

THE INFLUENCE OF PERFORMANCE ASSESSMENT AND MOTIVATION ON EMPLOYEE PRODUCTIVITY AT THE PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY (BPKSDM) BIREUEN DISTRICT

Meriana^{1*}, Nirwansyah², Teuku Muhammad Al Fudhly³, Intan Zuhra⁴, Mera Maulia⁵
^{1,2,3,4,5} Universitas Islam Kebangsaan Indonesia

Jl. Medan B. Aceh, Blang Bladeh, Kec. Jeumpa, Kabupaten Bireuen, Aceh

*Email: merianabachtiar@gmail.com

ABSTRACT

This research aims to analyze the influence of performance appraisal and motivation on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BPKSDM). The respondent data used in this research was 35 employees at the Bireuen Regency Personnel and Human Resources Development Agency (BPKSDM). The results of this research show, 1) Partial hypothesis testing Performance Appraisals matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BPKSDM). This is proven by the results of the t test, which shows a value of $t > t_{table}$ ($4.322 > 2.039$) with a probability of 0.000 whose value is below 0.05. 2) Partial hypothesis testing Motivation matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BPKSDM). This is proven by the results of the t test, which shows a value of $t_{count} > t_{table}$ ($6.639 > 2.039$) with a probability of 0.000 whose value is below 0.05. 3) Simultaneously (together) variables Performance Assessment and Motivation have a significant effect on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BPKSDM). This is proven by the results of the F test, the value $F_{count} = 25.901$ to determine the F_{count} value with a significance level of 5% with degrees of freedom, $df = (nk)$ or $(35 - 3)$ and $(k-1)$ or $(3 - 1)$, $df (35 - 3 = 32)$ the result obtained for F_{table} is 4.08. So the calculation results $F_{count} > F_{table}$ ($25.901 > 2.90$) with a sig value obtained ($0.000 < 0.05$). 4) The amount of Adjust R Square (R^2) is 0.529. The results of this statistical calculation mean that the ability of the independent variable to explain variations in changes in the dependent variable is 52.9%, while the remaining 47.1% is explained by other variables outside the analyzed regression model, such as leadership style, work environment, compensation, culture variables, organizations and others.

Keywords: Employee Motivation, Performance Assessment, Productivity.

INTRODUCTION

Civil servants as an element of the state apparatus are tasked with providing services to the community in a professional, honest, fair and equitable manner, in carrying out state, government and development duties. Civil servants are the most important pillar in carrying out government and development tasks, in addition to the institutional pillars (organization) and management (mechanisms/procedures). In other words, civil servants or bureaucrats are actually a support for the running of a government. If Civil Servants are able to provide good

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

"Human Resource Transformation and Collaborative Innovation to Build Independent
and Competitive Business in the Digital Era"

service, then the government will run well. Civil Servant performance assessment is a periodic assessment of the performance of a Civil Servant's work. The purpose of performance assessment is to determine the success or failure of a Civil Servant and to determine the weaknesses and strengths of the Civil Servant concerned in carrying out their duties. According to Hasibuan (2014: 67) performance assessment is an assessment that includes assessing loyalty, honesty, leadership, cooperation, loyalty. Handoko (2014: 135) also said that performance appraisal is a process where organizations evaluate or assess employee work performance. Complementing all the opinions above, Mathis and Jackson (2014: 382) provide a definition of work appraisal (performance appraisal) as a process of evaluating how well employees do their work when compared to a set of standards, and then communicating this information to employees. Performance appraisal is also called employee ranking, employee evaluation, work objectives, performance evaluation, and results assessment. Then on the other hand, Cascio (2013: 330) provides a definition of performance assessment as a systematic picture or description of the strengths and weaknesses related to a person or a group. Another opinion which is not much different was expressed by Siagian (2013: 41) emphasizing that assessment is an effort to compare the actual results achieved after a particular stage has been completed with the results that should have been achieved for that stage. According to Dessler (2014:322) "performance appraisal means evaluating an employee's current and past performance relative to his/her achievement standards". If it is related to performance as a noun, then the definition of performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve company goals legally, without violating the law. and does not conflict with morals and ethics. The importance of motivation in work makes us need to understand motivation in depth. According to Terry and Rue in Suharto and Cahyono (2015), motivation is "...getting a person to exert a high degree of effort..." which means "motivation makes a person work to achieve more". The importance of motivation is because motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results. Motivation is increasingly important because managers/leaders distribute work to their subordinates to do it well and integrate it with the desired goals.

