



## The Role of Discipline and Work Motivation in Determining Employee Performance

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### Abstract

Motivation is among the elements that can help achieve peak performance. Managers use work discipline as a technique to talk to staff members and get their cooperation in changing their conduct. It also raises knowledge of corporate policies and social norms and encourages people to follow them. The purpose of this thesis is to ascertain and examine how work discipline and motivation affect the output of PT employees. Auto Technology Indonesia. Researchers used a convenience sampling technique, this technique determines the sample based on all employees of PT. Auto Teknologi Indonesia Motivation research results have a major impact on PT Auto Teknologi employees' performance. At PT Auto Teknologi Indonesia, the results of discipline tests have a big impact on employee performance. The outcomes of evaluating Work Discipline and Motivation at the same time have a major impact on Employee Performance. Managerial implications: Giving regular awards or recognition to employees who demonstrate good performance can increase their motivation. Carrying out routine monitoring and performance evaluations to ensure employees comply with established disciplinary standards.

Keywords: Motivation, Work Discipline, Employee Performance

JEL Classification: M12, J24, D23

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## 1. Introduction

Fitria & Sudarmadi (2019). stated that performance is the result of work that can be accomplished by an individual or group of individuals inside an organization in compliance with their specific roles and duties in order to fulfill morally-driven organizational objectives. Employee performance is the outcome of labor that an individual or group of individuals in an organization can do in line with their specific authority and responsibilities in order to legitimately, morally, and ethically accomplish corporate goals. A key metric for assessing an employee's success as a worker in the company is their performance (Tannady et al., 2019). Performance, according to Dhyan R. et al. (2020), is the outcome attained by an individual when executing activities based on skills, experience, and seriousness as well as time according to previously established standards and criteria. Performance management focuses on what organizations, managers, and workers need to succeed. Performance measurement must have good standards because performance measurement is a tool for measuring the achievement of goals and objectives as a reference for decision-making.

According to Mahesa (2020), motivation comes from the word motive or things that cause encouragement or circumstances that cause encouragement. The essence of work motivation is the urge to do something better than others in carrying out activities to achieve goals. Humans, as one of the basic components in public organizations, must have motivation stored in their hearts or desires that can encourage them to achieve what they aspire to. Motivation is a concept that describes the forces within an employee that initiate and can direct that person's behavior. Afandi A., and Bahri S. (2020). Another factor that influences the Workplace discipline is declining in employee performance. Workplace discipline plays a key role in human resource management, which is intimately tied to managing a company's resources. Every employee is essentially aware that work discipline is one of the keys to success that each person must apply and put into practice since it will facilitate work and ensure that the greatest possible output is produced. Moreover, discipline is one of the the components that determines whether an employee's performance is good or bad.

Implementation of established regulations and company motivation initiatives is expected to result in a significant increase in employee performance. Employee performance refers to achievements or work results that are evaluated based on quantity and quality measures following predetermined performance criteria. Good performance is an optimal achievement that meets organizational standards and contributes to achieving organizational goals. Organizations that prioritize increasing the potential and skills of their human resources are considered quality organizations because this contributes significantly to improving worker performance. According to Mangkunagara, "Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" (Arifudin, 2019, p. 1). It is also expected of employees to abide by the guidelines established by PD Surabrama Putra in order for the business to flourish and meet its objectives. Workers should be pleased with the outcomes of their labor of love. Excellent workers will succeed in management in a number of ways, including through increasing the amount of human capital. In this instance, improving work motivation and discipline also has an impact on an organization's success (Sabirin) performance, both external and internal factors (Christin & Mukzam, 2017; Pratiwi & Widjianto, 2018).

Based on information obtained by the author from Human Resource Development PT Auto Teknologi Indonesia, the lack of motivation for employees is one of the factors that causes the decline in employee performance. This can certainly affect employee performance, such as a lack of enthusiasm for employees to excel and employees not competing to achieve targets set by the company. In addition, there needs to be more work discipline from the employees themselves, such as not arriving on time at the hurricane store and employees are often absent from work at the hurricane store. This is due to the need for more supervision from superiors towards marketing employees at the hurricane store, in addition to the lack of an attendance system for marketing employees at the store who still use WhatsApp. Of course, these factors cause employee performance to be less good and also cause sales in hurricane stores to decrease, such as sales of

hurricane voltage stabilizer products, hurricane spring buffers, hurricane air filters, and hurricane ground wire cables. Another impact of declining employee performance is the failure to achieve the targets set by the company.

