

# The Effect of Work Motivation, Work Discipline, and Competence on Employee Performance at The Environmental Service Office of Wonogiri Regency

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## ABSTRACT

This study was designed to determine how work motivation, work discipline, and competence affect employee performance at the Wonogiri Regency Environment Agency. In the context of bureaucratic reform, improving the performance of the civil service is a top priority so that public services can be more effective and accountable, especially in the field of the environment. Adopting a descriptive quantitative approach through a survey method, this study involved all employees of the Wonogiri Regency Environment Agency as the population, with 40 respondents selected using total sampling technique. Data were obtained through a closed questionnaire using a Likert scale from 1 to 5, then analyzed with multiple linear regression using SPSS software version 25. The findings reveal that work motivation, work discipline, and competence have a significant positive impact on employee performance, both collectively and individually. The adjusted coefficient of determination (Adjusted R<sup>2</sup>) value reached 0.635, meaning that 63.5% of the variation in employee performance can be explained by these three variables, while the rest is influenced by other factors outside the scope of the study. These results emphasize the urgency of human resource management that focuses on improving motivation, discipline, and competence to strengthen organizational performance in the public sector.

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## 1. INTRODUCTION

Employee performance is often used as the main benchmark for assessing the extent to which public organizations have succeeded in achieving their service objectives and implementing government policies. At the local government level, the performance of civil servants plays a crucial role in building effective, efficient, and accountable governance. The Wonogiri Regency Environment Agency (DLH) (Wonogiri, 2024), as the agency responsible for implementing environmental protection and management policies, pollution control, and the provision of community services, has a strategic position in this regard. However, based on the Wonogiri Regency DLH Government Agency Performance Report (LKjIP) for 2024 (Wonogiri, 2024), the Civil Service Professionalism Index achievement. Based on the 2024 performance report of the Environmental Agency, the Civil Service Professionalism Index at the Wonogiri Regency Environmental Agency was recorded at 58.24 out of a target of 70% or equivalent to 83.20%.

This achievement indicates that the level of professionalism of the apparatus has not yet fully met the expected standards, particularly in terms of competence, qualifications, performance, and work discipline. This condition indicates that there is still a gap between the demands of professionalism in the Civil Service and the quality of individual performance displayed in the execution of daily tasks, necessitating continuous efforts to strengthen human resource management.

The low Professionalism Index of the State Civil Apparatus is reflected in various internal problems, including the limited ability of a number of ASNs to compile Employee Performance Targets (SKP), the limited ability of some State Civil Apparatus to independently compile Employee Performance Targets (SKP) in accordance with the established performance indicators, and the inefficient and suboptimal work discipline and tasks of employees, including misuse of working hours. As a result, this situation means that individual performance accountability has not yet fully realized its actual contribution to organizational performance achievements.

This situation shows the need for in-depth attention to internal problems, especially in terms of human resource management. Several factors are thought to contribute to suboptimal employee performance, including decreased work motivation, unstable discipline in following rules and procedures, and varying employee competencies. Differences in the educational background, experience, and training of employees can lead to inconsistencies in their ability to handle tasks and responsibilities, which ultimately affects the overall performance of the organization.

Several studies confirm that communication, motivation, discipline, understanding and attitude towards work, as well as competency development through training, significantly affect the quality of human resources. Research (Hanisah et al., 2024) confirms that communication, discipline, knowledge, and work attitude significantly affect service user satisfaction, indicating that the quality of human resources has a direct implication on the quality of organizational output. Similarly, the results of a study by (Shulha et al., 2024) reinforce that work motivation and career development have a positive effect on employee performance, thereby strengthening the role of motivation as a determinant of performance. On the other hand, research (Widodo et al., 2022) on human resource management training in the creative industry states that HRM training can improve the quality of human resources through increased knowledge, skills, and work attitudes. (Ramadhan, 2021) proves that work motivation, discipline, and competence simultaneously have a significant effect on the performance of government sector employees. According to (Budiarti, 2022), competence is the strongest factor in increasing the work effectiveness of the State Civil Apparatus. Similarly, (Utomo, 2024) and (Harto & Siddiq, 2022) state that work motivation and discipline have a major contribution to the productivity of public sector employees. These findings collectively reinforce the argument that HRM management, which includes aspects of motivation, discipline, competence, communication, and training, is the main foundation for improving individual performance and at the level of non-governmental organizations to government agencies.

