



THE INFLUENCE OF PERFORMANCE APPRAISAL AND WORK MOTIVATION ON THE PERFORMANCE OF EDUCATIONAL STAFF AT PRIVATE UNIVERSITY X IN BANDUNG CITY

PENGARUH PENILAIAN KINERJA DAN MOTIVASI KERJA TERHADAP KINERJA TENAGA KEPENDIDIKAN UNIVERSITAS SWASTA X DI KOTA BANDUNG

Stefanus Aries T. W.¹, Nina Nurani²

^{1,2} Program Studi Magister Manajemen Universitas Widyatama Bandung

E-mail: stefanus.aries@widyatama.ac.id¹, nina.nurani@widyatama.ac.id²

ARTICLE INFO

Correspondent

Stefanus Aries T.W.
stefanus.aries@widyatama.ac.id

Key words:

performance assessment, work motivation, performance of educational personnel, Private University X in Bandung City.

Website:

<https://idm.or.id/JSER/index.php/JSER>

Page: 1424 – 1436

ABSTRACT

This study was conducted on 165 Permanent Educational Staff at Private University X in Bandung using multiple regression analysis. The results of the study indicate that: 1) The Performance Assessment perceived by the Educational Staff at Private University X in Bandung has good criteria. The Work Motivation perceived also has good criteria, but the Performance perceived has less favorable criteria. 2) Partially, Performance Assessment has a significant effect on the Performance of the Educational Staff. 3) Partially, Work Motivation also has a significant effect on the Performance of the Educational Staff. 4) Simultaneously, Performance Assessment and Work Motivation have a significant effect on the Performance of the Educational Staff at Private University X in Bandung.

Copyright © 2024 JSER. All rights reserved.

INFO ARTIKEL	ABSTRAK
<p>Koresponden Stefanus Aries T.W. <i>stefanus.aries@widyatama.ac.id</i></p> <p>Kata kunci: penilaian kinerja, motivasi kerja, kinerja tenaga kependidikan Universitas Swasta X Kota Bandung.</p> <p>Website: <i>https://idm.or.id/JSER/index.php/JSER</i></p> <p>Hal: 1424 – 1436</p>	<p>Penelitian ini dilakukan pada 165 Tenaga Kependidikan Tetap di Universitas Swasta X di Kota Bandung dengan menggunakan analisis regresi berganda. Hasil penelitian menunjukkan bahwa: 1) Penilaian Kinerja yang dirasakan oleh Tenaga Kependidikan Universitas Swasta X di Kota Bandung memiliki kriteria yang baik. Motivasi Kerja yang dirasakan juga memiliki kriteria yang baik, namun Kinerja yang dirasakan memiliki kriteria yang kurang baik. 2) Secara parsial, Penilaian Kinerja memiliki pengaruh signifikan terhadap Kinerja Tenaga Kependidikan. 3) Secara parsial, Motivasi Kerja juga memiliki pengaruh signifikan terhadap Kinerja Tenaga Kependidikan. 4) Secara simultan, Penilaian Kinerja dan Motivasi Kerja memiliki pengaruh signifikan terhadap Kinerja Tenaga Kependidikan di Universitas Swasta X di Kota Bandung.</p> <p><i>Copyright © 2024 JSER. All rights reserved.</i></p>

INTRODUCTION

In the higher education environment, administrative staff (educational staff) play a key role in managing the daily operational activities of the university. They are responsible for various administrative tasks, ranging from student data management to campus event coordination. However, in an era of constant change and numerous challenges faced by educational institutions, it is important to ensure that administrative staff not only perform their duties but also achieve optimal performance.

The performance of administrative staff at universities has a significant impact on the overall efficiency and effectiveness of university operations. Their role in maintaining order, facilitating communication between various departments, and providing quality administrative services affects the quality of education and student experience. Therefore, understanding the factors that influence the performance of administrative staff is crucial for university management in efforts to enhance service quality.

