the service variables have a significant value of $0.000 < 0.05$. This is evidenced by the amount of t-count of $1,756 > 1,740$, which means that the competency has a positive effect on the company's performance. Here, the first hypothesis is accepted. That is to say that the performance of the company is excellent if the competency of the crew is also excellent. The results are consistent with the theory put forward by Grönroos in Sudarmanto (2009:32) stating that the capability, as an attribute of human resources quality, has a significant effect on the performance of the individual. Regression X2 to Y (simple) obtained value $Y = 11.455 + 0.516 X2$. From a simple linear regression equation, it can be seen that if the discipline of the crew is increased by one unit, then the performance PT. Djakarta Lloyd will increase by 0.516 units.

Coefficient of Determination X2 to Y: the magnitude of the contribution of the variable of the discipline of the crew on PT. Djakarta Lloyd's performance is 80%, while the remaining 20% is the influence of other factors, such as motivation, competence, compensation, leadership, etc.

Based on the respondents' answers to each question of the questionnaire, the indicator of the performance of employees, in using and maintaining the equipment of the cargo ship, has the highest effect on the commitment of the ship's visit with a total of 91. The appropriateness of the educational background to work now has the lowest score of 82, which is the same as the indicator of being able to work based on the schedule and the indicator of not wanting

to postpone the completion of the work. A low level of indicators can be overcome by improving the discipline of the crew to achieve the company's target and increasing awareness of the company's rules.

The result of the research shows that the variable of the competency has a significant value of 0.000, which is less than 0.05. The magnitude of a t-count of $3.163 > t\text{-table of } 1.740$ means that the discipline of the crew has a positive influence on the performance of PT. Djakarta Lloyd. Here, the second hypothesis is accepted. If the discipline of the crew increases, the performance of PT. Djakarta Lloyd will also increase. The result is consistent with the theory put forward by Hasibuan (2013: 193). He states that discipline is the operative function of human resource management. The better the employee's discipline, the higher the performance that can be achieved.

2. The influence of the competency on the company's performance is in a positive direction
3. The value of b_1 in the regression equation shows a positive figure of 0.108. It means that every increase of one unit of the competency will be followed by an increase of 0.108 units of the company's performance and vice versa.
4. The regression equation shows the influence of the discipline on the performance of the company is in a positive direction. The regression coefficient or the value of b_2 in the regression equation shows a positive figure of 0.506. It means that an increase of the discipline of the crew by one unit would be followed by an increase in the performance of the company amounted by 0.506 units and vice versa.
5. The coefficient of an intercept is approximately 7.598. It means that if the crew has no competence and discipline (X_1 and $X_2 = 0$), the performance of PT. Djakarta Lloyd is 7.598 units.
6. The regression of X_1 and X_2 to Y (double) values obtained the equation of $Y = 7.598 + 0.108 X_1 + 0.506 X_2$.

The regression equation shows that an increase of one unit of the competence will increase the discipline by 0.108 units and the performance of PT. Djakarta Lloyd by 0.506 units. Coefficient of Determination X_1 and X_2 to Y (double). The amount of the contribution (contribution) of the variable of the competence on PT. Djakarta Lloyd's performance is 68.2%, while the remaining 31.8% is caused by other factors, which were not analysed in this study, such as motivation, competencies, compensation, leadership, etc.

Based on the F-test, the significance value is $0.000 < 0.05$. This means that the variable competence has a positive effect on the performance of PT. Djakarta Lloyd. It could be seen in the magnitude of F-arithmetic $6.147 > 3.55$ of the F-table. It means that the competency and the discipline of the crew have a positive influence on the performance of PT. Djakarta Lloyd, so that the third hypothesis is accepted. If the competency of the crew is combined

with a high level of discipline through work activities, it will increase PT. Djakarta Lloyd's performance.

From the above findings, it can be interpreted that in the period of the study, the competence and the discipline have a significant positive relationship either individually or jointly on the performance of PT. Djakarta Lloyd.

Conclusion

From the tests, three hypotheses of the research proved that the competence variable (X1) and the variable of discipline (X2), either individually or jointly, have a relationship with the increase of the commitment of ship traffic. In full, this conclusion can be described as follows:

1. The competency had a positive and significant impact on the performance of the company where arithmetic $t > t\text{-table}$ ($1,756 > 1,740$) showed these values. The research result shows that the relationship is indicated by the correlation coefficient (R) of 0.820, while the coefficient of determination (R²) of the competence on the performance of the company is 0.618. This means that the ability of the management of the company's contribution amounted to 61.8%, while the remaining 39.1% is from other factors, such as motivation, compensation, job competence, etc. The regression equation for the relationship of the competence (X1) on the performance of the company (Y) obtained the equation $Y = 22\,548 + 0,264X1$. The equation means that an increase or decrease of one unit on the competence will be followed by an increase or decrease in the company's performance. The amount of the increase or decrease is an average of 22.548 in 0.264 constant. It could be concluded that the higher the qualification of a given competency process, the more the company's performance will increase. So, it is evident that the competency of the crew has a positive and significant effect on the performance of the company. The lowest indicator with a score of 80 is the indicator that shows the ability of the crew to follow the regulations and the applicable labor system. It can be addressed and upgraded. The highest score of 91 is the indicator of using and maintaining shipboard equipment or the property well.
2. The discipline of the crew tested positive and has a significant impact on the performance of the company, in which $t \text{ arithmetic} > t\text{-table}$ ($3,270 > 1,740$). The research result shows that the relationship is indicated by the correlation coefficient (R) of 0.610, while the coefficient of determination (R²) of the discipline of the crew on the performance of the company amounted to 0.803. This value means that the contribution of the discipline of the crew on the performance of the companies amounted to 80.3%, while the remaining 19.7% are from other factors, such as motivation, compensation, job competence, etc. The regression equation for the relationship crew discipline (X2) performance Companies (Y) is $Y = 11.455 + 0.516 X2$. This equation means that any increase or decrease of one unit

of the discipline of the crew members will be followed by an increase or decrease of the corporate performance. The amount of the increase or decrease is an average of 0.516 on a constant of 11,455. It can be concluded that the increase in crew discipline will improve company performance. It is evident that the highest indicator score of 92 on the experience is helpful in reducing errors at work. The lowest score of 74 of the indicator of those doing a good job and trying to do so every day.

3. The variables of the competence and discipline of the crew jointly proved to be the real and meaningful commitment to improving corporate performance, in which $F_{\text{arithmetic}} > F_{\text{table}} (6.147 > 3.59)$. The regression equation of the competence (X1) and discipline crew (X2) simultaneously on the performance of PT. Djakarta Lloyd is $Y = 7.598 + 0.108 X1 + 0.506 X2$. This equation implies that every one-unit increase in the competence and the discipline of the crew will be followed by an increase in the company's performance by 4.579 and a constant of 6.147 and vice versa. If the competence (X1) and the discipline of the crew (X2) decrease one unit, the firm performance would decrease to a constant of 4.579 and 6.147. The highest indicator score of 92 on the experience is helpful in reducing errors while working. The lowest score of 74 is the indicator of those doing a good job and attempting to do so every day. X2 that is the discipline of the crew has a positive and significant effect on improving corporate performance. The indicator with the highest score of 88 is a reliable relationship with other companies of the achievement of the company's performance. The lowest indicator with a score of 80 is the indicator of target achievement following the time specified by the company.

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