On the other hand, (Widodo et al., 2023) found that work discipline and experience have a significant effect on employee productivity, even though age does not have a significant effect. This is evident from the results of further research conducted by (Lotu et al., 2022) that motivation and work discipline have a positive and significant effect on the performance of local government employees. These results reinforce the view that the work behavior dimension of the State Civil Apparatus plays a crucial role in determining the success of an institution in achieving its targets and operational effectiveness, because through the practice of professionalism or discipline, as well as improving the quality of service of the apparatus in accordance with their main function of collecting taxes, the direction and performance of the organization can be maximized. These findings reinforce the view that the work behavior aspects of the State Civil Apparatus are key elements that determine the success of institutions in achieving their targets and operational effectiveness, because through professionalism, discipline, and service quality, the direction and achievement of organizational performance can be realized optimally.

However, various studies conducted previously did not always produce consistent findings, resulting in differences in conclusions and variability in results, indicating a lack of consistency between studies. (Supriyadi & Hendrarso, 2022) and (Hanadelansa, 2021) found that competence

and work discipline had no significant effect on employee performance in several government agencies. (Putri et al., 2023) stated that motivation had a positive effect on employee performance, but discipline and competence did not show a significant effect. These differences in empirical findings illustrate that there is still room for further research, thus creating a research gap that is still open and very likely to be explored further and sought after as needed.

Based on the differences in previous research findings and the empirical conditions that occur in the Wonogiri Regency Environment Agency, this research is important to test empirically the extent to which work motivation, work discipline, and competence affect employee performance. The results of this study are expected to contribute theoretically to the development of public sector human resource management studies and provide practical recommendations for the Wonogiri Regency Environmental Agency in its efforts to improve employee performance in a sustainable manner.

## 2. RESEARCH METHOD

This study employed a descriptive quantitative approach using a survey method. This approach was chosen to systematically describe the relationship between the variables of work motivation, work discipline, competence, and employee performance (Creswell & Creswell, 2021). This research was conducted at the Environmental Agency located at Jalan Diponegoro KM.3.5, Bulusari, Bulusulur, Wonogiri District, Wonogiri Regency. It took place from September to December 2025.

The population in this study was civil servants (ASN) at the Wonogiri Regency Environmental Agency, with a sample of 40 respondents selected using saturated sampling techniques. Primary data were obtained through a closed-ended questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2023).

Data analysis was conducted using SPSS version 27, applying multiple linear regression analysis to determine the influence of work motivation ( $X_1$ ), work discipline ( $X_2$ ), and competence ( $X_3$ ) on employee performance ( $Y$ ). The regression model is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

$Y$  = Employee Performance,  $X_1$  = Work Motivation,  $X_2$  = Work Discipline, and  $X_3$  = Competence.

Before conducting regression analysis, validity and reliability tests were carried out to ensure the accuracy and consistency of the measurement instruments (Ghozali, 2021). Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to verify the adequacy and reliability of the regression model (Afandi, 2021; Sugiyono, 2023).

## 3. RESULTS AND DISCUSSIONS

### History of the Wonogiri Regency Environment Agency

The Wonogiri Regency Environment Agency was established based on Wonogiri Regency Regulation Number 8 of 2016 concerning the Establishment and Structure of Regional Apparatus. This agency is located at Jalan Diponegoro KM 3.5 Bulusulur, Wonogiri Regency, Central Java Province with postal code 57615, and can be contacted by telephone at (0273) 321929, fax at (0273) 323957, and email at [dinaslhwonogiri@gmail.com](mailto:dinaslhwonogiri@gmail.com). Institutionally, the Wonogiri Regency Environmental Agency has the task of assisting the Regent in carrying out government affairs in the field of environmental management that fall under the authority of the region, including the implementation of assistance tasks assigned to the regional government in accordance with the Regent's vision and mission.