Research related to performance appraisal and work motivation impacting performance is also supported by secondary data in the form of interviews with the Human Resources Manager. In the interview, the manager stated that performance issues arise due to the lack of clear benchmarks. Additionally, the absence of performance-related data hinders monitoring the progress of each educational staff member's performance.

Initially, the performance appraisal method was based on conduct or one-way assessment from superiors to subordinates, which inevitably led to a high degree of

subjectivity. Around 2018, a KPI (Key Performance Indicator) based performance appraisal method was introduced. Despite various pros and cons from employees, the KPI method has continued to this day, with annual improvements. However, a new challenge emerged: dissatisfaction among educational staff with the KPI-based performance appraisal model. This dissatisfaction has been the basis for annual evaluations, as it falls within a critical and important quadrant, impacting the work motivation of the educational staff. To further substantiate the problem background, the researcher also conducted a preliminary survey of several educational staff members.

According to Siti Salbiyah (2017, p. 86), motivation in management is generally directed towards human resources and specifically towards subordinates. Motivation concerns how to mobilize the energy and potential of employees so they can work productively together, successfully achieve, and realize the organization's predetermined goals. According to Mahdiyyah (2023, p. 1538), motivation is one of the factors that influence human behavior. It is also referred to as a driving force, desire, support, or needs that can inspire and motivate a person to act, leading them towards optimal performance.

Previous research on work motivation shows that it can influence employee performance. As stated by Ali Akbarjono (2021, p. 232), motivation involves how to stimulate work enthusiasm among subordinates so that they are willing to work hard, utilizing their abilities and skills to achieve the goals of the company or institution. According to S. Salbiyah (2016, p. 89), motivation fundamentally encourages employees to work hard to achieve institutional goals. This increases employee productivity, thereby impacting the attainment of the institution's objectives. Additionally, educational staff, as working individuals, need to have their needs met as a source of motivation to boost their work spirit.

Work motivation is crucial for employees because high motivation leads to enthusiastic and energetic work, resulting in optimal outcomes. This is in line with research conducted by Winarsih (2023, p. 5830), which states that positive motivation must be maintained to enhance employee performance. In other words, the level of motivation employees receive affects their performance.

Based on these issues and research gaps, the author is interested in conducting further research titled "The Influence of Performance Appraisal and Work Motivation on the Performance of Educational Staff at Private University X in Bandung."

METHOD

This research is a quantitative verificative study using a descriptive verificative method. Quantitative descriptive research aims to present the results of quantitative or statistical data collection, such as surveys, as they are, without being calculated or analyzed for their relationship with other treatments or variables. The survey is not conducted to compare it with other survey results to draw specific conclusions.

To ensure its validity, the researcher must compare it with the definition of the quantitative descriptive method according to experts. According to Bungin (2015, p. 48), quantitative descriptive research is a method used to describe, explain, or summarize various conditions, situations, phenomena, or research variables

according to their occurrences, which can be captured, interviewed, observed, and revealed through documentary materials.

According to Sugiyono (2018, p. 6), the verificative descriptive method is defined as follows: "A research method through verification to test hypotheses of descriptive research results with statistical calculations to obtain proof showing whether the hypothesis is rejected or accepted."

Sugiyono (2017, p. 8) states that quantitative verificative research is a type of research that is systematic, planned, and clearly structured from the beginning to the development of the research design. It is used to study a specific population or sample, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses.

The researcher conducted direct research on the educational staff at Private University X in Bandung to obtain data related to this study. The obtained data will be analyzed using statistical tests to find facts about each researched variable and to determine the influence between independent and dependent variables.

RESULT AND DISCUSSION

Classic Assumption Test Results

Normality Test

Below are the results of the normality test. The normality test is conducted to determine whether the data used follows a normal distribution or not. The normality test used is the Kolmogorov-Smirnov test. A good regression model has residuals that are normally distributed.

The decision-making basis for the normality test is if the significance value > 0.05 , then the residual values are normally distributed. If the significance value < 0.05 , then the residual values are not normally distributed.

