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*Corresponding author: H. Helty,
Magister Program of Management,
Universitas Muslim Indonesia,
Makassar, Indonesia.

E-mail: helytmakmur@gmail.com

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Work Discipline, Work Motivation and Commitment on Employees Performance

H. Helty^{1*}, Serlin Serang², Muh. Amir³

¹ Magister Program of Management, Universitas Muslim Indonesia, Makassar, Indonesia. Email: helytmakmur@gmail.com

^{2,3} Department of Management, Faculty of Economic and Business, Universitas Muslim Indonesia, Makassar, Indonesia.

Abstract: This research is quantitative research with an explanatory approach. The target population in this research were sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City with a total sample of 42 employees. The sampling method in this research uses the census method. The data used in this research are primary and secondary data with data collection techniques in the form of observation, questionnaires, documentation and literature study. The analysis technique is validity and reliability testing, classical assumption testing and hypothesis testing using the multiple linear regression method. The research results show that Motivation and Commitment each have a positive and significant effect on employee performance, while Discipline has no effect on the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City.

Keywords: Remuneration, Work Discipline, Work Motivation, Employee Performance.

JEL Classification Code: E44, F31, F37, G15

1. INTRODUCTION

In various fields, especially corporate/organizational life, the human factor is the main problem in every activity that can move all objects/tools within a company/organization to achieve maximum goals in accordance with the wishes of the company or organization. A company/organization is a social unit that is consciously coordinated with relatively identifiable boundaries, all employees in a company/organization strive and work continuously to achieve the goals of a company/organization. Human resources are one of the most important components in a company because humans are the main element in carrying out company activities. Large human resources must be able to be converted into assets that are useful for development. For this reason, various expertise, skills and opportunities must be provided to human resources, according to their biological and spiritual abilities. Careful and wise actions must be taken in equipping and preparing human resources, so that they truly become productive and useful national development assets.

To improve the quality of human resources, companies/organizations must provide and improve the performance of their employees in order to create company/organization competitiveness. If a company/organization has quality performance, the company/organization will have high competitiveness, so it will play a greater role in accelerating development which is being actively pursued. Performance in general is often called performance which has given rise to several terms put forward by several experts such as result, human output. Results imply that performance is what is produced by individuals in and/or for the organization. Human Output implies that performance can be measured from productivity, absence, turnover (in and out of individuals in the organization), citizenship (civic behavior or interactions in the organization), and satisfaction (satisfaction) (Robbins, 2008:27). Indicators for measuring a person's performance in an organization require clear parameters. For this purpose, Robbins (2008) put forward three criteria, namely: first, the results of individual tasks, the assessment of which is related to work standards, type of work, time demands and work results. If you reach the specified standards, it means the results of your work are good. Second, behavior, the

assessment of which is related to dexterity or responsiveness, punctual attendance (discipline), diligence, involvement and communication relationships to achieve the expected goals. Obstructed communication makes it difficult to achieve expected performance standards and goals. Good and correct behavior is always required in accordance with expectations. Third, the characteristics or characteristics of politeness, friendliness, neat appearance and so on. Changes and interference from outside parties such as training will also influence changes in performance.

To maintain employee performance, discipline within the organization must be maintained and paid attention to by the leadership. Because if employees in the organization always obey all the rules then the organization's performance can always be well directed. Discipline is a certain condition in which people who join an organization are willing to comply with existing regulations. Paying attention to the conditions that encourage employee performance to continue to perform optimally by providing motivation, employees will be encouraged to carry out their duties and responsibilities well. Thus, the organization must continuously pay attention to the motivation that will be given and the motivation must be appropriate and more directed towards its targets so that employees feel their desires are fulfilled. Apart from theories about discipline, motivation and commitment in improving a person's performance, there are also studies that have been carried out by previous researchers related to discipline, motivation and commitment to the performance of an employee or employees.

Like research on work discipline on employee performance by Hasbi Andi, (2016), the results of his research show that work discipline has a positive and significant effect on employee performance at the Makassar Tourism Academy.

Agunawan, (2016), the results of his research show that work motivation has a positive and significant influence on the performance of North Luwu Regency regional government employees. This can be interpreted as meaning that high work motivation has a real influence on employee performance in a higher direction.

Whether an organization's performance will be good or not depends on the people in it, where these people can show their performance by obeying the rules in the organization. These rules are binding, coercive and oppressive with the aim that people in the organization can comply and later perform in accordance with the organization's goals. Thus, these people must be obedient and obedient to the rules that have been set so that they can show a disciplined attitude in carrying out work activities, and they must be given strong support in the form of motivation so that their behavior is encouraged towards the organization's goals. Apart from that, members/people in an organization must have a strong commitment so that a sense of loyalty and belonging to the organization is formed within them which will later be directed towards their performance in order to achieve organizational goals.

Based on initial studies conducted by researchers at Toyota Hadji Kalla, Urip Sumoharjo Makassar Branch, data was obtained on the number of employees who work as salespeople as many as 42 people. Researchers also found several problems that could hamper employee performance. The problems that occurred were that employees were often found arriving late or not appreciating time and then employee performance decreased compared to previous years.

