

Research Article

Examining the Impact of Work Discipline and Motivation on Employee Performance

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Abstract

This study aims to assess the extent to which work discipline and work motivation affect employee performance. The type of research used is associative quantitative, which focuses on identifying the influence and relationship between variables. In this study, Work Discipline positive and significant influence between work discipline on employee performance. In addition, Work Motivation is accepted, indicating a partial positive and significant influence between work motivation on employee performance. The results of statistical analysis show that the calculated F value is significant, Work Discipline and Work Motivation are accepted, indicating a simultaneous positive and significant influence between work discipline and employee performance. Managerial implications that can be considered are increased productivity and performance, decreased absenteeism and tardiness, improved work quality.

Keywords: Work Discipline, Work Motivation, Employee Performance.

JEL Classification: M1, J2, L2

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1. Introduction

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 can be interpreted as 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 aspect plays an important role in advancing employee performance. In line with 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). Employees are also expected to comply with the rules set by PD Surabaja Putra so that the company can continue to progress and achieve its set goals, and employees can feel proud of the results of the hard work they do Hasibuan (2016) states that employee performance is the value of a series of behaviors that contribute both positively and negatively to the completion of organizational goals. Employee performance is not yet optimal and experiences a decline every month. High and low employee performance is influenced by two factors, namely discipline and motivation. These problems certainly affect employee performance because employee performance is related to the degree of achievement of organizational goals, both implicitly and explicitly, namely how far plans can be implemented and how far goals can be achieved. How can the goals set be achieved, if there are still many employees who careless.

A survey method using simple random sampling techniques was applied in the research method. Data will be collected through the use of a questionnaire, this will be done by distributing the instrument to employees within the company. To analyze the data using analytical methods, including simple regression and descriptive analysis to analyze the collected data. It is hoped that the results of this research aim to increase knowledge at a more comprehensive and detailed level about the consequences of work discipline and work motivation on employee performance, as well as provide useful suggestions for companies in developing programs that can increase work discipline and work motivation. employees to improve overall company performance. Experiences and observations made by researchers during the internship program at PD. Surabaja Putra, researchers are interested in choosing a research title that focuses on "The Influence of Work Discipline and Work Motivation on Employee Performance in PD. Surabaja Putra Cirebon".

Hasibuan (2018) on discipline states that "a person's awareness and willingness to comply with all company regulations and applicable social norms." Apart from that, many employees do not arrive on time, delay office duties, are absent without explanation, cannot make good use of office facilities and there are still some employees who leave their duties during working hours without valid information, therefore the importance of work discipline is applied to a company, so that employees can work in accordance with the rules and regulations set by the company, so that they can have a positive impact on the development and progress of the company. Friyanto et al., (2015) stated that motivation is a suggestion or encouragement that arises because it is given by someone to another person or from oneself. The lack of motivation provided by the Company causes a reduction in employee enthusiasm for doing their work, the absence of appropriate rewards makes employees work at a low level and this has an impact on the Company's achievements every month, even though adequate reciprocity can be a reference for the motivation provided by the Company so that employees can be more optimal.

Employees with excellent abilities will lead to success in management, one of which is by developing the quantity of human capital. In this case, the success of an organization is also influenced by increasing work discipline and increasing work motivation (Sabirin & Ilham, 2020). Many factors can influence employee performance, both external and internal factors (Usman et al., 2016; Christin & Mukzam, 2017; Pratiwi & Widiyanto, 2018). Employee work discipline is an employee's actions or behavior to comply with company regulations. Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms (Rivai, 2013). Research results show that employee discipline

influences employee performance (Syahida & Suryani, 2013; Sari & Hadijah, 2016; Hartono et al., 2018; and Bagaskara & Rahardja, 2018).

Another factor that can influence employee performance is motivation. Motivation is something that creates enthusiasm or encouragement to work. Motivation is the provision of driving force that creates enthusiasm for a person's work, so that they are willing to cooperate, work effectively and with integrity with all their efforts to achieve Hasibuan's goals (Edy Sutrisno, 2015). Performance is the results obtained by a company, both profit oriented and non-profit oriented, which are produced during one period. Performance can be interpreted as the result of a person's efforts achieved with abilities and actions in certain situations. Employee performance is the result of employee work or work performance that must be improved, considering that competition in this era is increasingly high. Wibowo (2015) monitors and remuneration is carried out to find out how far individual and team performance is as a basis for improving employee performance.