Table 1. Normality Test of Data

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		165
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	3,16763760
Most Extreme Differences	Absolute	0,139
	Positive	0,139
	Negative	-0,101
Test Statistic		0,139
Asymp. Sig. (2-tailed) ^c		0,428

The results obtained from processing SPSS Series 27 for Windows show that the data obtained are scattered around the diagram and follow the regression model. Additionally, considering the significance value of $0.428 > 0.005$, the data are normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	
Model		B	Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	24,801	2,494		9,946	0,000	
	Penilaian_Kinerja	-0,056	0,045	-0,118	-1,255	0,211	0,683 1,463
	Motivasi_Kerja	0,066	0,047	0,134	1,420	0,158	0,683 1,463

The results obtained from processing SPSS Series 27 for Windows show that the tolerance values for Performance Appraisal (0.683 > 0.10) and Work Motivation (0.683 > 0.10). Additionally, in the VIF column, Performance Appraisal (1.463 < 5) and Work Motivation (1.463 < 5). Therefore, it can be concluded that there is no multicollinearity between the Performance Appraisal and Work Motivation variables, satisfying the multicollinearity test.

Heteroskedasticity Test

The Spearman's Rho test is one of the methods used in heteroskedasticity testing and is part of the classical assumption test. Spearman's Rho test is a way to accurately detect heteroskedasticity symptoms. The Spearman's Rho test is conducted by correlating variables with residuals. If there are symptoms or problems of heteroskedasticity, it will result in doubt or inaccuracy in regression analysis results.

Table 3. Heteroskedasticity Test

			X ₁	X ₂	Y	Residual
Spearman's rho	X ₁	Correlation Coefficient	1,000	.609**	0,028	0,062
		Sig. (2-tailed)		0,000	0,719	0,431
		N	165	165	165	165
	X ₂	Correlation Coefficient	.609**	1,000	0,110	0,016
		Sig. (2-tailed)	0,000		0,160	0,841
		N	165	165	165	165
	Y	Correlation Coefficient	0,028	0,110	1,000	.985**
		Sig. (2-tailed)	0,719	0,160		0,000
		N	165	165	165	165
	Residual	Correlation Coefficient	0,062	0,016	.985**	1,000
		Sig. (2-tailed)	0,431	0,841	0,000	
		N	165	165	165	165

From the results of data processing using SPSS Series 27 for Windows, it can be observed that the Spearman's rho values for Performance Appraisal (0.431 > 0.05) and Work Motivation (0.841 > 0.05), indicating no deviation. Therefore, it can be concluded that there is no heteroskedasticity, fulfilling the heteroskedasticity test.

Autocorrelation Test

The autocorrelation test is one of the prerequisites that must be met in regression analysis. The autocorrelation test used is Durbin Watson. The condition for no

autocorrelation is $DU < DW < 4-DU$. Given: $N = 165$, K (independent variable) = 2, DL value = 1.7209, DU value = 1.7700, $4-DU$ value = 2.23.

Table 4. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.119 ^a	.014	.002	3,187	1,815

From the data processing results, based on the condition for no autocorrelation $DU < DW < 4-DU$, we have $1.7700 < 1.815 < 2.23$. Therefore, there is no autocorrelation. This regression model can be used for research and hypothesis testing.

Partial Effect of Performance Appraisal on Performance

Below are the SPSS calculation results regarding the partial effect of Performance Appraisal on Performance:

Table 5. Magnitude of the Effect of Performance Appraisal on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 ^a	.269	.262	11,622
a. Predictors: (Constant), X_1				

Based on the calculation results, the correlation coefficient between Performance Appraisal and Performance is 0.518, indicating a strong relationship between Performance Appraisal and Performance. The positive value of the correlation coefficient implies that the accuracy of Performance Appraisal will enhance Performance. Therefore, the magnitude of the partial effect of Performance Appraisal on Performance is 26.9% based on the formula for the coefficient of determination ($K_d = r^2 \times 100\%$) = $(0.518)^2 \times 100\%$.