2. LITERATURE REVIEW

2.1 Human Resources Management

Human resource management is a system consisting of many interdependent activities (interrelated with each other). These activities do not take place in clear isolation as each activity affects other human resources. For example, bad decisions regarding staffing needs can lead to problems with employment, placement, social compliance, union relations, management, and compensation. If human resource activities are involved as a whole, then these activities help the human resource management system. Offices and people are open systems because they are influenced by their environment. Human resource management is also an open system that is influenced by the external environment. Management as the science and art of achieving a goal through collaboration with other people. This means that the goal can be achieved if more than one person does it. Meanwhile, human resource management is a field of management that specifically studies human relationships and roles in an

office. The following explains the definition of human resource management as stated by Moekijat (2010: 4) stating that human resource management can be defined as the process of achieving organizational goals of maintaining, terminating, through obtaining, developing, and using or exploiting human resources in an organization as well as possible, good.

2.2 Discipline

According to Agus (2003), work discipline is the most important thing in a company. Without high discipline, all company activities will experience setbacks, on the other hand, awareness of disciplined treatment will help the company run better. In addition, high work discipline will also influence employee performance. Because the work discipline shown directly encourages activities to be carried out or carried out in accordance with applicable regulations. From the above formulation, it can be said that "Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms". Discipline as stated above is of course directly related to work enthusiasm and passion. Discipline issues greatly influence work enthusiasm and passion but can affect the effectiveness and efficiency of achieving the company's goals. Discipline must be enforced in an organization/company. Without the support of good employee discipline, it is difficult for a company to realize its goals. So discipline is the key to a company's success in achieving its goals. Fathoni (2001) states that there are two types of discipline, namely:

- a) Discipline that arises from oneself (self-imposed discipline) Discipline that arises from oneself is the most effective type of discipline, because employees have work discipline not because of fear or sanctions or punishment that will be received, if they are not afraid of their superiors, but rather arise because the employee's awareness of his duties and responsibilities.
- b) Discipline based on orders (command discipline) Meanwhile, discipline based on orders is discipline that arises due to coercion and is driven by fear of sanctions imposed by superiors if orders are not obeyed.

Apart from the meaning of discipline, the definition of work is the overall implementation of physical and spiritual activities carried out by humans to achieve goals, especially those related to the survival of the company. The implication of this definition is that work includes a certain way of carrying out activities to achieve the main goal for all work implementation. By understanding the meaning of discipline and the meaning of work, the actual meaning of work discipline is as a characteristic of respecting, appreciating, being appropriate and obeying the applicable regulations, both written and unwritten, and being able to carry them out and not avoiding accepting sanctions if you violate your duties and responsibilities. authority given to him. Work discipline can be developed formally through discipline development exercises, for example by working with respect for time, energy, costs and so on. The manager's example can usually arouse itself under the leadership in question.

2.3 Motivation

Motivation is the driving force that causes a member of an organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the goals and various targets of the organization that have been determined previously (Siagian 2003 :138). According to Hasibuan (2003:95), "Work motivation is the provision of driving force that creates enthusiasm for a person's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction." An important driving factor that causes humans to work is the existence of needs that must be met. Thus, it can be said that motivation is basically a mental condition that encourages the performance of an action (action or activity) and provides strength that leads to achieving needs, providing satisfaction or reducing imbalances. There is a definition which states that motivation is related to Influence of behavior, Reaction force (meaning work effort), after an employee has decided

on the direction of action, Persistence of behavior, or how long the person concerned continues to carry out the behavior in a certain way.

2.4 Commitment

Every organization hopes to achieve its goals and achieve success. To achieve this, organizations need quality human resources. Human resources will be of quality if they at least have the competencies needed to carry out their duties. However, competence alone is not enough to make an organization successful. Organizations need human resources. For this reason, organizations need to pay attention to the welfare and development of their human resources. In this way, a feeling of mutual attachment will be established between the organization and its people. resources The organization's human resources feel that the organization where they work is an organization that cares about them and is the best place to work. Hence they feel attached to the organization and it is not worth leaving it. This situation shows that human resources are committed to the organization

a) Understanding Commitment.

The concept of organizational commitment relates to the level of involvement of people with the organization in which they work and are interested in remaining in the organization. Experts' opinions about commitment vary greatly according to their respective points of view. Greenberg and Baron (2003:160 in Wibowo, 2015:187) provide an understanding of organizational commitment as a level at which individuals identify and are involved with the organization and/or do not want to leave it. Meanwhile, another opinion suggests that organizational commitment is the level of loyalty felt by an individual towards the organization (Schermerhorn, Hunt, Obsorn, and Ul-Bien, 2011:72 in Wibowo, 2015:188). The definition of organizational commitment, according to Colquitt, LePine, and Wesson (2011: 69 in Wibowo, 2015: 188), is the desire of some workers to remain members of the organization. Organizational commitment influences whether a worker remains as a member of the organization or leaves to pursue another job.

b) Commitment Type

Schermerhorn, Hunt, Obsorn, Uhl-Bien (2011:72 in Wibowo, 2015:188) stated that there are two main dimensions of organizational commitment, namely Rational Commitment and Emotional Commitment. Rational Commitment reflects that work provides service to the individual's financial, developmental and professional interests. Meanwhile, Emotional Commitment reflects the feeling that what someone does is important, valuable and provides real benefits for other people. It is said that the reality shows that strong Emotional Commitment in organizations is based on the values and interests of other people and has a 4 times positive influence on performance than Rational Commitment, which is based on pay and one's own interests. Likewise, Luthans, Colquitt, LePine, and Wesson (2011:73 in Wibowo, 2015:89) also mention three types of commitment, namely:

1. Affective Commitment, is the desire to remain a member of the organization because of emotional attachment to, and involvement with, the organization. They stay because they want to. Emotional reasons, or emotional-based, can include feelings of friendship, company climate or culture, and feelings of pleasure when completing work tasks.
2. Continuous Commitment, is the desire to remain a member of the organization because of the costs associated with leaving it. We stay because we feel we need to. These are cost-based reasons for staying, including issues of salary, benefits, and promotions, as well as those related to uprooting the family.
3. Normative Commitment, is the desire to remain a member of the organization because it feels like an obligation. We stay because we have to. Thus, there are obligation-based reasons for remaining in the organization, including feelings of indebtedness to superiors, colleagues, or the larger company.