Motivation is a process that plays a role in the intensity, direction and duration of an individual's efforts towards achieving goals (Robbins, 2014). Motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results (Hasibuan, 2017: 141). Motivation is very important for companies/government agencies, because motivation is part of the activities of companies/government agencies in the process of coaching, developing and directing people at work. In carrying out work, an employee must have motivation so that it can provide encouragement so that employees can work diligently and can produce perfect work results. Productivity is an absolute requirement for making successful employees who are able to self-regulate, which involves managing their way of life and managing their way of working. Basically, productivity involves a patriotic mental attitude that looks at the future optimistically, rooted in belief. Work productivity is a measure that shows the consideration between input and output issued by the company and the role of the workforce per unit of

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

time (Darmawan, 2013: 7). Work productivity is not solely aimed at getting as many work results as possible, but the quality of work is also important to pay attention to. As stated, individual productivity can be assessed and what the individual does in their work. In other words, individual productivity is how someone carries out their work or performance. A productive person will demonstrate potential, perception and creativity who always contributes his abilities to benefit himself and his environment (Sedarmayanti, 2019:32). The role of productivity is very much needed in terms of coordinating and motivating these employees so that work interest and productivity can be increased. Apart from that, the workforce must have a high level of ability and have a high level of awareness, in an effort to increase employee work productivity which will later influence the smooth implementation of government programs in the implementation of national development.

METHODS

This research uses quantitative methods. Prawirohardjo (2014) said that quantitative research methods are systematic scientific research methods on parts and phenomena and their relationships. This research uses primary data, namely data obtained from employees at the Bireuen Regency Personnel and Human Resources Development Agency. The population in this study were all Civil Servants at the Bireuen Regency Personnel and Human Resources Development Agency, totaling 35 people. The sample used in this research was 35 people.

RESULTS

Respondent Characteristics

Characteristics of employees at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM) are 12 men or (32.29%) while 23 are women or (67.71%). Based on age, the majority were > 45 years old, 12 people or (34.28%), the level of formal education they had, the majority of employees were graduates, 21 people or (60%).

Validity Test

The results of validity testing in the table above, the questionnaire contains 3 variables with 21 questions in this study. One way to find out which questionnaires are valid and invalid, we have to look for the table first. The formula for r_{table} is $df = N - 2$ so $35 - 3 = 32$, so $r_{table} = 0.3388$. From the results of the validity calculations in the table above, it can be seen that $r_{count} > r_{table}$ so that the validity test results in this study are declared valid because r_{count} is more than r_{table} .

Reliability Test

Variable reliability testing results Performance Assessment (X1) has value Cronbach's Alpha 0.853, Motivation (X2) has a Cronbach's Alpha value of 0.830, and is dependent Employee Productivity (Y) has a Cronbach's Alpha value of 0.878, so if you look at the level of reliability, the research instrument is quite good because it is greater than 0.60 so the instrument above is reliable.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Normality Test

This research uses a normality test with the Kolmogorov-Smirnov test to test whether the data distribution is normal or not.

Table 1. Kolmogorov-Smirnov Normality Test Results

	Studentized Deleted Residual
Kolmogorov-Smirnov Z	,870
Asymp. Sig. (2-tailed)	,436

Source: processed data (2024)

Based on Table 1, the normality test using the Kolmogorov-Smirnov method is significant at $0.870 > 0.05$, it can be concluded that the regression method in this study has met the normality assumption.