Research on motivation towards employee performance was conducted by previous research. According to Mariani L.M.I. (2017), According to the processed research data, employee performance is positively and significantly impacted by motivation. According to Christian et al. (2017), research on the relationship between employee motivation and performance reveals that, whereas work discipline has a major impact on employee performance, motivation has little effect on it. While conducting the study on the impact of work discipline on employee performance. Jufrizen (2018) asserts that there is a substantial correlation between work discipline and employee performance. Studies on the impact of discipline on worker performance have shown, according to Wardhana W.S. (2018), Jufrizen (2018), Andini et al. (2019), Prasetyo and Marlina (2019), that work discipline has no discernible influence on worker performance through work motivation through work motivation.

## 2. Literature Review and Hypothesis

### Employee performance

Mangkunegara (2017) performance is the amount and quality of work completed by a worker while performing duties in line with the obligations assigned to him.) Behavior is defined as a collection of actions that are pertinent to the objectives of the organization or organizational unit in which an individual is employed. This definition is known as performance. A performance is an actual action that is visible to the audience. Naturally, the elements that impact an employee define the factors that impact their performance, both positively and negatively directly and indirectly.

### Work Discipline

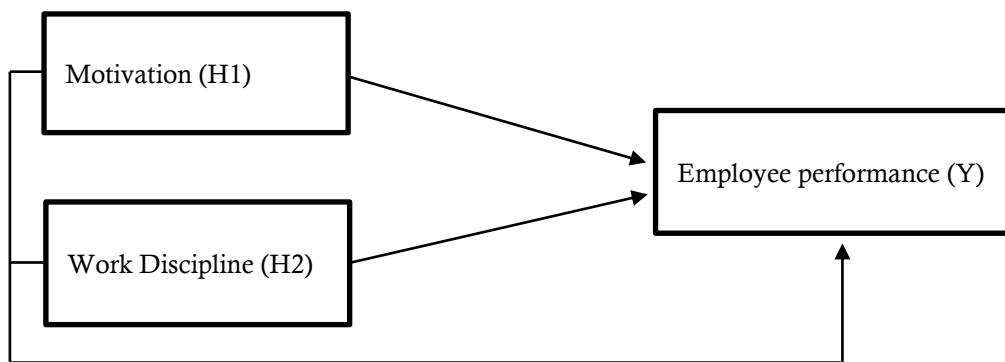
Discipline is an attitude of respect for existing rules and regulations within an employee that causes him or her to adapt voluntarily to the company's rules and regulations. Discipline is obeying applicable laws and regulations. Hasibuan (2018) discipline states that a person's awareness and willingness to comply with all company regulations and applicable social norms.

### Motivation

Motivation comes from another word, "movere," which means encouragement or driving force. Motivation questions how to encourage followers or subordinates to be able to work as optimally as possible or work seriously. Mahesa (2020) motivation comes from the word motive or things that cause encouragement or circumstances that cause encouragement. The essence of work motivation is the urge to do something better than others in carrying out activities to achieve goals. Humans, as one of the basic components in public organizations, must have motivation stored in their hearts or desires that can encourage them to achieve what they aspire to. Motivation is a concept that describes the forces within an employee that initiate and can direct that person's behavior.