2.5 Employee performance

Performance comes from the word job performance, namely the work achievements achieved by someone. Performance is translated as performance, also meaning work performance, work implementation, work achievements or work results, work appearance. Robbins (2001) suggests that employee performance is a function of the interaction between ability (Ability), motivation (Motivation) and opportunity (Opportunity), so that when formulated it can form an equation as,

$$P = f(A \times M \times O)$$

where:

- A: Ability is the ability to establish and/or implement a system for utilizing resources and technology effectively and efficiently to achieve optimal results.
- M: Motivation is the desire and excellence of a worker to do work well and with discipline to achieve maximum work performance.
- O: Opportunity is the opportunity that individual employees have to work, utilize time and opportunities to achieve certain results.

These three functions are interconnected and will shape an employee's performance in carrying out their work. Every employee in the organization is required to make a positive contribution through good performance, remembering that organizational performance depends on the performance of its employees. In this research the author presents a framework to make it easier to understand the problem being researched. This framework is presented in the form of a scheme or image that shows the relationship of each variable as follows:

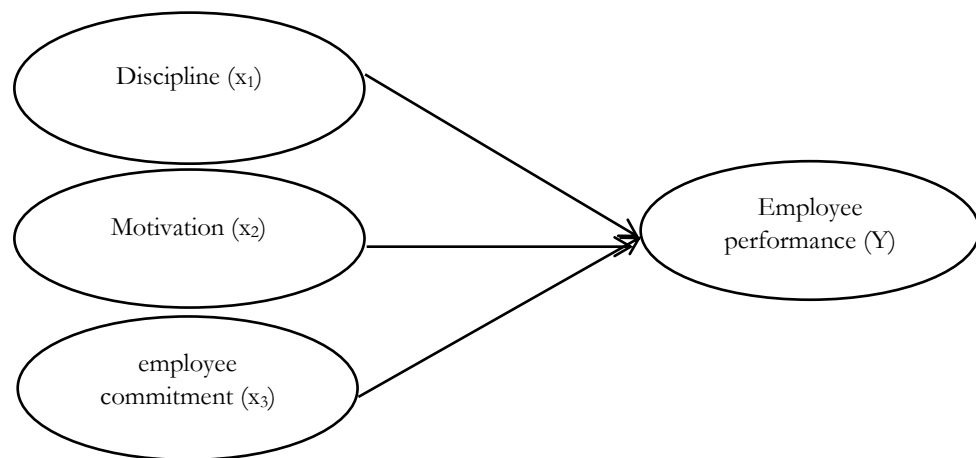


Figure 2 Conceptual Framework of Research

Based on the problem formulation and framework, the hypothesis in this research is:

H1: Discipline has a positive and significant effect on the performance of sales force employees.

H2: Motivation has a positive and significant effect on the performance of sales force employees.

H3: Commitment has a positive and significant effect on the performance of sales force employees.

3. RESEARCH METHOD AND MATERIALS

3.1 Research Approach

This research is quantitative research using a survey method, namely research that takes samples from the population and uses questionnaires as the main data collection tool and is supported by

interviews in order to obtain qualitative information to clarify statistical findings. Based on the research problems stated previously, this research is explanatory in nature, namely trying to explain the causal relationship (cause and effect relationship) and testing the relationship of each variable in this research, namely the influence of Discipline, Motivation, and Commitment on Employee Performance at Toyota Hadji Kalla Makassar.

3.2 Location and Time of Research

This research was conducted at the Toyota Hadji Kalla Office, Urip Sunoharjo Makassar Branch, with data collection planned for November to December 2021.

3.3 Types and Sources of Data

Qualitative data refers to non-numeric data that can be described rather than calculated, and its analysis is based on descriptive methods. In contrast, quantitative data originates from numeric data. Primary data is directly obtained from the research subject by the researcher, such as through interviews or questionnaires filled out by office employees. Secondary data is sourced from pre-existing written records, literature, documents, photos, and other relevant materials processed by others, which researchers then use to support their studies.

3.4 Population and Sample

The population in this study comprised all employees working as salespeople at the Toyota Hadji Kalla office, Urip Sumoharjo Makassar Branch, totaling 42 individuals. Sampling was conducted using the census method, where the entire population is included as the sample. This approach was selected due to the relatively small population size, ensuring that all 42 sales force employees at the Toyota Hadji Kalla Urip Sumoharjo Makassar Branch were part of the research sample.

3.5 Data Collection Techniques

The population in this study comprised all employees working as salespeople at the Toyota Hadji Kalla office, Urip Sumoharjo Makassar Branch, totaling 42 individuals. Sampling was conducted using the census method, where the entire population is included as the sample. This approach was selected due to the relatively small population size, ensuring that all 42 sales force employees at the Toyota Hadji Kalla Urip Sumoharjo Makassar Branch were part of the research sample.