Table 6. Partial Test $X_1 - Y$

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	41,793	9,983		4,187
	X_1	1,208	.189	.518	6,388
a. Dependent Variable: Y					

To determine the significance level of the partial effect of Performance Appraisal on Performance, we compare the t-table value and the t-value. The calculation results for Performance Appraisal yield a probability value of $0.000 < \text{significance level } \alpha 0.05$ and a t-value of $6.388 > 1.98118$. Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. Consequently, it can be concluded that Performance Appraisal has a significant partial effect on Performance of 26.9%.

Performance appraisal is a key factor in human resource management that significantly influences performance. It provides specific and constructive feedback to employees about their strengths and areas for improvement. This feedback helps employees understand the company's expectations and career development direction.

Moreover, effective performance appraisal not only benefits individual employees but also contributes to the overall success of the organization. Therefore, it is important for management to design and implement an objective, transparent, and employee-focused performance appraisal system.

These research findings align with studies by Ifitakhul Baroroh (2023), showing that performance appraisal significantly affects employee performance at PT. Surya Arya Senthosa. Novie Shol Abdillah's research (2022) demonstrated that performance appraisal has a significant and positive effect on employee performance at the Directorate of Information Systems and Technology of the Treasury (SITP). Andre Stephano Piri's study (2022) concluded that performance appraisal affects employee performance at PT. Manado Dive Club. Thus, higher performance appraisals lead to improved performance.

Partial Effect of Work Motivation on Performance

Below are the SPSS calculation results regarding the partial effect of Work Motivation on Performance:

Table 7. Magnitude of the Effect of Work Motivation on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 ^a	.246	.239	11,80063
a. Predictors: (Constant), X ₂				

Based on the calculation results, the correlation coefficient between Work Motivation and Performance is 0.496, indicating a strong relationship between Work Motivation and Performance. The positive value of the correlation coefficient implies that an increase in Work Motivation will enhance Performance. Therefore, the magnitude of the partial effect of Work Motivation on Performance is 24.6% based on the formula for the coefficient of determination ($K_d = r^2 \times 100\%$) = $(0.496)^2 \times 100\%$.

Tabel 8. Uji Parsial X₂ - Y

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	57,656	13,212		4,364	,000
X ₂	,924	,154	,496	6,020	,000
a. Dependent Variable: Y					

To determine the significance level of the partial effect of Work Motivation on Performance, we compare the t-table value and the t-value. The calculation results for Work Motivation yield a probability value of $0.000 < \text{significance level } \alpha 0.05$ and a t-value of $6.020 > 1.98118$. Thus, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. Therefore, it can be concluded that Work Motivation has a significant partial effect on Performance of 24.6%.

Aligned with the thoughts of Greenberg and Baron as mentioned in (Sukardi, 2022, p. 34), work motivation is a process by which needs drive individuals to perform a series of activities aimed at achieving specific goals. These goals, if successfully

achieved, will satisfy or fulfill those needs. The more precise the effort in providing motivation, the higher the productivity of the workforce, ultimately benefiting both the company and the employees.

These research findings are consistent with previous studies. Mahdiyyah Indah Hasica's research (2023) stated that work motivation significantly influences employee performance at the Secretariat of the Regional People's Representative Council (DPRD) of Karawang Regency. Destin Alfianika Maharani's study (2023) asserted that work motivation has a positive effect on employee performance at PT Hasta Pusaka Sentosa, Purbalingga. Sukardi's research (2022) concluded that work motivation positively affects employee performance at PT. Sung Shim International, as the motivation provided affects the improvement of employee performance in achieving better goal realization.