### Research Conceptual Framework

To describe the concept of the influence of Motivation and Work Discipline specifically on PT. Auto Teknologi Indonesia" can be made in the form of a conceptual framework. The form of the conceptual framework can be described as follows:

**Figure 1. Research Conceptual Framework****Research Hypothesis****Motivation's Impact on Worker Performance**

Employees that possess motivation are able to go toward the objectives of their motives. Since managers must always be with and through other people, motivation is an action that is crucial to their field. The study's findings indicate that employee performance is significantly impacted by work motivation. Other research from Setiaji (2019) argues Given that human behavior is driven by motivation, which makes people eager to put in a lot of effort and feel passionate about reaching their goals, it follows that job motivation positively impacts employee performance. This is consistent with Edy (2018), who claims that human conduct at work is supported by incentive, which might originate from oneself or within the parameters of the company, co-workers, work support facilities, or other forms of reward. Luh Mang Indah Mariani (2017), Yeti Kuswati (2020), and Mariani LMI (2017) stated that the research Processed data indicates that employee performance is positively and significantly impacted by motivation. Drawing from the aforementioned theory, the following hypothesis can be deduced:

**H1: Employee performance is positively impacted by motivation**

**Workplace Discipline's Effect on Employee Performance**

Basically, to improve performance, an employee must be consistent in his work, especially discipline. Discipline is one factor in improving performance. According to Siagian in Purnomo CAH, et al. (2017), stated that Discipline is a managerial strategy used to motivate staff to adhere to different corporate policies. Put another way, employee discipline is a type of training used to enhance and mold an employee's knowledge, attitudes, and conduct in order to encourage them to actively try to collaborate with others and perform better at work. Studies have been conducted on the effects of work discipline on employee performance. Jufrizien (2018) reports that research findings indicate that employee performance is significantly impacted by work discipline. Based on the aforementioned theory, it may be inferred that the hypothesis is as follows:

**H2: Work Discipline Has a Positive Influence on Employee Performance**

**The Impact of Discipline and Work Motivation on Employee Outcomes**

Work motivation is a condition where a person can move and increase the enthusiasm of other people to move towards achieving the stated goals of the company or organization. Based on the test results, discipline and work motivation on employee performance have a positive or significant influence. Strong motivation can come from within oneself or from the company. Employee performance is considered to influence because measuring how much they provide positive work results can be achieved if the company knows the factors that influence employee performance. Employee performance is influenced by three main factors, namely motivation and work discipline, which are central in an organization. Afandi & Bahri (2020), Arisanti et al. (2019), Ekhsan M. (2019), Narlan WNE (2020), Mahesa FAF (2020), Sari TESE (2019), Dhyan R. et al. (2020) which

states that motivation and discipline influence employee performance. From the theory above, it can be concluded that the hypothesis is as follows:

### **H3: Work Motivation and Discipline Simultaneously Have a Positive Influence on Employee Performance**

### **3. Data and Methods**

#### **Research techniques**

Quantitative research is used in this study to ascertain the relationship between the variables. The purpose of this study is to ascertain how employee performance (Y) is affected by discipline (H2) and motivation (H1). The study's research subjects were the workers at PT. Auto Technology Indonesia. This study was carried out at Research techniques. Quantitative research is used in this study to ascertain the relationship between the variables. The purpose of this study is to ascertain how employee performance (Y) is affected by discipline (H2) and motivation (H1). The study's research subjects were the workers at PT. Auto Technology Indonesia. This study was carried out at PT. Auto Teknologi Indonesia, which is located at Rukan Exclusive Bukit Golf Mediterranean, B-3. Jl. Marina Raya, Kamal, District. Penjaringan, North Jakarta City. This research was carried out from January until completion. The research object is the plan and structure of the investigation used to obtain evidence to answer the researcher's questions. The objects of this research are motivation, work discipline, and performance of PT employees. Auto Technology Indonesia.

#### **Both the population and the sample**

Sugiyono (2018) defines a population as a generic region made up of subjects or objects with certain amounts and attributes chosen by researchers for analysis and conclusion-making. The population in this study consisted of all PT employees. There are 38 Auto Teknologi Indonesia in the Store. In this research, a saturated sampling technique was used. The sample in this research was all PT employees. There are 38 Auto Teknologi Indonesia who work at the Jabodetabek branch store.