3.6 Data Analysis Techniques

The data analysis techniques used in this research include descriptive analysis, reliability and validity tests, multiple linear regression analysis, hypothesis testing, and classical assumption tests. Descriptive analysis describes respondent characteristics and research variables. Reliability and validity tests ensure the consistency and accuracy of the questionnaire. Multiple linear regression analysis assesses the impact of discipline, motivation, and commitment on employee performance. Hypothesis testing involves R and R² tests, F-tests, and t-tests to determine the significance of variables. Classical assumption tests include normality, multicollinearity, and heteroscedasticity tests to validate the regression model.

3.7 Operational Definition and Measurement

In accordance with the research objectives to examine the influence of Discipline, Motivation, and Commitment on the performance of sales force employees at Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch, four variables are analyzed: Discipline, Motivation, Commitment, and Employee Performance. Each variable is derived from a concept that shows variations at the empirical level, allowing measurement. The research variables consist of:

- a) Discipline (X1): Employee adherence to disciplinary provisions at Toyota Hadji Kalla Office. Indicators include leadership examples, supervision, punctuality, appropriate responses, and leadership's firmness in giving sanctions.
- b) Motivation (X2): Work enthusiasm is driven by stimulation related to the job. Indicators include a sense of responsibility, knowledge of results, rewards, mastery of work, sincerity, security, self-actualization, and incentives.
- c) Commitment (X3): Employees' willingness to show loyalty to the organization. Indicators include belief in the organization, willingness to make sacrifices, decision-making, compliance with superiors and regulations, and pride in the workplace.
- d) Employee Performance: The quality and quantity of work achieved by employees in fulfilling their responsibilities. Indicators include work quantity, work quality, punctuality, presence, and cooperation.

These variables are measured using a Likert scale, which rates responses from 1 (strongly disagree) to 5 (strongly agree) to gauge attitudes, opinions, and perceptions.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

The characteristics of the respondents are a description of the entire population used as a sample in this research, the data or information obtained is related to discipline, motivation and commitment to the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City. Based on the research results, respondent data was obtained regarding age, gender, length of service and level of education, which can be used as input for several variables examined in this research. This respondent data was obtained from primary data which can be described as follows:

a. Respondents by Age

Based on primary data collected through distributing questionnaires, age levels were obtained which are summarized in the table 1.

Table 1. Characteristics of Respondents Based on Age

No	Age (Years)	Frequency (F)	%
1	20-30	14	33.3
2	31-40	26	61.9
3	41-50	2	4.8
Total		42	100

Based on Table 1, there are 14 or 3.3% aged 20-30 years and 26 people aged 31-40 years or 61.9% and 2 people aged 41-50 years or 4.8%. This condition shows that the unit of analysis in this study is dominated by the 31–40-year-old level, 26 people or 61.9%. The high age percentage of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City, indicates that sales force employees have intellectual and emotional maturity so that conflicts that occur in the work environment can be minimized.

b. Respondents by education

The level of education of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City is 42 people, and they are also respondents in the research. The latest level of education possessed by each employee with educational backgrounds varies greatly, starting from the lowest level, namely senior high school (SLTA) to the highest level of education, namely first degree (S-1).

Table 2. Characteristics of Respondents Based on Education

No.	Education	Frequency (F)	%
1	SMA	2	4.8
2	S1	40	95.2
Total		58	100

Table 2 shows that all respondents total 42 people with a total distribution of education levels, the latest education being 2 people with a high school education (4.8%) and 40 people with a bachelor's degree (S1) (95.2%). Thus, the most dominant level of education possessed by sales force employees is Bachelor (S1) as many as 40 people or 95.2%.

c. Respondents by Gender

Based on primary data collected through distributing questionnaires, gender was obtained which is summarized in table 3.

Table 3. Characteristics of Respondents Gender

No.	Gender	Frequency (F)	%
1	Man	34	81.0
2	Women	8	19.0
Total		42	100

Table 3 shows that 34 people were male, or 81.0%, and 8 female, or 19.0%. This is natural because in carrying out their duties and functions, employees, both male and female, cover each other's shortcomings.

d. Respondents by Years of Work

The respondent's work period is the length of time the employee has been since being appointed as a salesperson for Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City. The lowest employee tenure is 1 year, while the highest personnel tenure is 14 years. The distribution of respondents according to length of service can be seen in the following table 4:

Table 4. Characteristics of Respondents According to Years of Work

No	Years of Service	Frequency (F)	%
1	0-5	21	50.0
2	6-10	18	42.9
3	11-15	3	7.1
Total		42	100

Based on Table 4, it can be explained that the work period of respondents who occupy the highest proportion is in the work period of 0-5 years as many as 21 people or 50.0%. From this data, it can be said that the working period of employees of the Toyota Hadji Kalla Urip Sumoharjo Branch, Makassar City, generally has sufficient work experience so that they are expected to be able to complete their tasks well. Meanwhile, new personnel still need to improve their abilities through training activities that can support the completion of tasks well.

4.2 Descriptive Analysis of Variables

a. Discipline (X1)

Discipline is employee obedience or obedience to all disciplinary provisions imposed at the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch in accordance with employee regulations which are determined by the office, both written and unwritten. Indicators measure this variable:

- Leader's Example, the leader's example plays a very important role in determining employee discipline because leaders are used as role models by their employees or subordinates.