Test Heteroscedasticity

The heteroscedasticity test aims to determine whether model deviation occurs because the variance of disturbances differs from one observation to another.

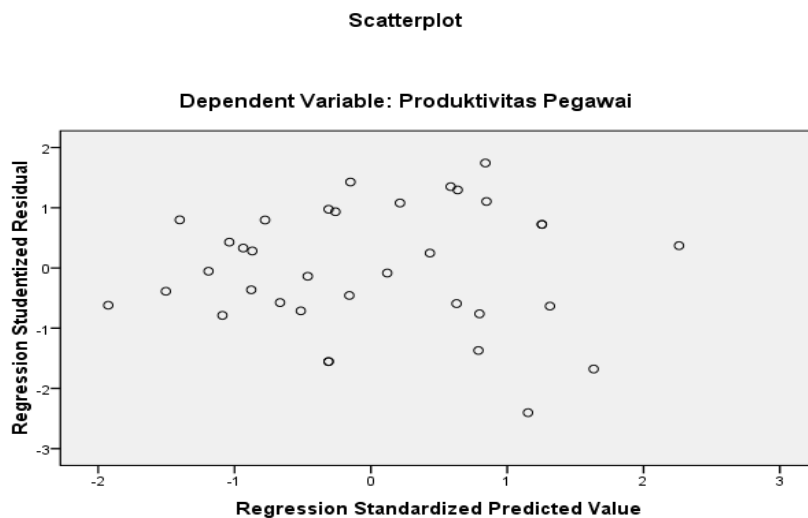


Figure 1. Heteroscedasticity Test

Based on Figure 1 above, it can be seen that the points are spread randomly and are spread both above and below the number 0 on the Y axis, there is no particular regular pattern. Therefore, it can be concluded that heteroscedasticity does not occur in this regression model.

Multicollinearity Test

Multicollinearity is the relationship between predictor or independent variables and other predictor variables. If the VIF value is less than 10 or the tolerance value is > 0.10 , then there is no multicollinearity in the multiple regression model.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Table 2. Test Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Performance assessment	,881	1,135
	Motivation	,881	1,135

Source: processed data (2024)

Based on Table 2, it can be seen that all independent variables have a VIF value of less than 10, so it can be concluded that there are no symptoms of multicollinearity in this research model.

Multiple Linear Regression Analysis

Based on multiple linear regression analysis using the SPSS program, the results are:

Table 3. Regression Results Linear Multiple

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5,553	2,288	
	Performance assessment	,318	,057	,431
	Motivation	,470	.071	,643

Source: processed data (2024)

The results of the multiple linear regression analysis in the table above can be systematically written as follows: $Y = 5.553 + 0.318 (X1) + 0.470 (X2) + e$

1. The constant value is 5,553 shows that if the independent variable, namely Performance Assessment (X1), Motivation (X2) is assumed to be constant, then Employee Productivity (Y) is 55.53%.
2. Regression coefficient on variables Performance assessment of 0.318 shows that if the variable Performance Assessment (X1) increased by 10%, Employee Productivity (Y) will increase by 3.18% times the original condition.
3. Regression coefficient on variables Motivation (X2) of 0.470 shows that if the variable Motivation (X2) is increased by 10%, then Employee Productivity (Y) will increase by 4.70% from the original condition.

Simultaneous Significance Test

The F test shows whether all independent variables have a joint influence on the dependent variable.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

"Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era"

Table 4. F Statistical Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157,750	2	78,875	25,901	,000
	Residual	210,125	32	3,045		
	Total	367,875	34			

Source: processed data (2024)

Based on the calculation results, $F_{count} = 25,901$ to determine the F_{count} value with a significance level of 5% with degrees of freedom, $df = (nk)$ or $(35 - 3)$ and $(k-1)$ or $(3 - 1)$, $df (35 - 3 = 32)$ the result obtained for F_{table} is 4.08. So the calculation results $F_{count} > F_{table} (25,901 > 2.90)$ by obtaining a sig value $(0.000 < 0.05)$ then simultaneously) Performance Assessment, Motivation has a significant effect on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM).