### Research Instrument Testing

#### 1) Data Validity Test

According to (Ghozali, 2021), a validity test is a measuring tool used to assess the extent to which a research instrument is capable of measuring the concept being studied. An instrument is considered valid if the items used truly represent the variables being measured. In this study, the number of

respondents (n) was 40 people. This was because the study used a saturated sample technique, so that the entire population was used as a sample and the value of n remained at 40. Based on the number of respondents, a table value of r of 0.312 was obtained.

**Tabel 1.** Work Motivation Validity Test

No	Questionnaire Number	Computed r	Table r. I	Validitas
1.	1	0,515	0,312	valid
2.	2	0,592	0,312	valid
3.	3	0,447	0,312	valid
4.	4	0,551	0,312	valid
5.	5	0,338	0,312	valid
6.	6	0,557	0,312	valid
7.	7	0,603	0,312	valid

Source: SPSS 27 data processing, 2025

After processing the data, the researchers found that of the seven statements in the work motivation variable, all showed a calculated r value greater than the table r value. This means that all of these statements can be considered valid.

**Tabel 2.** Work Discipline Validity Test

No	Questionnaire Number	Computed r	Table r.	Validity
1.	8	0,338	0,312	valid
2.	9	0,729	0,312	valid
3.	10	0,561	0,312	valid
4.	11	0,547	0,312	valid
5.	12	0,570	0,312	valid
6.	13	0,607	0,312	valid
7.	14	0,446	0,312	valid

Source: SPSS 27 data processing, 2025

After processing the data, researchers found that of the seven statements in the work discipline variable, all showed a calculated r value greater than the table r value. This means that all of these statements can be considered valid.

**Tabel 3.** Competency validity test

No	Questionnaire Number	Computed r	Table r.	Validity
1.	15	0,395	0,312	valid
2.	16	0,503	0,312	valid
3.	17	0,692	0,312	valid
4.	18	0,494	0,312	valid
5.	19	0,540	0,312	valid
6.	20	0,412	0,312	valid
7.	21	0,558	0,312	valid

Source: SPSS 27 data processing, 2025

After processing the data, researchers found that of the seven statements in the competency variable, all showed a calculated r value greater than the table r value. This means that all of these statements can be considered valid.

**Tabel 4.** Uji validitas Kinerja Pegawai

No	Questionnaire Number	Computed r	Table r.	Validity
1.	22	0,535	0,312	valid
2.	23	0,730	0,312	valid
3.	24	0,477	0,312	valid
4.	25	0,473	0,312	valid
5.	26	0,534	0,312	valid
6.	27	0,546	0,312	valid
7.	28	0,535	0,312	valid

Source: SPSS 27 data processing, 2025

After processing the data, the researcher found that all seven statements in the employee performance variable showed a calculated r value greater than the table r value. This means that all of these statements can be considered valid.

## 2) Reabilitas Test

According to (Ghozali, 2021), reliability testing is carried out by comparing Cronbach's alpha value with the significance level of 0.70. The research instrument is declared reliable if the Cronbach's alpha value produced is greater than the specified significance level. Conversely, if the Cronbach's alpha value is less than the significance level, the instrument is declared unreliable. The results of the reliability test in this study are presented as follows:

**Tabel 5** Reabilitas Test

Variabel	N of Items	Cronbach's alpha	Kriteria	Description
Motivasi kerja	7	0,782	0,70	Realibel
Disiplin kerja	7	0,807		Realibel
Kompetensi	7	0,787		Realibel
Kinerja Pegawai	7	0,808		Realibel

Sumber : Source: SPSS 27 data processing, 2025

Based on the table, it can be seen that all variables in this study have a Cronbach's Alpha value greater than 0.70. This indicates that each research variable meets the reliability criteria, so that the instruments used are declared reliable and suitable for use in research.