- Waskat, Waskat (attached supervisor) is the real and most effective action in realizing employee discipline.
- Quality work discipline, including coming and going home on time, utilizing time to carry out tasks and the ability to develop one's potential based on positive motivation.
- Remuneration also influences employee discipline because remuneration will give employees satisfaction and love for the company/work.
- Leadership's firmness in giving sanctions. Leadership's firmness in taking action will affect the discipline of company employees.

Table 5. Frequency/Presentation of Discipline variables

Indicator	Respondent Answer Score										Average Score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Leadership Example	1	2,4	6	14,3	10	23,8	17	40,5	8	19,0	3,60
Waskat	0	0	4	9,5	17	40,5	17	40,5	4	9,5	3,50
Quality of work discipline	0	0	5	11,9	11	26,2	18	42,9	8	19,0	3,69
Remuneration	1	2,4	4	9,5	13	31,0	17	40,5	7	16,7	3,60
Leadership's firmness in giving sanctions	0	0	2	4,8	2	4,8	22	52,4	16	38,1	4,24
Total											3,73

Table 5 shows the answer scores for each variable indicator which generally give responses of agreeing and strongly agreeing. Judging from the statistical results, the mean value for the first indicator of the Discipline variable, namely Leadership Example, is 3.60. In the second indicator Waskat is 3.50, the third indicator is Quality of work discipline is 3.69. Likewise with the fourth indicator Reward for services with a mean of 3.60 and the fifth indicator Leadership Firmness in giving sanctions of 4.24. Based on this, the Discipline indicator is the leadership's firmness in giving sanctions which is dominant seen from the average score shown, which means it is very supportive of Discipline.

b. Motivation (X2)

Work motivation is the encouragement of work enthusiasm that arises from within every employee of the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch, which is the result of stimulation related to their work. Motivation variables are measured with the following indicators:

- A sense of responsibility, such as in the form of rights, obligations, and power.
- Knowledge of results, such as there is always a correct and specific result.
- Awards for achievements achieved. The company is giving these awards as an effort to compensate employees for their work results.
- Mastering the work field in a career, such as being confident, creative and proactive, mastering the work field.
- Be sincere in your work, as if you don't neglect your work.
- A sense of security, such as the company's attention to employee social security (health security) and old age security (pension provision)
- Self-actualization, such as always providing opportunities for one's own creativity in carrying out work and providing opportunities for personal growth and development.
- Benefits or incentives, such as bonuses given to employees and other benefits.

Table 6. Frequency/Presentation of Motivational Variables

Indicator	Respondent Answer Score										Average Score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Sense of responsibility	0	0	0	0	0	0	33	78,6	9	21,4	4,21
Knowledge of results	0	0	0	0	6	14,3	27	64,3	9	21,4	4,07

Indicator	Respondent Answer Score										Average Score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Giving awards for achievements achieved	0	0	0	0	3	7,1	30	71,4	9	21,4	4,14
Mastering the field of work in a career	0	0	0	0	0	0	28	66,7	14	33,3	4,33
Be serious about work	0	0	0	0	0	0	30	71,4	12	28,6	4,29
Sense of security	0	0	0	0	1	2,4	29	69,0	12	28,6	4,26
Self-actualization	0	0	0	0	8	19,0	23	54,8	11	26,2	4,07
Allowances or incentives	0	0	0	0	6	14,3	26	61,9	10	23,8	4,10
Total											4,18

Table 6 shows the answer scores for each variable indicator which generally give responses of agreeing and strongly agreeing. Judging from the statistical results, it can be seen that the mean value for the first indicator of the Motivation variable, namely Sense of Responsibility, is 4.21. In the second indicator Knowledge of results is 4.07, the third indicator is Giving awards for achievements achieved is 4.14, the fourth indicator Mastering the field of work in a career is 4.33. Likewise, the fifth indicator, namely being serious about work, has a mean of 4.29, the sixth indicator, namely feeling of security, is 4.26, the seventh indicator, namely self-actualization, is 4.07 and the eighth indicator, namely allowances or incentives, is 4.10. Based on this, the average score shows that the Motivation indicator, mastering the work field in a career, is dominant, which means that mastering the work field in a career is very supportive of Motivation.

c. Commitment (X3)

Commitment is an employee's willingness to commit themselves and show loyalty to the organization because they feel themselves involved in activities at the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch. This variable is measured by indicators:

- Believe and want to continue working in the work unit or agency
- Willing to make sacrifices for the interests of the work unit or agency
- Decision making and risks in carrying out work
- Compliance with superiors and regulations that apply to the agency
- Feelings of pride in identity and work

Table 6 shows the answer scores for each variable indicator which generally give responses of agreeing and strongly agreeing. Judging from the statistical results, it can be seen that the mean value for the first indicator of the Commitment variable, namely Trust and wanting to continue working, is 4.38. In the second indicator, Willingness to make sacrifices is 4.36, the third indicator is Decision making and risk is 4.43, the fourth indicator is Compliance with superiors and regulations is 4.60. Likewise with the fifth indicator, namely feelings of pride in identity and work, mean 4.52.

Table 7. Frequency/Presentation of Commitment Variables

Indicator	Respondent Answer Score										Average Score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Believe and want to keep working	0	0	0	0	4	9,5	18	42,9	20	47,6	4,38
Be willing to make sacrifices	0	0	0	0	2	4,8	23	54,8	17	40,5	4,36
Decision-making and risk	0	0	0	0	4	9,5	16	38,1	22	52,4	4,43
Compliance with superiors and regulations	0	0	0	0	3	7,1	11	26,2	28	66,7	4,60
Feelings of pride in identity and work	0	0	0	0	2	4,8	16	38,1	24	57,1	4,52
Total											4,46

Based on this, the average score shows that the Commitment indicator in the form of Compliance with superiors and provisions is dominant, which means that Compliance with superiors and provisions is very supportive of Commitment.

d. Employee Performance (Y)

Employee performance is the result of work in quality and quantity achieved by PT Office Employees. Toyota Hadji Kalla Urip Sumoharjo Makassar Branch in carrying out its duties in accordance with the responsibilities given to it. Personnel management development, which includes the provision, selection, separation and distribution of personnel.