Partial Significance Test

The t test is used to determine the partial influence of the independent variable on the dependent variable.

Table 5. Statistical Test t

Variable	tcount	ttable	Sig.	KET
Performance Assessment (X1)	4,322	2,036	,000	Ha1 Accepted
Motivation(X2)	6,639	2,036	,000	Ha2 Accepted

Source: processed data (2024)

1. The results of the t test above can be concluded that the Performance Assessment variable(X1) as in the table above, $t_{count} > t_{table} (4.322 > 2.039)$ with a probability of 0.000 whose value is below 0.05. Thus, Ha1 is accepted, which means that there is a partially significant positive influence on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM).
2. The results of the t test above can be concluded that the variable Motivation (X2) as in the table above, $t_{count} > t_{table} (6,639 > 2,039)$ with a probability of 0.000 whose value is below 0.05. Thus, Ha2 is accepted, which means that there is a partially significant positive influence on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM).

Correlation Coefficient and Determination Coefficient Test

Results correlation and the coefficient of determination can be seen in the table below:

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	.755a	,529	,412

Source: processed data (2024)

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

The fundamental weakness of using the coefficient of determination is that it biases the number of independent variables included in the model. Therefore, it is recommended to use adjusted R Square (R²) when evaluating the best regression model. From the coefficient of determination table above, it can be seen that the correlation coefficient (R) is 0.755. This means that the relationship between the independent variable and the dependent variable is 75.5%. From these figures it can be concluded that the relationship between the independent variable and the dependent variable is very strong. The amount of Adjust R Square (R²) is 0.529. The results of this statistical calculation mean that the ability of the independent variable to explain the variation in changes in the dependent variable is 52.9%, while the remaining 47.1% is explained by other variables outside the regression model being analyzed, such as leadership style variables, work environment, compensation, culture, organizations and others.

DISCUSSION

The Influence of Performance Assessment on the Productivity of Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM) employees.

Partial hypothesis testing Performance Appraisals matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). This is proven by the results of the t test, which shows a value of $t_{count} > t_{table}$ ($4.322 > 2.039$) with a probability of 0.000 whose value is below 0.05. Thus, Ha1 is accepted, which means that there is a partially significant positive influence on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). This is in line with research by Rahman Tanjung (2020), based on the results of the analysis, it is known that the relationship between work assessment variables and employee work productivity is positive and strong. Fitriana (2022) Performance Appraisals have a positive effect on Employee Work Productivity.

Influence Motivation To Employee Productivity of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM).

Partial hypothesis testing Motivation matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). This is proven by the results of the t test, which shows a value of $t_{count} > t_{table}$ ($6.639 > 2.039$) with a probability of 0.000 whose value is below 0.05. Thus, Ha2 is accepted, which means that there is a partially significant positive influence on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). Research supported by Henriani et al (2021) & Rini Rahmawati (2016) found that motivation has a significant positive influence on employee work productivity.

Influence Performance Appraisal and Motivation On Employee Productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM)..

Simultaneously (together) variables Performance Assessment and Motivation have a significant effect on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). This is proven by the results of the F test, the value $F_{count} = 25.901$ to determine the F_{count} value with a significance level of 5% with

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

degrees of freedom, $df = (nk)$ or $(35 - 3)$ and $(k-1)$ or $(3 - 1)$, $df (35 - 3 = 32)$ the result obtained for F_{table} is 4.08. So the calculation results $F_{count} > F_{table}$ ($25,901 > 2.90$) by obtaining a sig value ($0.000 < 0.05$) then simultaneously (together) Performance assessment(X1), Motivation(X2) has a significant effect on Employee Productivity (Y) of the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). According to Rivai and Basri (2017) work assessment is a systematic study of employee working conditions that is carried out formally and is linked to performance standards. Performance appraisal does not just assess, that is, looking for aspects of the employee regarding what is less or more, but more broadly, namely helping employees or to achieve the expected performance. With motivation, an employee will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for work are not fulfilled.