One way to find out what the condition of resources in the company is is by analyzing the performance of its employees. Employee performance is the quality and quantity results achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara in Ansory and Indrasari, 2018). The factor that can influence employee performance studied in this research is motivation. Afandi (2018) states that motivation is a desire that comes from oneself or an individual, who is encouraged to act in doing work sincerely so as to produce quality results.

2. Literature Review and Hypothesis

Work Discipline

Discipline is an attitude of respect for existing rules and regulations within an employee which causes him or her to adapt voluntarily to the Company's rules and regulations. Discipline is obeying applicable laws and regulations. According to Sinambela (2018), discipline is attitudes, behavior and regulations that comply with company regulations, both written and unwritten. Enforcing discipline is very important for the Company, for the organization the existence of work discipline will ensure that order is maintained and the smooth implementation of tasks, so that optimal results are obtained. Hasibuan (2018) states that discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Good discipline is self-discipline. Many people realize that it is possible that behind self-discipline is increased laziness. With awareness in implementing company or agency rules which are reflected in disciplinary work, employee performance will also increase.

Work motivation

Motivation comes from another word "movere" which means encouragement or driving force. Motivation questions how to provide encouragement to followers or subordinates to be able to work as optimally as possible or work seriously. There are four indicators of work motivation, namely need for income, need for relaxation, need for profit, and encouragement to work. Thus it can be concluded that work performance can provide benefits for the Company and for the employees themselves. The benefits for employees of work performance can give them feelings of satisfaction. For organizations, work performance can provide enormous benefits, because this method can make things easier for the company, especially things that have an impact on organizational decision making in the process of achieving goals.

Employee performance

Mangkunegara (2017) performance is the quality and quantity of work achieved by an employee in carrying out functions in accordance with the responsibilities given to him. Performance refers to the definition of behavior as a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. Performance is something that is actually done and can be observed. Factors that influence an employee's high or low performance are of course determined by the factors that influence them, both directly and indirectly.

Basic Research Framework

By referring to the relationship between the variables of work discipline, work motivation and employee

performance described above, the author formulates the research model as follows:

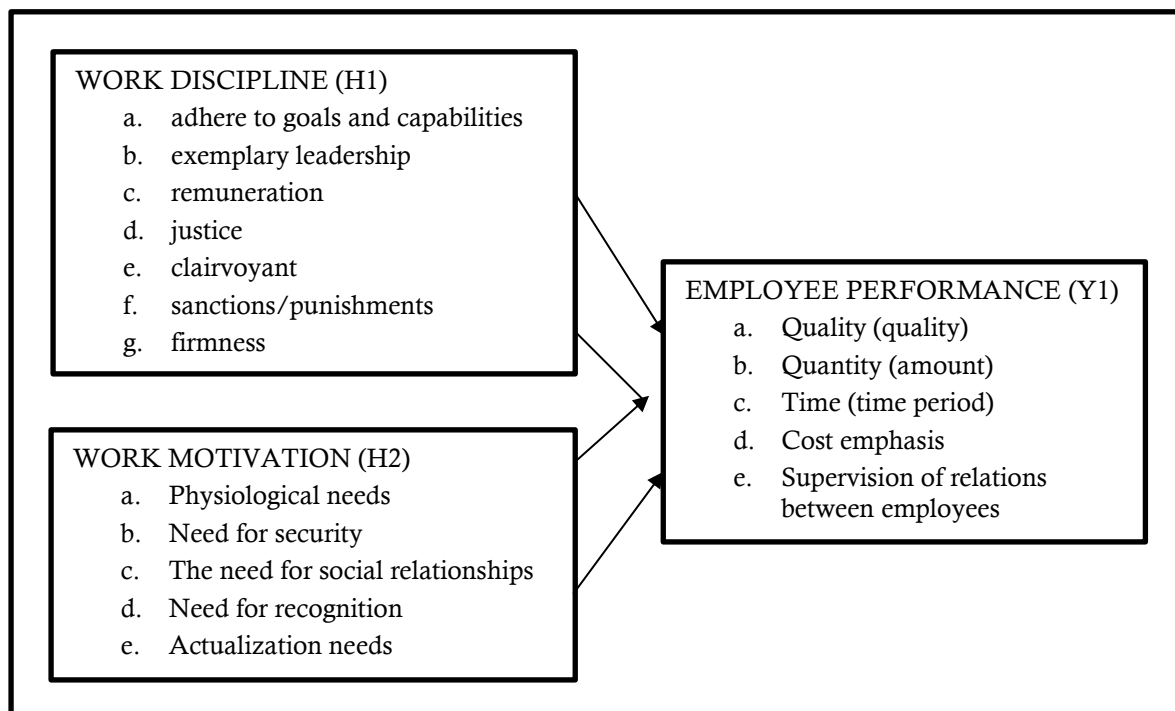


Figure 1. Research Framework

Research Hypothesis

A variable is anything in any form that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn by this research. This research involves two variables that are influenced by the independent variable, which can be explained as follows: independent variable, also known as the explanatory variable. is the variable being investigated. In this particular research, the independent variables are work discipline and work motivation, while the dependent variable is a variable that is influenced or determined by the independent variable. In the context of this research, the dependent variable is employee performance, which is influenced or influenced by the independent variables, namely work discipline and work motivation.