- The quantity of work in question is the amount of work that can be completed by employees within a predetermined period.
- Quality of work is a result of the work carried out by employees in achieving organizational goals or objectives.
- Timeliness is the correspondence between the time spent doing a task and the predetermined time target.
- Attendance is data that shows employee attendance every day which is shown in the absence system.
- Collaboration is an employee's ability to work together with other colleagues.

Table 8. Frequency/Presentation of Performance Variables

Indicator	Respondent Answer Score										Average Score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Work Quantity	0	0	0	0	2	4,8	17	40,5	23	54,8	4,31
Work quality	0	0	0	0	8	19,0	16	38,1	18	42,9	3,98
Punctuality	0	0	0	0	5	11,9	17	40,5	20	47,6	4,02
Presence	0	0	0	0	3	7,1	17	40,5	22	52,4	4,17
Cooperation	0	0	0	0	2	4,8	24	57,1	16	38,1	4,57
Total											4,21

Table 8 shows the answer scores for each variable indicator which generally give responses of agreeing and strongly agreeing. Judging from the statistical results, the mean value for the first indicator of the Employee Performance variable, namely Work Quantity, is 4.31. In the second indicator, Quality of Work is 3.98, the third indicator is Punctuality is 4.02, the fourth indicator is Attendance is 4.17. Likewise with the fifth indicator, namely Cooperation, the mean is 4.57. Based on this, the Employee Performance indicator is dominant in the form of cooperation seen from the average score shown, which means it is very supportive of Employee Performance.

4.3 Testing Research Instruments

a. Validity Test

The results of the validity test for each variable statement item in this research can be seen in the following table 9:

Table 9. Research Variable Validity Test Results

Research Instrument	Item	Pearson Correlation	Sig	Criteria
Discipline	X1.1	0.758	0.000	Valid
	X1.2	0.618	0.000	
	X1.3	0.732	0.000	

Research Instrument	Item	Pearson Correlation	Sig	Criteria
	X1.4	0.731	0.000	
	X1.5	0.438	0.004	
Motivation	X2.1	0.764	0.000	Valid
	X2.2	0.866	0.000	
	X2.3	0.824	0.000	
	X2.4	0.827	0.000	
	X2.5	0.767	0.000	
	X2.6	0.757	0.000	
	X2.7	0.929	0.000	
	X2.8	0.554	0.000	
Commitment	X3.1	0.719	0.000	Valid
	X3.2	0.667	0.000	
	X3.3	0.508	0.001	
	X3.4	0.672	0.000	
	X3.5	0.766	0.000	
Performance	Y.1	0.697	0.000	Valid
	Y.2	0.851	0.000	
	Y.3	0.737	0.000	
	Y.4	0.690	0.000	
	Y.5	0.746	0.000	

Based on the r-estimated calculation in the basis of decision making with a significance level of 5%, namely $r\text{-estimated} = N$ (number of respondents) in the rtable distribution table, the result is 0.297.

- a. If $r\text{-calculated} > r\text{-estimated}$ = valid
- b. If $r\text{-calculated} < r\text{-estimated}$ = invalid

The validity test results in table 3.7 for all variables X (Discipline, Motivation, Commitment) and variable Y (employee performance) are declared valid for all item statements because the resulting r-calculated is greater than r-estimated.

b. Reliability Test

The results of the instrument reliability test for the discipline variable obtained a Cronbach Alpha value of 0.681 which was greater than the required 0.600. This means that every item in the statement of the discipline variable used in this research is reliable. Thus, it can be said that the research instrument used in its measuring function does not have a double meaning so that it can measure the discipline variable of Toyota Hadji Kalla Cab sales force employees. Urip Sumoharjo. The results of the

instrument reliability test for the motivation variable obtained a Cronbach Alpha value of 0.907, greater than the required 0.600. This means that each statement item from the motivation variable used in this research is reliable. Thus, it can be said that the research instrument used in its measuring function does not give rise to double meaning so that it can measure the motivation variable of Toyota Hadji Kalla Cab sales force employees. Urip Sumoharjo. The results of the instrument reliability test for the commitment variable obtained a Cronbach Alpha value of 0.681, greater than the required 0.600. This means that each statement item from the commitment variable used in this research is reliable. Thus, it can be said that the research instrument used in its measuring function does not have a double meaning so that it can measure the commitment variable of Toyota Hadji Kalla Cab sales force employees. Urip Sumoharjo.

The results of the instrument reliability test for the performance variable obtained a Cronbach Alpha value of 0.783, greater than the required 0.600. This means that each statement item of the performance variable used in this research is reliable. Thus, it can be said that the research instrument used in its measuring function does not have a double meaning so that it can measure the performance variables of Toyota Hadji Kalla Cab sales force employees. Urip Sumoharjo.