CONCLUSION

Partial hypothesis testing Performance Appraisals matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). Partial hypothesis testing Motivation matter on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM). Simultaneously (together) variables Performance Assessment and Motivation have a significant effect on employee productivity at the Bireuen Regency Personnel and Human Resources Development Agency (BKPSDM).

REFERENCES

- Afriana, & Yusuf, M. (2022). Analisis Kinerja Pegawai Berdasarkan Kepemimpinan Camat, Budaya Organisasi Dan Bimbingan Teknis (Studi Kasus pada Pegawai Kecamatan di Kabupaten Bireuen). *Jurnal kebangsaan*, 11(22), 1 – 8.
- Azhari, Muhammad Ferdiananda Chadafi, Y Yusniar. (2022). Pengaruh Self Efficacy, Iklim Organisasi, Quality Of Work Life Terhadap Kepuasan Dan Kinerja Karyawan. Vol 15, No 1 among Makarti: *Jurnal Ekonomi Dan Bisnis*
- Amiruddin Hasan, Nurhasanah Nurhasanah, Martahadi Mardhani, Khairul Aswadi . (2023). Creative Industries And Regional Economic Growth: Time Series Evidence From Aceh, Indonesia. *Journal of Economics Education and Entrepreneurship* Vol 4, No 2 (2023)
- Cascio, Wayne F. 2013. *Managing Human Resources*. New York: The McGrawHill Companies.
- Darmawan. 2013. *Human Resources Management*. Fourth printing. PT Gramedia Pustaka. Jakarta.
- Dessler. G. 2014. *Human Resource Management Tenth Edition*. Prentice Hall. New Jersey.
- Fitriana, H. (2022). The Effect of Performance Appraisals on Employee Work Productivity. *Journal of Digital Economics and Business (Ekobil)*, 1(2), 112-115.
- Handoko. 2014. *Personnel and Human Resources Management*. BPFE. Yogyakarta.
- Hasibuan, Malay. 2014. *Human Resource Management*. PT Bumi. Script. Jakarta.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent
and Competitive Business in the Digital Era”