The influence between work discipline and employee performance

Work discipline is a procedure that corrects or punishes a place. Whatever the activity, if it is carried out on time it is never late, so that is what is said to be on time. The results of this research conclude that work discipline, leadership and motivation simultaneously influence employee performance. Another research from Sutrisno, Azis Fathoni, Maria Magdalena Minarsih (2016) regarding work discipline on performance at the Semarang city civil service police unit office. The results of this research indicate that there is a simultaneous influence between motivation on employee performance. Another research from Yanti (2014) on the influence of motivation on employee performance. The results of this research conclude that there is a simultaneous influence between motivation on employee performance.

H1: Work discipline has a positive effect on employee performance

The influence between work motivation and employee performance

Motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation is an activity that results in an important subject for managers, because by definition managers must be with and through other people. The results of this study conclude that work motivation has a significant influence on employee performance. Other research from Setiaji (2019) argues that motivation is what causes, supports human behavior so that they are willing to work

hard and are enthusiastic about achieving optimal results, so it can be concluded that work motivation has a positive effect on employee performance. This is in line 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.

H2: Work motivation has a positive effect on employee performance

The Influence of Discipline and Work Motivation on Employee Performance

Work discipline is one of the most important elements for a company to achieve its stated goals. If in carrying out their duties an employee is not disciplined or violates Company regulations, the Company will tend to find it difficult to achieve optimal performance. Meanwhile, 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, it can be seen that discipline and work motivation on employee performance have a positive or significant influence. Stating that performance is the result produced by the ability, experience and ability that can be achieved by a person or group of people in a company. Another similar research was conducted by Yanti Komala Sari (2014) regarding the influence of motivation and work discipline on employee performance. The results of this research concluded that there is a simultaneous influence between motivation and work discipline on employee performance.

H3: Discipline and work motivation have a positive effect on employee performance

3. Data and Methods

Data collection technique

Data collection involves collecting information or data that will be used to measure variables, which is the process of collecting relevant and reliable data that will be applied to measure variables in research. Because the main aim of research is to obtain data, data collection can also be interpreted as an effort to collect data (Syah & Sofyan, 2021). The data analysis technique applied in this research is descriptive statistics.

Population

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions. From these findings it can be concluded that population covers a wide scope, consisting of entities or individuals with certain qualities and characteristics determined by researchers. In the context of this research, the population is all employees, totaling 201 employees.

Sample

The sample is part of the number and characteristics of the population. Based on these findings it can be concluded that the sample, both in terms of size and characteristics, is not practical, researchers have the ability to utilize samples obtained from the population due to various limitations in resources, energy and time. The methodology used in this research involves the use of probability sampling with a sampling technique, with a simple random procedure. The sample of this research involved 67 employees as respondents.

4. Results

Data Description

In this research, the sample used was employees. The object of this research involved 67 employees as respondents. Data regarding the age and gender of respondents was obtained through a list of statements. The classification of participants in this research was implemented to obtain a precise and comprehensive picture of them as research subjects. To collect data, questionnaires were used as the chosen method.

Classic assumption test

Normality test

The normality test is carried out with the aim of obtaining information regarding whether the

sample being analyzed tends to have a normal distribution or not. One of the assumptions is that the error value must follow a normal distribution. A good regression model can be recognized by errors that show a normal or near-normal distribution, thereby allowing appropriate statistical tests to be performed. The SPSS program was used to carry out data normality tests using the Kolmogorov-Smirnov Normality test method. The basis for decision making can be based on probability (Asymptotic Significance), namely: If the probability is > 0.05 then the distribution of the regression model is normal. And if the probability < 0.05 then the distribution of the regression model is not normal."(Dwianto, Purnamasari, & Tukini, 2019).