Table 10. Reliability Test Results for Research Variables

Research Instrument	Item	Cronbach Alpha	Criteria
Discipline	X1.1	0.681	Reliable
	X1.2		
	X1.3		
	X1.4		
	X1.5		
Motivation	X2.1	0.907	Reliable
	X2.2		
	X2.3		
	X2.4		
	X2.5		
	X2.6		
	X2.7		
	X2.8		
Commitment	X3.1	0.681	Reliable
	X3.2		
	X3.3		
	X3.4		
	X3.5		
Performance	Y.1	0.783	Reliable
	Y.2		
	Y.3		
	Y.4		
	Y.5		

4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of the variables Discipline (X1), Motivation (X2), and Commitment (X3) on the Performance of Sales Representative Employees at the Toyota Hadji Kalla Office, Urip Sumoharjo Makassar Branch, which can be seen in the following table 11.

Table 11. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.630	1.212		-.520	.606
	Discipline	.061	.133	.066	.456	.651

	Motivation	.458	.192	.350	2.385	.022
	Commitment	.561	.185	.425	3.036	.004

The table 11 shows that the formula for the multiple linear regression equation is as follows:

$$Y = -0.630 + 0.61X_1 + 0.458X_2 + 0.561X_3$$

Based on the multiple linear regression equation above, it can be interpreted as follows:

- $\beta_0 = -0.630$ which means that with work discipline, motivation and commitment, the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City is constant.
- $\beta_1 = 0.061$ has a positive sign, indicating that if work discipline is improved it will improve the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City.
- $\beta_2 = 0.458$ has a positive sign, indicating that if work motivation is increased it will improve the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City.
- $\beta_3 = 0.057$ has a positive sign, indicating that if work commitment is increased it will improve the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City.

4.5 Hypothesis Testing

Testing the hypothesis proposed in this research will be carried out using the coefficient of determination test (r-test), simultaneous significance test (f-test), and partial significance test (t-test).

a. Coefficient of Determination Test (R-Square)

The coefficient of determination is used to explain variations in the influence of independent variables on the dependent variable. It can also be said to be the proportion of the influence of all independent variables on the dependent variable.

Table 12. Testing the Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529a	.280	.223	.48316

a. Predictors: (Constant), employee commitment, Discipline, Motivation

b. Dependent Variable: Employee Performance

Based on the results of the determination test in table 15, it can be explained that the coefficient of determination (R²) is 0.280. The coefficient of determination figure states that the variables of discipline, motivation and commitment to the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City, can only explain or contribute to variations in the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City, amounting to 28%, while the remainder is 72%. 72% is influenced by other variables not examined in this research.

b. Simultaneous Testing (F)

This test aims to see the influence of discipline, motivation and commitment variables on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City by looking at the F-estimated value. The simultaneous test results can be seen in the following table.

Table 13. Simultaneous Testing (F)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	3.445	3	1.148	4.920	.006b
	Residual	8.871	38	.233		
	Total	12.316	41			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Employee Commitment, Discipline, Motivation

The data in table 13 shows that the F-calculated value obtained is 4.920, while the F-estimated at the 95% confidence interval or error rate ($\alpha = 0.05$) will obtain a figure of 2.85. Thus, the F-calculated value > F-estimated or $4.920 > 2.85$, which means that the independent variable has a simultaneous effect on the dependent variable. The significance is high because 0.006 is smaller than the alpha level of 0.05. It can be concluded that simultaneously discipline, motivation and commitment have a positive and significant effect on the performance of Toyota sales representative Hadji Kalla, Urip Sumoharjo Branch, Makassar City.

c. Partial Significance Test (t-test)

This t-test is used to prove the significant influence of the independent variables (discipline, motivation and work commitment) partially on the dependent variable (performance) if $t > t$ -estimated indicates the acceptance of the proposed hypothesis.

- $T_{count} > T_{table}$ means H_0 is rejected and H_1
- $T_{count} < T_{table}$ means H_0 is accepted and H_1 is rejected
- The t-test can be seen in the significance value:
- If the significance is < 0.05 then H_0 is rejected and H_1 is accepted
- If the significance is > 0.05 then H_0 is accepted and H_1 is rejected

Table 14. Partial Significance Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.630	1.212		-.520	.606
	Discipline	.061	.133	.066	.456	.651
	Motivation	.458	.192	.350	2.385	.022
	Commitment	.561	.185	.425	3.036	.004

Based on table 14 above, namely partial testing (t-test), the following explanation can be given:

- a. From the results of the data processing above for the discipline variable, the calculated t value was $0.456 < t$ -table 1.685 and had a significance of $0.651 > 0.05$. So it can be concluded that the discipline variable has no effect on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City. So H_0 is accepted and H_1 is rejected.
- b. From the results of the data processing above, the motivation variable obtained a calculated t value of $2.385 > t$ -table 1.685 and has a significance of $0.022 < 0.05$. So it can be concluded that the motivation variable has a positive and significant effect on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City. So H_0 is rejected and H_1 is accepted.
- c. From the results of the data processing above, the commitment variable obtained a calculated t value of $3.036 > t$ -table 1.685 and has a significance of $0.004 < 0.05$. So it is concluded that the commitment variable has a positive and significant effect on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City. So H_0 is rejected and H_1 is accepted.