Simultaneous Effect of Performance Appraisal and Work Motivation on Performance

Based on the processing results from SPSS Series 27 for Windows, the Multiple Linear Regression equation obtained is as follows:

Table 9. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	72,227	12,935		5,584	,000
X ₁	,836	,210	,359	3,983	,000
X ₂	,583	,168	,313	3,475	,001

a. Dependent Variable: Y

Multiple regression analysis is a statistical technique used to test the relationship between one dependent (outcome) variable and two or more independent (predictor) variables. This method allows researchers to identify how much each independent variable influences the dependent variable and understand the relationships between these variables simultaneously. The equation is as follows:

$$Y = 77,227 + 0,836 X_1 + 0,583 X_2 + e$$

Based on this equation, the interpretation is as follows:

1. The constant value of 77.227 indicates that if there is no increase in the Performance Appraisal and Work Motivation variables, the Performance will be 77.227.
2. The regression coefficient value of Performance Appraisal (X₁) at 0.836 means that every one-unit increase in Performance Appraisal will increase Performance by 0.836 units. Conversely, every one-unit decrease in Performance Appraisal will decrease Performance by 0.836 units.
3. The regression coefficient value of Work Motivation (X₂) at 0.583 means that every one-unit increase in Work Motivation will increase Performance by 0.583 units. Conversely, every one-unit decrease in Work Motivation will decrease Performance by 0.583 units.

Table 10. Correlation and Coefficient of Determination

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.584 ^a	.0341	.0329	11,08187	.0341	28,477	2	162	.0316	1,097

a. Predictors: (Constant), X₂, X₁

b. Dependent Variable: Y

Based on the processing results of SPSS Series 27 for Windows, it is known that the simultaneous correlation value of Performance Appraisal and Work Motivation with Performance is 0.584. This correlation value falls into the moderate category. The correlation value of Performance Appraisal and Work Motivation to Performance is positive. This positive value means that an increase in Performance Appraisal and Work Motivation can also increase Performance. Conversely, a decrease in Performance Appraisal and Work Motivation can also decrease Performance.

Based on the processing results of SPSS Series 27 for Windows, the R-Square value is 0.341 or 3.41%. This value indicates that the combined influence of Performance Appraisal and Work Motivation on Performance is 3.41%, while the remaining 65.9% is influenced by other factors.

Table 11. F Test Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6994,419	2	3497,209	28,477	,000 ^b
	Residual	13508,855	162	122,808		
	Total	20503,274	164			

a. Dependent Variable: Y

b. Predictors: (Constant), X₂, X₁

Based on the processing results of SPSS Series 27 for Windows, it is known that the sig. F value is $0.000 < 0.005$ and the calculated F value is $28.477 > 3.08$, which means H_a is accepted and H₀ is rejected. Thus, it can be concluded that Performance Appraisal and Work Motivation have a significant influence on Performance by 3.41%. This implies that collectively, Performance Appraisal and Work Motivation have a significant impact on Performance.

The findings of this research are consistent with previous studies conducted by Wiwin Winarsih (2023), who concluded that both Performance Appraisal and Work Motivation simultaneously have a positive and significant influence on employee performance at PT Tri Jaya Teknik Karawang by 26.4%. Mohamad Rifki Samodra (2020) concluded that Performance Appraisal and Work Motivation significantly influence employee performance at PT. Telkomsel Branch Malang. Zaqi Abizal Mahvur (2020) concluded that there is an influence between Performance Appraisal and Work Motivation on employee performance at PT Dawai Citra Semesta. Therefore, better performance appraisal supported by high work motivation can encourage employees to perform better.

CONCLUSION

This research, involving a sample of 165 Permanent Educational Staff at Private University X in Bandung City, conducted multiple regression analysis. Consequently, the following conclusions can be drawn:

1. The perceived Performance Appraisal by the Educational Staff at Private University X in Bandung City is rated as good. Similarly, the perceived Work Motivation among the same staff is also rated as good. However, the perceived Performance of the Educational Staff at Private University X in Bandung City is rated as less satisfactory.
2. Partially, Performance Appraisal significantly influences the Performance of the Educational Staff at Private University X in Bandung City.
3. Partially, Work Motivation significantly influences the Performance of the Educational Staff at Private University X in Bandung City.
4. Performance Appraisal and Work Motivation, when considered simultaneously, significantly influence the Performance of the Educational Staff at Private University X in Bandung City.