Table 1. Normality Test Results

		Unstandardized Residuals
N		67
Normal Parameters, b	Mean	,0000000
	Std. Deviation	1.60116588
Most Extreme Differences	Absolute	,049
	Positive	,049
	Negative	-,041
Statistical Tests		,049
Asymp. Sig. (2-tailed)		,200c,d

Source: Data processed with SPSS 2023

Based on the test results in the table above, the significance value $\alpha = 0.200$ is obtained, where this value is greater than the value $\alpha = 0.050$ or $(0.200 > 0.050)$. Thus, the assumption of equal distribution in this test is normal.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Work Discipline (H1)	0.338	2,961
Work Motivation (H2)	0.338	2,961

Source: Data processed with SPSS 2023

Based on the results of the multicollinearity test in the table above, the tolerance value for each independent variable is obtained, namely Work Discipline of 0.338 and Work Motivation of 0.338, where both values are less than 1, and the Variance Inflation Factor (VIF) value of the Work Discipline variable is 2.961 and Work Motivation amounting to 2.961, where this value is less than 10. Thus, this regression model does not have multikilinearity.

Heteroscedasticity Test

The Heteroscedasticity Test aims to determine whether the variables in the regression equation have the same variance or not. If they have the same variance, it means there is no heteroscedasticity. Meanwhile, if the variants are not the same then there is heteroscedasticity."(Makatumpias et al., 2018).

Table 3. Heteroscedasticity Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,991	1,484		-,668	,507
	Work	,022	,059	,080	,380	,705
	Discipline					
	Work	,031	,056	,119	,561	,576
	motivation					

Source: Data processed with SPSS 2023

Based on the test results in the table above, the Glejser test model on the Work Discipline variable (H1) obtained a probability significance value (Sig.) of 0.705 and Work Motivation (H2) obtained a probability significance value (Sig.) of 0.576 where both significance values (Sig.) > 0.050. Thus, the regression model on this data does not have heteroscedasticity interference, so this regression model is suitable for use as research data.

Multiple linear regression

This analysis is to predict what the condition will be (up and down) of the dependent variable (criterium), if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values).

Table 4. Multiple Linear Regression Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,836	2,527		1,122	,266
	Work	,543	,100	,536	5,444	,000
	Discipline					
	Work	,383	,095	,397	4,030	,000
	motivation					

Source: Data processed with SPSS 2023

Coefficient of Determination (R Square)

The Determination Test (R² Test), usually referred to as the Coefficient of Determination, is a method used to measure the extent to which the independent variables (H1 and H2) can explain the variations that occur in the dependent variable (Y).

Table 5. Results of Partial Determination Coefficient Analysis between Variables on Employee Performance (Y)

Model		Model Summary		Adjusted R Square	Std. Error of the Estimate
		R	R Square		
1	Work Discipline	,859a	,737	,733	1,807
	Work motivation	,833a	,694	,689	1,952
	Discipline and Work Motivation	,889a	,791	,784	1,626

Source: Data processed with SPSS 2023

Based on the test results in the table above, an R-square value (coefficient of determination) of 0.737 is obtained, so it can be concluded that the work discipline variable (H1) influences the employee performance variable (Y) by 73.7% while the remaining 26.3% is influenced by other

factors such as leadership, competence and others.

Based on the test results in the table above, an R-square value of 0.694 is obtained, so it can be concluded that the work motivation variable (H2) influences the employee performance variable (Y) by 64.9% while the remaining 30.6% is influenced by other factors such as compensation, work environment and others.

Based on the test results in the table above, an R-square value of 0.791 is obtained, so it can be concluded that the variables of work discipline (H1) and work motivation (H2) influence the employee performance variable (Y) by 79.1% while the remaining is 20.9 % influenced by other factors that were not researched, such as compensation, competency and others.

Hypothesis testing

Partial T Test

The t test is used to test the hypothesis regarding the influence of work discipline variables (H1) and work motivation (H2) on employee performance (Y) or also called the partial t test. The significance criterion of 5% (0.05) is used in this test by comparing the calculated t value (t calculated) involving the critical t value (t table).

If t count < t table : means H0 is accepted and H1 is rejected

If t count > t table : means H0 is rejected and H1 is accepted

Table 6. Partial Test of Work Discipline H1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,136	2,735		1,878	,065
Work Discipline	,870	,064	,859	13,511	,000

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS 2023

Based on the test results in the table above, the calculated t value > t table or (13.511 > 1.998) is obtained. This is also confirmed by the p value < sig.0.05 or (0.000 < 0.05). With this, H0 is rejected and H1 is accepted, this shows that there is a partial positive and significant influence between work disciplines on employee performance.