### **4. Results**

#### **Frequency Distribution Test**

**Table 1. Frequency Distribution Test Results**

<b>Information</b>	<b>Answer</b>										<b>score</b>
	<b>SS</b>	<b>%</b>	<b>S</b>	<b>%</b>	<b>CS</b>	<b>%</b>	<b>TS</b>	<b>%</b>	<b>STS</b>	<b>%</b>	
<b>Motivational Variables</b>											
<b>Average</b>	14.5	38.1	16.5	43.5	5.3	14.0	1.1	3.0	0.5	1.4	160.8
<b>Work Discipline Variables</b>											
<b>Average</b>	12.2	32.1	16.9	44.6	6.1	16.0	1.7	4.4	1.1	3.0	147.6
<b>Employee Performance Variables</b>											
<b>Average</b>	19.2	50.5	15.1	39.6	3.4	8.9	0.2	0.5	0.1	0.4	168.7

Source: Processed data (2022)

The following table shows that, on average, the Work Motivation variable is as expected, with 81.58% of respondents indicating that they agree or strongly agree. All things considered, the work discipline variable was consistent with expectations because 76.67% of those who answered agreed and strongly agreed. Overall, the employee performance variable was in line with expectations, because 90.18% of those who answered agreed and strongly agreed for the Employee Performance variable.

## Validity test

**Table 2. Validity Test Results**

No	Statement	Recount	Rtable	Information
<b>Motivational Variables</b>				
1	Question 1	0.718	0.275	Valid
2	Question 2	0.656	0.275	Valid
3	Question 3	0.752	0.275	Valid
4	Question 4	0.831	0.275	Valid
5	Question 5	0.757	0.275	Valid
<b>Work Discipline Variables</b>				
1	Question 1	0.771	0.275	Valid
2	Question 2	0.605	0.275	Valid
3	Question 3	0.803	0.275	Valid
4	Question 4	0.765	0.275	Valid
5	Question 5	0.659	0.275	Valid
<b>Employee Performance Variables</b>				
1	Question 1	0.460	0.275	Valid
2	Question 2	0.549	0.275	Valid
3	Question 3	0.772	0.275	Valid
4	Question 4	0.639	0.275	Valid
5	Question 5	0.707	0.275	Valid

Source: Processed Data (2022)

Based on the information presented in the table above, all items have a value of count> table, namely 0.275, meaning that the question items used in the data research instrument are valid. Meanwhile, the Work Discipline variable has a value of count> table, namely 0.275, meaning that the question items used in the data research instrument are valid. For the Employee Performance variable, the Employee Performance variable has a value of count> table, namely 0.275, meaning that the question items used in the data research instrument are valid.

## Reliability Test

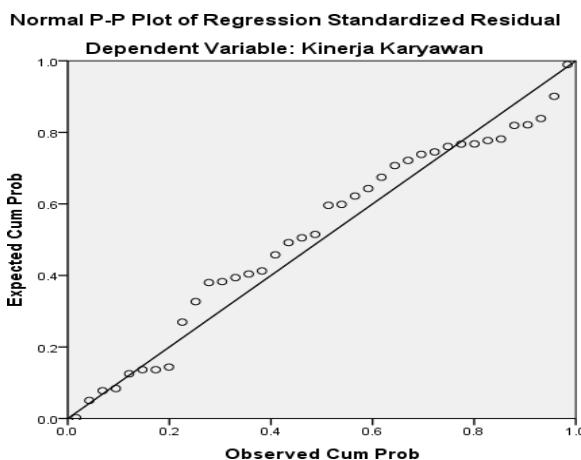
**Table 3. Reliability Test Results**

Variable	Cronbach's Alpha Value	N of items
Motivation (H1)	0.904	15
Work Discipline (H2)	0.911	15
Employee Performance (Y)	0.912	15

Source: Processed Data (2022)

It is known that all variables have a Cronbach Alpha value of more than 0.60 based on testing on the reliability test table. Thus, every variable that was employed in this study is trustworthy.

## Normality test



**Figure 2. Histogram graph of normality test results**

From the picture the data is dispersed along the diagonal line and follows its direction, as can be seen above. Given that the pattern is regularly distributed, the regression model satisfies the normality assumption.