## Data Analysis Techniques

### Classical Assumption Tests

#### 1) Normalitas Test

According to Ghozali (2021), normality tests are used to determine whether the residual data in a regression model is normally distributed or not. The test criterion is that the data is considered normally distributed if the significance value is greater than 0.05. Conversely, if the significance value is less than 0.05, the data is considered not normally distributed.

**Tabel 6** Normalitas Test

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.124	40	.123	.958	40	.148

a. Lilliefors Significance Correction

Source: SPSS 27 data processing, 2025

Based on the Shapiro–Wilk test results, the significance value for all research variables was 0.148, which is greater than 0.05. These results indicate that the data on the variables of work

motivation (X1), work discipline (X2), competence (X3), and employee performance (Y) are normally distributed.

## 2) MulticollinearityTest

Multicollinearity testing is performed to check whether there are strong correlations between the independent variables in the regression model. To identify this, we can observe the tolerance and VIF values.

**Tabel 7** MulticollinearityTestResults

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.430	3.043		.799	.430		
	motovasikerja	.315	.078	.408	4.032	<.001	.913	1.095
	disiplinkerja	.350	.073	.481	4.793	<.001	.929	1.077
	kompetensi	.263	.074	.348	3.561	.001	.982	1.018

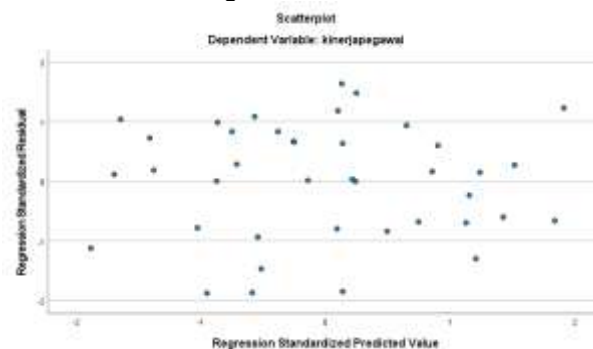
a. Dependent Variable: kinerjapegawai

**Source: SPSS 27 data processing, 2025**

Thus, it can be concluded that there is no multicollinearity among the independent variables in this regression model.

## 3) HeteroskedasticityTest

A heteroscedasticity test is performed to assess whether there is variance inequality in the residuals among various observations in the regression model.



**Gambar 1** Heteroscedasticity Test Results – Scatterplot Test

**Source: SPSS 27 data processing, 2025**

The regression model does not show any signs of heteroscedasticity, so the residual variance can be considered homogeneous and the regression model is suitable for further analysis.

## Multiple Linear Regression Test

This analysis is used to determine whether there is an effect of the variables of work motivation (X1), work discipline (X2), and competence (X3) on the dependent variable, namely employee performance (Y).

**Tabel 8** Multiple Linear Regression Test Results

		Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.430	3.043		.799	.430			
	motovasikerja	.315	.078	.408	4.032	<.001	.913	1.095	
	disiplinkerja	.350	.073	.481	4.793	<.001	.929	1.077	
	kompetensi	.263	.074	.348	3.561	.001	.982	1.018	

a. Dependent Variable: kinerjapegawai

### Sumber : Output SPSS versi 27,data diolah 2025

Based on the results of the multiple linear regression analysis presented in the table, the regression coefficient values for each independent variable were obtained, namely work motivation (X1) of 0.315, work discipline (X2) of 0.350, and competence (X3) of 0.263, with a constant value of 2.430. Based on these values, the resulting regression equation model can be formulated as follows:

$$Y = 2,430 + 0,315X_1 + 0,350X_2 + 0,263X_3$$

### Uji Hipotesis

#### 1) t-Test

The t-test is used to test research hypotheses related to the partial effects of each independent variable, namely work motivation (X1), work discipline (X2), and competence (X3), on the dependent variable of employee performance (Y).