REFERENCES

- Ahmad G., Imam S., Suryadi. 2020. Pengaruh Motivasi Kerja dan Kompensasi Terhadap Kinerja Pada Kantor Desa Pasirsari Kecamatan Cikarang Selatan Kabupaten Bekasi. *Jurnal IKRA-ITH Ekonomika*. 3(1).
- Andre S.P., Lucky O.H.D., Merinda H.Ch. 2022. Analisis Penilaian Kinerja dan Insentif Terhadap Kinerja Karyawan Pada PT Manado Dive Club. *Jurnal EMBA*. 10(2): 389-398.
- Anggreany H. 2020. Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Perusahaan WFO Masa Pandemi. *Jurnal Ilmu Manajemen*. 10(1): 81-91.
- Anissa Nur S. 2022. Pengaruh Lingkungan Kerja, Pemberdayaan, dan Kepemimpinan Terhadap Kinerja Karyawan. *E-Qien: Jurnal Ekonomi dan Bisnis*. 11(2) 14-25.
- Burhanudin Gesi, Rahmat Laan, Fauziah Lamaya. 2019. Manajemen dan Eksekutif. *Jurnal Manajemen*. 3(2): 51-66.
- Dahma Bagus W., Ali Imron, Imron A. 2019. Hubungan Motivasi Kerja Dengan Kinerja Tenaga Kependidikan. *JAMP: Jurnal Administrasi dan Manajemen Pendidikan*. 2: 10-16.
- Dedik T.I. 2019. Pengembangan Manajemen Sumber Daya Manusia Berbasis Kompetensi Guna Meningkatkan Kinerja Pegawai dan Dosen Politeknik Perkeretaapian Indonesia. *Jurna Perkeretaapian Indonesia*.
- Dessler, G. 2016. *Manajemen Sumber Daya Manusia*, Jilid 1 Edisi 10, Indeks.
- Destin A.M., Dyah S., Endah P. 2023. Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Hasta Pusaka Sentosa Purbalingga. *Medikonis: Jurnal Media Ekonomi dan Bisnis*. 14(1): 66-77.
- Dita C.P. 2016. Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Mayer Sukses Jaya. *Jurnal Ilmu Manajemen*. 4(2): 173-183.