## Multicollinearity Test

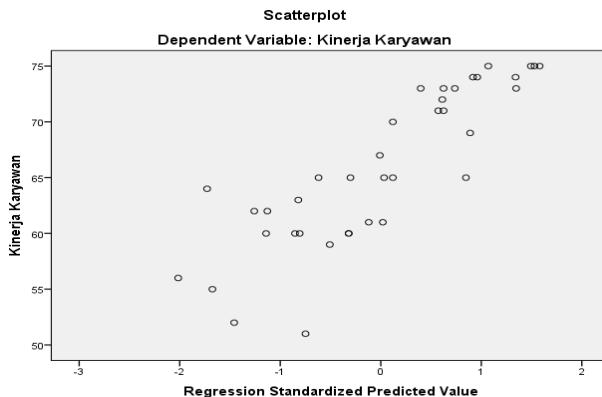
**Table 4. Multicollinearity Test Results**

Model	Unstandardized Coefficients		Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1	(Constant)	22,046	4,656		,000		
	Motivation	,808	.105	,955	7,718	,000	,486 2,056
	Discipline	-.105	,093	-.140	-1,131	,266	,486 2,056

Source: Processed Data (2022)

It is clear from the above table that the tolerance value for the work discipline (H2) and motivation (H1) variables is 0.486. The two variables' respective VIF values are 2.056 (<10), indicating that there isn't a single independent variable with a value. VIF (>01). Therefore, the independent variables in the regression model do not exhibit multicollinearity.

## Heteroscedasticity Test



**Figure 3. Scatterplot graph**

From the scatterplot graph the dots in the preceding image narrow irregularly above and below the number 0 on the Y-axis, exhibiting a distinct pattern. Thus, it can be said that the regression model does not contain heteroscedasticity. The regression model is therefore suitable for predicting employee performance based on input from motivation and work discipline.

### Simple Regression Analysis

**Table 5. Simple Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	21,042	4,588		4,586	,000
	Motivation	,723	.073	,854	9,865	,000
	Disiplin	.408	.105	,544	3.892	.000

Source: Processed Data (2022)

It is evident from the regression equation above that the regression equation's coefficient is negative. This outcome makes sense in the following ways: The aforementioned regression indicates that the constant value (a) is 21.042, meaning that employee performance is 21.042 if motivation is equal to 0. Employee Performance (Y) is positively impacted by the independent variable Motivation (X1), with a coefficient value of 0.723. If motivation decreases by one unit, then Employee Performance increases by 0.723.

For the discipline variable, the regression above demonstrates that the constant value (a) of 41.530 indicates that Employee Performance is 41.530 if Work Discipline is equal to 0. Work Discipline (X2), an independent variable, positively affects Employee Performance (Y) with a coefficient value of 0.408. If Work Discipline increases by one unit, Employee Performance increases by 0.408.

### Partial Test (t Statistical Test)

**Table 6. Partial Test Results (t-Test)**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)					
	Motivation	.723	.073	,854	9.865	,000
	Disiplin	.408	.105	,544	3.892	.000

Source: Processed data (2022)

Based on Table 6, the t-value on the Motivation variable (H1) is 9.865 with a significance level of 0.000. Because the t-value of 9.865 > t-table value of 1.688 and a significance level of 0.000 < 0.05, then Ha is accepted, and Ho is rejected. This means that the Motivation variable partially has a significant effect on Employee Performance. The t-value on the Work Discipline variable (H2) is 3.892, with a significance level of 0.000. Because the t-value of 3.892 > t-table value of 1.688 and a significance level of 0.000 < significant probability a = 0.05, then Ha is accepted, and Ho is rejected. This finding means that the Work Discipline variable partially has a significant effect on Employee Performance.

**Simultaneous Test (F Statistical Test)****Table 7. Simultaneous Test Results**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	1327,232	2	663,616	49,679
	Residual	467,532	35	13,358	
	Total	1794,763	37		

Source: Processed data (2022)

From the ANOVA test or F test above, the Fcount value is 49.679 with 0.000 as the probability. The regression model can be used to predict employee performance (the dependent variable), alternatively it can be argued that all variables are independent because Fcount is  $49.679 > F_{table} 4.113$  and the probability is smaller than 0.05. Together, work discipline and motivation have a big and powerful impact on the reliant variable, Employee Performance.

