

The Influence of Motivation and Discipline on Employee Performance in the Public Sector in Bandung

Employee Performance
in the Public Sector

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ABSTRACT

The pivotal role of employees as the most vital actors within an organization is underscored by numerous scholars. This research was conducted at the Bandung City Human Resources Development Personnel Agency (Badan Kepegawaian Pengembangan Sumber Daya Manusia or BKPSDM). The aim of this research is to determine the influence of motivation and work discipline on employee performance at the BKPSDM both partially and simultaneously. The method used consists of descriptive and associative methods through a survey approach. The sample for this research consists of 103 respondents. Sample collection was carried out using sampling techniques or saturation calculations. Data was obtained by distributing questionnaires using an online system via Google Form and further strengthened through direct interviews. The research results show that motivation has a positive effect on employee performance both partially and simultaneously, while work discipline has no effect on employee performance either partially or simultaneously. The findings underscore the need for targeted motivational strategies to enhance overall organizational effectiveness. This research significantly contributes to the understanding of performance determinants in public sector organizations, specifically highlighting the pivotal role of motivation.

Keywords: Motivation, Discipline, Employee performance, BKPSDM

ABSTRAK

Peran sentral karyawan sebagai pemeran paling vital dalam sebuah organisasi ditekankan oleh sejumlah peneliti. Penelitian ini dilakukan pada Badan Kepegawaian Pengembangan Sumber Daya Manusia (BKPSDM) Kota Bandung. Tujuan penelitian ini adalah untuk mengetahui pengaruh motivasi dan disiplin kerja terhadap kinerja pegawai pada Badan Kepegawaian Pengembangan Sumber Daya Manusia (BKPSDM) Kota Bandung baik secara parsial maupun simultan. Metode yang digunakan terdiri dari metode deskriptif dan asosiatif melalui pendekatan survei. Sampel penelitian ini berjumlah 103 responden. Pengumpulan sampel dilakukan dengan teknik sampling jenuh/sensus. Data diperoleh dengan menyebarkan kuesioner menggunakan sistem online melalui Google Form dan selanjutnya diperkuat melalui wawancara langsung. Hasil penelitian menunjukkan bahwa motivasi berpengaruh positif terhadap kinerja pegawai baik secara parsial maupun simultan, sedangkan disiplin kerja tidak berpengaruh terhadap kinerja pegawai baik secara parsial maupun simultan. Temuan ini menegaskan kebutuhan akan strategi motivasional yang ditujukan untuk meningkatkan efektivitas organisasi secara keseluruhan. Penelitian ini memberikan kontribusi signifikan pada pemahaman faktor-faktor penentu kinerja di organisasi sektor publik, khususnya menyoroti peran sentral motivasi.

Kata kunci: Motivasi, Disiplin, Kinerja karyawan, BPKSDM

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INTRODUCTION

The pivotal role of employees as the most vital actors within an organization is underscored by numerous scholars. As Barney and Wright (1998) aptly express, human resources are a critical factor in effective company management, playing a central role in achieving organizational goals. Additionally, Šebestová and Popescu (2022) emphasize the necessity for organizations to optimize their human resources, highlighting the indispensable nature of professional and skilled personnel in facing the challenges of the globalized era. The success of an organization ultimately hinges on the quality and dedication of its workforce, acknowledging employees as the cornerstone of organizational success.

Grounded in the Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Employee Motivation and Discipline, specifically outlined in Article 3, part one, detailing the obligations of Civil Servants, this study delves into the implications for employee readiness and discipline in adhering to office regulations. The multifaceted requirements set forth in Article 3 elucidate the integral connection between employee obligations, work commitment, and adherence to established regulations, showcasing the pivotal role of motivation and discipline in governmental workplaces.

Within the context of the Human Resources Development Agency (BKPSDM) in Bandung City, the organization confronts challenges related to suboptimal work discipline and self-motivation among its employees. These obstacles are notably tied to job responsibilities and pose barriers to the agency's performance targets. With the formation of a Work Unit of Regional Apparatus following the enactment of Regional Regulation Number 12 of 2007, amalgamating the Bandung City Education and Training Office and the Personnel Division of the Bandung City Regional Secretariat, the dynamics of human resource management in the city underwent a significant transformation.