- Dudung H., Eka M. 2021. Pengaruh Penilaian Kinerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum Tirta Kerta Raharja Kabupaten Tangerang. *Jurnal Manajemen Bisnis*. 10(2): 269-273.
- Eri Susan. 2019. Manajemen Sumber Daya Manusia. ADAARA: Jurnal Manajemen Pendidikan Islam.
- Faisal T.R., M. Rafli S., Fadlam A.S., 2023. Kinerja Tenaga Kependidikan Dalam Meningkatkan Kualitas Pendidikan. *Karimah Tauhid*. E-ISSN 2963-590X.
- G.A. Nareswara, Trianasari. 2020. Pengaruh Motivasi Kerja dan Kemampuan Kerja Terhadap Kinerja Karyawan di Hotel Gran Surya Seririt. *Prospek: Jurnal Manajemen dan Bisnis*. 2(2): 211-220.
- Geovanno H.G. 2021. Pengaruh Motivasi Kerja Terhadap Peningkatan Kinerja Karyawan Pada PT Bank Rakyat Indonesia Cabang Tahuna. *Jurnal Productivity*.
- Geza M.P., Marsofiyati, Suherdi. 2023. Analisis Motivasi Kerja Pegawai PPPK Pada Instansi X. *Jurnal Media Administrasi*. 8(10): 91-102.
- Hani D.A., Ulan A.S., Claricha I.P. 2022. *Performance Appraisal with Management by Objective*. IICIS Journal.
- Hevi A., Okta K. 2023. Pengaruh Penilaian Kinerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Rumah Sakit Umum Daerah. *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis*. 6(2): 797-801.
- Iftitakhul Baroroh, Ayu S.O., Fitriya E.N.R., Ayu L.L. 2023. Pengaruh Penilaian Kinerja Karyawan Melalui Pengembangan Karir Karyawan. *JSR: Jurnal of Student Research*. 1(1): 461-478.
- Ilham Wahyu P., Gendut S. 2021. Analisis Penilaian Kinerja, Reward, dan Punishment Terhadap Kinerja Pegawai Pada Badan Kepegawaian Daerah Provinsi Jawa Timur. *JEMI: Jurnal STEI Ekonomi*. <https://doi.org/10.36406/jemi.v30i02.460>.
- Ivan do C.L., Maria Joao P.V., Carlos M.D. 2023. *Purposes of Performance Appraisal: A Systematic Review and Agenda for Future Research*. JPB: International Journal of Professional Business Review.
- Kristanti, Desi, dkk. 2021. Manajemen Sumber Daya Manusia. CV. Eureka Media Aksara: Bandung.
- Luthfi M.A., Alex W. 2022. Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Bank Negara Indonesia (Persero), Tbk Cabang Rengat. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Administrasi, dan Pelayanan Publik*.
- Mahdiyyah Indah H., Puji I., Dini Y. 2023. Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Pada Sekretariat DPRD Kabupaten Karawang. *Jurnal Economina*. <https://doi.org/10.55681/economina.v2i7.625>.
- M. Yunus. Pengaruh Pengalaman Kerja, Motivasi Kerja, Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu dan Riset Manajemen*. 12(1): 1-19.

- M. Rifki Samodra, Noermijati. 2020. Pengaruh Penilaian Kinerja Karyawan Terhadap Motivasi Kerja dan Kinerja Karyawan di PT Telkomsel Branch Malang. Jurnal FEB Brawijaya.
- Nesmi Seo, Joost L.R., Michel J.N. 2020. Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Telkom Kota Tomohon. Jurnal FEB UnMul.
- Ni Wayan M. 2023. Perkembangan, Metode Pendekatan, dan Tantangan Manajemen Sumber Daya Manusia. Forum Manajemen.
- Novie Shol A., Aryana S., Rini Y.P. Pengaruh Penilaian Kinerja dan Beban Kerja Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Mediasi Pada Direktorat Sistem Informasi dan Teknologi Perbendaharaan. JRMSI: Jurnal Riset Manajemen Sains Indonesia. <http://doi.org/10.21009/JRMSI>.
- Nurziah. 2017. Kinerja Tenaga Kependidikan Pada Perguruan Tinggi Swasta Sekolah Tinggi Ilmu Administrasi Panca Marga Palu. Jurnal Katalogis. 4(8): 25-34.
- Okvi M., Ida Rindaningsih. 2023. Penilaian Kinerja Sebagai Penentu Prestasi dan Kinerja Tenaga Kependidikan: Literature Review. MAMEN (Jurnal Manajemen). <https://doi.org/10.55123/mamen.v2i1.1626>.
- Prasetyo, E., Riadi, F., Rinawati, N., & Resawati, R. 2021. Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 61-66. <https://doi.org/10.55208/aj.v1i2.20>
- Puji Lastri T.S., Maria U.B. 2019. Strategi Peningkatan Kinerja Karyawan Dalam Pencapaian Tujuan Perusahaan di CV Multi Baja Medan. Jurnal Publik Reform.
- Rezki W., Achmad G. 2023. Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan. PARADOKS: Jurnal Ilmu Ekonomi.
- Rizky N.A., Nurul Q. 2019. Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. Jurnal Penelitian IPTEKS. 4(1): 47-62.
- Robbins, S. P., & Judge, T. A. 2017. *Organizational Behavior* (17th ed.). Pearson.
- Robbins, S.P. dan M.C. 2018. Dasar-dasar Manajemen. Jakarta: Erlangga.
- Rony Ika S., 2017. Analisis Pengukuran Kinerja Tenaga Kependidikan di Sekolah Tinggi. Jurnal Penelitian Manajemen Terapan (PENATARAN).
- Ruth Silaen, Novia, dkk. 2021. Kinerja Karyawan. Penerbit Widina Bhakti Persada Bandung.
- Sedarmayanti, Hari H., 2017. Pengaruh Motivasi Kerja Terhadap Kinerja Tenaga Kependidikan Fakultas Kedokteran Universitas Padjadjaran. Jurnal Ilmu Administrasi.
- Shofia Aula, Syarifa H., Prahardika P. 2022. Peran Manajemen Sumber Daya Manusia Dalam Meningkatkan Resiliensi Organisasi: Sebuah Studi Literatur. Jurnal Sains dan Seni ITS.