**Correlation Test and Coefficient of Determination****Table 8. Correlation Test Results and Coefficient of Determination**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.860a	,740	,725	3,655	2,125

Source: Processed data (2022)

The magnitude of the simultaneous relationship between Work Discipline and Motivation on Employee Performance, as shown in column R of the above table, is known to have a correlation coefficient value of 0.860. According to the interpretation, there is a significant influence, as evidenced by the correlation coefficient, which is the coefficient of determination indicating that the contribution of Motivation (H1) and Work Discipline (H2) to changes that occur in Employee Performance (Y) is 0.740, which means that the influence of Motivation and Work Discipline on Employee Performance is 74%, while the remaining 26% influenced by additional elements not included in the independent variables, for example compensation, leadership style, work environment and so on.

**5. Discussion****The Effect of Motivation on Employee Performance**

The preceding hypothesis testing results indicate that employee performance is significantly impacted by the motivation variable. The findings of this study align with those of previous studies carried out by Mariani LMI (2017) and Muryani et al. (2018), which state that motivation influences employee performance; this is because if an exemplary attitude is applied to employees, it will certainly make work morale higher. This shows that the higher motivation of an employee to work will be able to drive increasing performance. An employee's work motivation can come from within the employee himself or from motivation from outside the employee. If a person's motivation in working is high, then that condition will be very beneficial for the company because its performance will be high. However, management, especially leaders, must also be able to motivate their employees. The motivation given to employees can, of course, be adjusted to existing conditions. As in the hierarchy theory put forward by Maslow, the right motivation will be able to improve the performance of a company's employees. This is supported by research conducted by Lawasi & Treatment (2017), Julianry et al. (2017), Hersona & Sidharta (2017), Hartanto et al. (2018), Wahyuni (2019), Manikottama et al. (2019).

### The Influence of Work Discipline on Employee Performance

This indicates that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, based on the computation findings discussed in the previous section of the hypothesis. The H<sub>1</sub> variable significantly and partially positively affects worker performance. The findings of this study agree with those of studies by Razak A. (2018) and Wardhana (2018). This could be used to suggest that job discipline has a major influence on employee performance; this is because if I arrive late to work, the company will give sanctions. Research conducted by Hartanto et al. (2018); and Bagaskara & Rahardja (2018) where work discipline has a positive effect on employee performance.

### The Influence of Work Motivation and Discipline on Employee Performance

The variables motivation and work discipline simultaneously have a considerable impact on employee performance, according to the results of the above hypothesis testing. Ndang & Sari (2019) provided support for this research, indicating that improved work motivation and discipline will result in improved employee performance. It may be argued that work motivation has a good effect on employee performance because other research from Setiaji (29) contends that motivation is what drives and supports human behavior so that people are eager to work hard and are passionate about reaching ideal results. This outcome is consistent with Edy (2018), who states that motivation plays an important role in supporting human behavior at work; motivation can come from oneself or within the scope of the company, co-workers, work support facilities, or other forms of reward.

## 6. Conclusion

From the discussion of Motivation and Work Discipline on Employee Performance at PT Auto Teknologi Indonesia that has been presented, it can be concluded as follows: the Motivation variable partially and significantly influences Employee Performance, the Work Discipline variable partially and significantly influences Employee Performance, Motivation, and Work Discipline. Together have a significant and influential effect on the dependent variable Employee Performance.

Managerial implications Managers can implement various incentive strategies such as bonuses, rewards, and recognition to increase employee motivation. Developing and communicating policies and rules can help improve employee discipline. Creating a positive and supportive work environment can increase employee motivation to work better. Ensuring employees comply with established work procedures and standards to maintain work consistency and quality and ensuring employees feel satisfied with their work through efforts to increase motivation can reduce employee turnover rates.

## Recommendations

It would be good for superiors or company leaders to motivate their employees regardless of status so that employees can work well and employees can develop in the company PT Auto Teknologi Indonesia and improve employee performance. Implement a reward system for employees who excel, such as Employee of the Month, performance bonuses, or project-based awards. Use technology to monitor employee attendance and performance. For example, an electronic attendance system or project management software provides flexibility in working hours or the option to work from home. This can help employees balance their work and personal lives, increasing motivation and job satisfaction.

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