Table 7. Partial Test of Work Motivation H2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,070	2,805		2,877	,005
Work motivation	,805	,066	,833	12,130	,000

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS 2023

Based on the test results in the table above, the calculated t value > t table or (12.130 > 1.998) is obtained. This is also confirmed by the p value < sig.0.05 or (0.000 < 0.05). With this, H0 is rejected and H2 is accepted, this shows that there is a partial positive and significant influence between work motivation on employee performance.

Simultaneous F Test

To test the influence of work discipline and work motivation variables simultaneously on employee

performance in PD. Surabaja Putra Cirebon. carried out with the F statistical test (simultaneous test) with a significance of 5%. In this study, a significant criterion of 5% (0.05) was used, namely comparing the calculated F value with the F table with the following conditions:

If F count < F table: means H0 is accepted and H3 is rejected

If F count > F table: means H0 is rejected and H3 is accepted

Table 8. Simultaneous Hypothesis Results (F Test).

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	638,734	2	319,367	120,796	,000b
	Residual	169,206	64	2,644		
	Total	807,940	66			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Work Discipline						
Source: Data processed with SPSS 2023						

Based on the test results in the table above, the value Fcount > Ftable or (120.796 > 3.14) is obtained. This is also confirmed by the p value < sig.0.05 or (0.000<0.05). Thus, H0 is rejected and H3 is accepted, this shows that there is a simultaneous positive and significant influence between the variables of work discipline and work motivation on employee performance.

5. Discussion

Work Discipline influences Employee Performance

Based on the calculation results in table 5. This shows that H0 is rejected and H1 is accepted, it can be concluded that the variable H1 has a partially positive and significant influence on employee performance. This explanation is in line with research conducted by Sutrisno., et al (2016) regarding work discipline on performance at the Semarang city civil service police unit office. The results of this research indicate that there is a simultaneous influence between motivation on employee performance. Another research from Yanti (2014) on the influence of motivation on employee performance. The results of this research conclude that there is a simultaneous influence between motivation on employee performance.

Work Motivation influences employee performance

Based on the calculation results in table 5. This shows that H0 is rejected and H2 is accepted, it can be concluded that the Work Motivation variable has an influence positive and partially significant on employee performance. This explanation is in line with research conducted by Sutrisno, Azis Fathoni, Maria Magdalena Minarsih (2016) about work discipline on performance at the Semarang city civil service police unit office. The results of this study conclude that work motivation has a significant influence on employee performance. Other research from Setiaji (2019) argues that motivation is what causes, supports human behavior so that they are willing to work hard and are enthusiastic about achieving optimal results, so it can be concluded that work motivation has a positive effect on employee performance. This is in line 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.

Discipline and Work Motivation influence employee performance

Based on the calculation results in table 5. In this case, H0 is rejected and H1, H2 are accepted, it can be concluded that work discipline and work motivation have a partially significant effect on employee performance. Who stated that performance is the result produced by the ability, experience and ability that can be achieved by a person or group of people in a company, Another similar research was conducted by Yanti Komala Sari (2014) regarding the influence of motivation and work discipline on employee performance. The results of this research concluded that there is a simultaneous influence between motivation and work discipline on employee performance.

6. Conclusion

From the analysis that has been carried out on the influence of Work Discipline (H1) and Work Motivation (H2) on Employee Performance (Y), the following are the main conclusions. Work discipline has a strong positive and significant influence on employee performance, with a significant contribution of 73.7%. Work motivation also has a strong positive and significant influence on employee performance, with a contribution of 68.9%. Both work discipline and work motivation have a partially positive and significant effect on employee performance. These two variables simultaneously also have a positive and significant effect on employee performance with a contribution of 79.1%. The proposed research hypothesis has been proven, showing that work discipline and work motivation influence employee performance. The company creates a positive work environment, provides opportunities for water development, rewards, fair rewards, and provides opportunities for employees to contribute actively in projects, teams or Company initiatives. Research data was collected using a questionnaire as the main instrument, so it has a weakness, namely that the research is unable to control respondents one by one whether they fill out the questionnaire according to the real situation or not. This research only focuses on examining the influence of two variables, namely work discipline and work motivation on employee performance. It does not provide a comprehensive analysis of all factors that influence employees. The managerial implications that can be considered are increasing productivity and performance, reducing absenteeism and tardiness, increasing work quality.

Recommendations

Based on the results of the research discussion and conclusions above, the following suggestions can be given: Judging from the results of the discussion, work discipline and work motivation have a positive relationship with employee performance, so companies are advised to maintain the work discipline and motivation of their employees, considering that the independent variables in this research are very important. It is important in influencing employee performance. It is hoped that the results of this research can be used as a reference for future researchers to develop this research by considering other variables which are other variables outside of the variables included in this research.

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