- Hasibuan, Malay. 2017. Human Resource Management. Revised Edition. PT Bumi. Script. Jakarta.
- Henriani, H., Razak, AR, & Parawu, HE (2021). The Influence of Motivation on the Work Productivity of Enrekang Regency Population and Civil Registration Office Employees. Scientific Study of Public Administration Students (KIMAP), 2(4), 1427-1441.
- Mai, S., & Iba, Z. (2022). Pengaruh Gaji, Promosi Jabatan, Dan Rekan Kerja Terhadap Kepuasan Kerja Karyawan Pt. Bank Rakyat Indonesia (Persero) Tbk, Kantor Cabang Bireuen. IndOmera, 2(3), 12–20.
- Malik, I., & Murni, M. (2022). Pengaruh Ekonomi Digital Dan Perkembangan Teknologi Terhadap Kinerja Penjualan Home Industri Terasi Kota Langsa. Eqien - Jurnal Ekonomi Dan Bisnis, 11(02), 322.
- Masri Masri, Zainuddin Iba, Mai Simahatie. (2024). Analisis Kinerja Pegawai Berdasarkan Faktor SDM, Kedisiplinan Dan Budaya Organisasi Pada Lapas Kelas Iib Bireuen. Journal IndOmera Volume 5 Issue 9 Pages 1-10.
- Mathis and Jackson. 2015. Management. translated by Gina Gania. Erlangga. Jakarta.
- Prawirohardjo, Sarwono. 2014. Midwifery Science Sarwono Prawirohardjo. Jakarta: PT. Bina Pustaka Sarwono Prawirohardjo.
- Rahmawati, R. (2016). The Influence of Motivation on the Work Productivity of PT Permodalan Nasional Madani Banjarmasin Employees. Journal of Management and Accounting, 11(1).
- Rivai, V., & Basri, A.F.M. (2017). Performance Appraisal: The Right System for Assessing Employee Performance and Increasing Company Competitiveness. Jakarta: PT. King Robbins. SP and Judge TA. 2013. Organizational Behavior (translated by Drs. Benjamin Molan). Jakarta: Library. Scholastic.
- Sedarmayanti. 2019. Human Resources and Work Productivity. Bandung: CV. Mandar Maju.
- Siagian. 2013. Human Resource Management, Bumi Aksara, Jakarta.
- Suharto and Cahyono. 2015. Project Management. Volume 2. Erlangga. Jakarta.
- Tanjung, Rahman. (2020). The Effect of Performance Assessment and Compensation on Work Productivity at PDAM Karawang Regency. Journal of Management Science, 10(1). Cascio, Wayne F. 2013. Managing Human Resources. New York: The McGrawHill Companies.
- Darmawan. 2013. Manajemen Sumber Daya Manusia. cetakan Keempat. PT Gramedia Pustaka. Jakarta.
- Dessler. G. 2014. Human Resource Management Tenth Edition. Prentice Hall. New Jersey.
- Fitriana, H. (2022). Pengaruh Penilaian Kinerja Terhadap Produktivitas Kerja Karyawan. Jurnal Ekonomi Dan Bisnis Digital (Ekobil), 1(2), 112-115.
- Handoko. 2014. Manajemen Personalia dan Sumber Daya Manusia. BPFE. Yogyakarta.
- Hasibuan, Malayu. 2014. Manajemen Sumber Daya manusia. PT Bumi. Aksara. Jakarta.
- Hasibuan, Malayu. 2017. Manajemen Sumber Daya manusia. Edisi Revisi. PT Bumi. Aksara. Jakarta.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

- Henriani, H., Razak, A. R., & Parawu, H. E. (2021). Pengaruh Motivasi Terhadap Produktivitas Kerja Pegawai Kantor Kependudukan Dan Pencatatan Sipil Kabupaten Enrekang. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(4), 1427-1441.
- Mathis dan Jackson. 2015. *Manajemen*. alih bahasa Gina Gania. Erlangga. Jakarta.
- Prawirohardjo, Sarwono. 2014. *Ilmu Kebidanan Sarwono Prawirohardjo*. Jakarta: PT. Bina Pustaka Sarwono Prawirohardjo.
- Roni, J., Arief Syarifuddin, E., & Ferdiananda Chadafi, M. (2024). Pengaruh Iklim Organisasi dan Efikasi Diri terhadap Kepuasan Kerja dan Dampaknya terhadap Kinerja Karyawan Bank Aceh Syariah Cabang Bireuen. *IndOmera*, 5(9), 61-69.
- Rahmawati, R. (2016). Pengaruh Motivasi Terhadap Produktivitas Kerja Karyawan PT Permodalan Nasional Madani Banjarmasin. *Jurnal Manajemen Dan Akuntansi*, 11(1).
- Rivai, V., & Basri, A. F. M. (2017). *Performance Appraisal: Sistem Yang Tepat Untuk Menilai Kinerja Pegawai Dan Meningkatkan Daya Saing Perusahaan*. Jakarta: PT. Raja
- Robbins. SP dan Judge TA. 2013. *Perilaku Organisasi* (alih bahasa Drs. Benjamin Molan). Jakarta: Pustaka. Gramedia.
- Sedarmayanti. 2019. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: CV.Mandar Maju.
- Siagian. 2013. *Manajemen Sumber daya Manusia*, Bumi Aksara, Jakarta.
- Soeharto dan Cahyono. 2015. *Manajemen Proyek*. Jilid 2. Erlangga. Jakarta.
- Tanjung, Rahman. (2020). Pengaruh Penilaian Kinerja dan Kompensasi terhadap Produktivitas Kerja Pada PDAM Kabupaten Karawang. *Jurnal Ilmu Manajemen*, 10(1).