- Sinollah, Hermawanto. 2020. Analisis Penilaian Kinerja Terhadap Kepuasan dan Dampaknya Pada Kinerja. Jurnal Dialektika. <https://doi.org/10.36636/dialektika.v5i1.408>
- Siti Salbiyah, Budi W.M., 2017. Pengaruh Motivasi Kerja Terhadap Kinerja Tenaga Kependidikan Universitas Muhammadiyah Surabaya Tahun 2016. Balance, Vol. XIV No.2.
- Stephen P. Robbins and Mary Coulter. 2018. *Management*. Pearson Education Inc., New Jersey.
- Sugiyono. 2018. Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Alfabeta: Bandung.
- Sukardi, Heri P. 2022. Motivasi Kerja Dalam Dimensi dan Pengaruhnya Terhadap Kinerja Karyawan: Studi Pada PT Sung Shim International. MAGNA: Jurnal Economic, Management, and Business. 1(1): 33-42.
- Surya Nugraha, Reniati R., Diki D. 2021. Pengaruh Penilaian Kinerja, Kompensasi, dan Kepuasan Kerja Terhadap Kinerja Pegawai (Studi Kasus Pada Direktorat Jenderal Pajak Area Kota Pangkalpinang). Jurnal Ilmiah Ekonomi Bisnis. <https://doi.org/10.35760/eb.2021.v26i2.3295>.
- Suwandi, Dasmadi, Hari P. 2021. Pengaruh Penilaian Kinerja dan Kemampuan Kerja Terhadap Kinerja Karyawan PT Merak Sentausa Abadi Kabupaten Boyolali. Ekobis: Jurnal Ilmu Manajemen dan Akuntansi. 9(2): 229-236.
- Tri Juniarti, Atty, Gusti Putri, Darra. 2021. Faktor-Faktor Dominan Yang Mempengaruhi Kinerja. CV. Pena Persada: Purwokerto.
- Ujud R., Euis K.J. 2021. Motivasi Kerja Pegawai Dalam Rangka Meningkatkan Kinerja di Dinas Kebudayaan dan Pariwisata Kabupaten Bandung Barat. Jurnal JISI POL. 5(1): 65-83.
- Vigo H., Theofilus S., Catharina A. 2023. Analisis Pengaruh Motivasi Terhadap Kinerja Karyawan Bank. Jurnal Kajian dan Penelitian Umum. <https://doi.org/10.47861/jkpu-nalanda.v1i3.253>.
- Wahyuni. 2022. Hubungan Motivasi Kerja dan Kinerja Pegawai di Balai Kota Makassar. Jurnal Program Studi Pendidikan Masyarakat. 3(2): 161-167.
- Wibowo, C. 2017. Manajemen Kinerja. Rajawali Pers.
- Wiwi W., Suroso, Maman M.K. 2023. Pengaruh Penilaian Kinerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Tri Jaya Teknik Karawang. MSEJ: Management Studies and Entrepreneurship Journal. 4(5): 5821-5831.
- Zaqi A.M. 2020. Pengaruh Penilaian Kinerja dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan PT Dawai Citra Semesta (Times Indonesia). Jurnal FEB Brawijaya.