**Tabel 8** t-Test Results

		Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.430	3.043		.799	.430			
	motovasikerja	.315	.078	.408	4.032	<.001	.913	1.095	
	disiplinkerja	.350	.073	.481	4.793	<.001	.929	1.077	
	kompetensi	.263	.074	.348	3.561	.001	.982	1.018	

a. Dependent Variable: kinerjapegawai

Source: SPSS 27 data processing, 2025

Based on the results of the test

- Based on the t-test with  $df = 36$  and a significance level of 5 percent, the t-table value obtained was 2.028. The test results show that the work motivation variable has a calculated t-value of 4.032 with a significance of 0.001 ( $< 0.05$ ). Because the calculated t-value is greater than the t-table value, it can be concluded that work motivation has a positive and significant effect on employee performance, so the research hypothesis is accepted.
- Based on the t-test with  $df = 36$  and a significance level of 5 percent, the t-table value obtained was 2.028. The test results show that the work discipline variable has a calculated t-value of 4.793 with a significance of 0.001 ( $< 0.05$ ). Because the calculated t-value is greater than the t-table value, it can be concluded that work motivation has a positive and significant effect on employee performance, so the research hypothesis is accepted.
- Based on the t-test with  $df = 36$  and a significance level of 5 percent, the t-table value obtained was 2.028. The test results show that the work discipline variable has a calculated t-value of 3.561 with a significance of 0.001 ( $< 0.05$ ). Because the calculated t-value is greater than the t-table value, it can be concluded that work motivation has a positive and significant effect on employee performance, so the research hypothesis is accepted.

## 2) F Test

The F test results are shown in the following table

**Tabel 9 F-Test Results**

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285.710	3	95.237	23.582	<.001 <sup>b</sup>
	Residual	145.390	36	4.039		
	Total	431.100	39			

a. Dependent Variable: kinerjapegawai

b. Predictors: (Constant), kompetensi, disiplinkerja, motovasikerja

**Source: SPSS 27 data processing, 2025**

The results show that the regression model used is simultaneously significant. Thus, it can be concluded that the variables of work motivation, work discipline, and competence together have a significant effect on employee performance.

## 3) Coefficient of Determination

**Tabel 10 Coefficient of Determination**

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 <sup>a</sup>	.663	.635	2.010

a. Predictors: (Constant), kompetensi, disiplinkerja, motovasikerja

b. Dependent Variable: kinerjapegawai

**Source: SPSS 27 data processing, 2025**

Thus, it can be concluded that employee performance is influenced by these three independent variables by 63.5%, while the remaining 36.5% is influenced by other factors outside the research model.

## Discussion

### The effect of work motivation on employee performance at the Wonogiri District Environmental Agency

Based on the results of the regression analysis that has been conducted, the work motivation variable has been proven to have a positive and significant effect on employee performance. This is reflected in the regression coefficient value of  $B = 0.315$  with a significance level of 0.001, which is less than 0.05, and a t-value of 4.032. With these results, the hypothesis stating that work motivation has an effect on employee performance can be accepted.

### The effect of work discipline on employee performance at the Wonogiri District Environmental Agency

Regression analysis shows that the work discipline variable contributes positively and significantly to employee performance. The indicators are the regression coefficient  $B = 0.350$ , significance value 0.001 (below the standard 0.05), and t-value 4.793. Therefore, the hypothesis regarding the effect of work discipline on employee performance can be declared valid or accepted.

### The effect of competence on employee performance at the Wonogiri District Environmental Agency

The regression test results in this study prove that competence has a positive and significant effect on employee performance. The indicators are the regression coefficient  $B = 0.263$ , significance value 0.001 (below the standard of 0.05), and t-value of 3.561. Thus, the hypothesis stating that

competence affects employee performance can be accepted. This finding indicates that improving employees' knowledge, skills, and professional attitudes contributes significantly to improving the quality and quantity of work output.

#### 4. CONCLUSION

This study concludes that work motivation, work discipline, and competence have a positive and significant influence on employee performance at the Environmental Service Office of Wonogiri Regency. These three variables collectively explain 63.5% of performance variations. Strengthening motivation, maintaining consistent discipline, and providing continuous competency development programs are essential strategies to improve public sector productivity and institutional performance.

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