4.6 Classical Assumption Testing

a. Multicollinearity Test

Table 15. Multicollinearity Test Results

Model	Collinearity Statistik	
	Tolerance	VIF
Discipline	0.896	1.116
Motivation	0.878	1.139
Commitment	0.969	1.032

The results of the multicollinearity test in Table 14 show that the variables discipline, motivation, commitment have a VIF value that is 10 smaller and the tolerance value is greater than 0.1. This shows that the indication of the existence of multicollinearity in the equations carried out in this research is not proven or that there is no multicollinearity in the equations carried out or the relationship that occurs between the independent variables so that it will not interfere with the regression results.

b. Heteroscedasticity Test

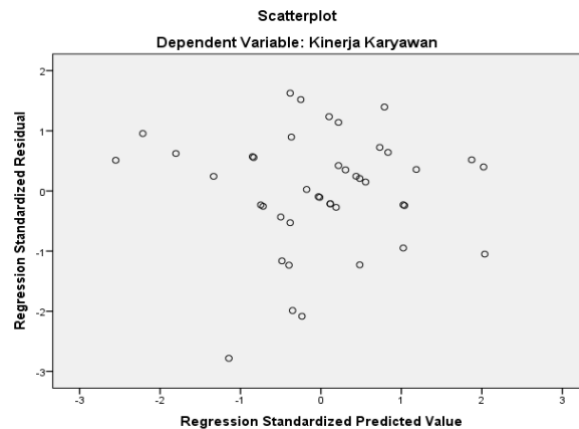


Figure 2. Heteroscedasticity Test Results

Based on the results of testing the classical assumption in terms of the heteroscedasticity test, it shows that the points spread above and below the zero line randomly. This means that the regression model used in this research does not show heteroscedasticity, but homoscedasticity, where this research does not produce bias parameters that cause errors in treatment.

4.7 Discussion

a. *The Influence of Discipline on the Performance of Sales Representative Employees*

Based on the results of the hypothesis test, it is known that the discipline of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City has no effect on performance. The research results prove that discipline does not directly affect the performance of sales force employees based on the facts found at the research site. The results of the research show that in general, Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, in this case indicators of work discipline which include: exemplary leadership, waskat (attached supervision), quality of work discipline (coming and leaving on time), appropriate remuneration, and Leadership's firmness in giving sanctions does not necessarily result in satisfactory work.

b. *The Influence of Motivation on the Performance of Toyota Sales Representative Employees*

Based on the results of the hypothesis test, it is known that the motivation of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City has an influence on their performance. The results of the research prove that motivation directly has a positive and significant effect on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City based on the facts found at the research site. The reason motivation has a positive and significant effect is because the indicators of motivation include; A sense of responsibility, knowledge of results, giving awards for achievements achieved, mastering the field of work in a career, being serious about work, a sense of security, self-actualization, and allowances or incentives can all actualize well the application of motivation, so that the application of this motivation has an effect significant to performance.

c. The Effect of Employee Commitment on Employee Performance

Based on the results of the hypothesis test, it is known that the commitment of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City has an influence on their performance. The research results prove that commitment directly has a positive and significant effect on the performance of Toyota Hadji Kalla sales force employees, Urip Sumoharjo Branch, Makassar City based on the facts found at the research location. The reason commitment has a positive and significant effect is because the indicators of commitment include; believe in and want to continue working in the work unit or agency, willing to make sacrifices for the interests of the work unit or agency, making decisions and risks in carrying out work, obedience to superiors and the provisions that apply to the agency, feelings of pride in their identity and work, all of which can actualize good implementation commitment, so that implementing this commitment has a significant effect on performance. This means that there is a significant influence of commitment on the performance of sales force employees, where the higher the commitment, the higher the employee's performance, and vice versa.

5. CONCLUSION

Based on the description and analysis results presented in the previous chapter, the following conclusions can be drawn. Firstly, discipline has no significant influence on the performance of sales force employees at Toyota Hadji Kalla, Urip Sumoharjo Branch, Makassar City. This conclusion is based on indicators such as leadership example, skill, quality of work discipline, remuneration, and the leadership's firmness in giving sanctions. Secondly, motivation has a positive and significant effect on the performance of sales force employees. This variable is measured through indicators such as a sense of responsibility, knowledge of results, giving awards for achievements, mastering the field of work in a career, seriousness in work, sense of security, self-actualization, and benefits or incentives. Thirdly, commitment has a significant and influential effect on the performance of sales force employees. Indicators for this variable include trust and desire to continue working in the unit or agency, willingness to make sacrifices for the interests of the unit or agency, decision-making and risk-taking in carrying out work, compliance with superiors and regulations, and feelings of pride in one's identity and work.

This study holds significant value both in the field of academic research and in practical management applications. Scientifically, it contributes to the understanding of factors affecting employee performance, particularly within the automotive industry. The findings that motivation and commitment significantly impact performance provide a strong theoretical foundation for future studies. From a managerial perspective, these insights can help Toyota Hadji Kalla design more effective performance enhancement strategies. Focusing on boosting motivation and commitment can lead to the development of better employee development programs and adjustments in human resource management policies to support productivity and performance.

However, this research has some limitations that should be noted. Firstly, the study was conducted at a single branch of the company, which may limit the generalizability of the findings to other branches or companies. Secondly, the data collection method used, namely questionnaires, may not fully capture the complex dynamics of employee motivation and commitment. Thirdly, the study did not consider other variables that might influence employee performance, such as work environment, organizational

culture, and external factors. Therefore, future research should expand the scope to include other branches or companies to test the validity of these findings. Additionally, employing more comprehensive research methods, such as in-depth interviews and case studies, can provide a deeper understanding of the factors influencing employee performance. Researchers should also explore the impact of other variables not examined in this study to gain a more holistic view of the determinants of employee performance.

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