Recognizing the significance of human resources, as underscored by Barney & Wright (1998), organizations strive to optimize organizational management by fostering a workforce aligned with company goals. In the globalized era, professional and skilled human resources are indispensable assets for organizational success. The quality of people within an organization plays a pivotal role in determining its overall success, emphasizing the strategic importance of effective human resource management.

Delving into the intricacies of employee performance, this study highlights the influential role of work motivation. Defined as a driving force generating energy within employees, work motivation propels individuals to act and collaborate effectively, ultimately contributing to the accomplishment of planned goals within the company. Simultaneously, work discipline emerges as a critical factor in enhancing employee performance, reflecting individuals' awareness and willingness to adhere to company regulations and social norms. The study recognizes the imperative need for discipline enforcement in the business environment, acknowledging that without robust discipline support from employees, companies face significant challenges in achieving their overarching goals.

Considering these considerations, the primary objective of this study is to meticulously gather data and information elucidating the impact of motivation and discipline on the performance of employees at BKPSDM. By exploring the interplay between these crucial variables, the study aims to provide actionable insights for improving organizational dynamics and performance in the context of the Human Resources Development Agency in Bandung City.

LITERATURE REVIEW

According to Afandi (2014), management is working with people to achieve organizational goals through the implementation of planning, staffing, leading, and controlling functions. According to Mangkunegara & Octorend (2015), motivation is the state (energy) that drives individuals towards the achievement of organizational goals. According to Tarigan & Priyanto (2021), discipline is a supervisory function intended to

uphold organizational principles. According to Kasmir (2016), performance is the result of work and work behavior achieved in completing tasks and responsibilities assigned within a specific period.

According to the research by Ekhsan et al. (2019), it is indicated that both motivation and discipline variables have a partial and simultaneous effect on the performance of employees. This is evidenced by the results of simultaneous testing (F-test) and partial testing (t-test), which also show significant values for both independent variables that support the hypothesis. Therefore, the results of this research testing state that there is a simultaneous influence between motivation and work discipline variables on the performance.

In addition to the interconnected dynamics of motivation, discipline, and performance elucidated by existing literature, it is crucial to recognize the nuanced relationship between these variables within the organizational context. Employee performance, as posited by Ekhsan et al. (2019), is intricately influenced by the delicate balance and synergy of motivation and discipline. This synthesis becomes even more pertinent in contemporary workplaces, where the multifaceted nature of tasks and the evolving dynamics of organizational structures underscore the need for a holistic approach to management. Furthermore, understanding the intricate interplay between motivation and discipline not only enhances the theoretical underpinning of organizational behavior but also provides valuable insights for practitioners seeking to optimize employee performance and foster a conducive work environment.

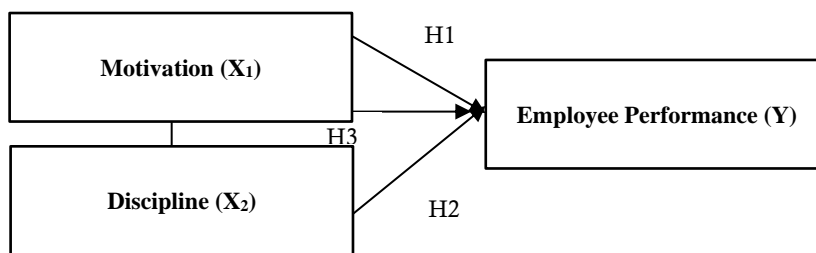


Figure 2. Research Framework

Based on the framework description above, the hypothesis in this research can be proposed as follows:

H1: Motivation has a significant effect on employee performance.

H2: Discipline has a significant effect on employee performance.

H3: Motivation and Discipline simultaneously have a significant effect on Employee Performance.

METHODS

In addressing the research problem, a quantitative method was employed. The use of the descriptive method aims to depict the overview, conditions, and fluctuations regarding the related variables. The use of the associative method aims to examine the relationship between the variables, namely Motivation and Discipline towards Performance. According to Sugiyono (2016), the population is a generalization area consisting of objects or subjects with specific qualities and characteristics set by the researcher for study and subsequent conclusions. The population in this research comprises all employees in BKPSDM of Bandung City, totaling 103 people, including 55 males and 48 females. According to Sugiyono (2016), a sample is a part of the population that serves as a data source in research, where the population is a portion of the total characteristics possessed by the population. In this research, the sampling technique used is the saturated sampling technique or census because all members of the population are used as samples, and the population size is 103 employees.

RESULTS

The presented Table 1 outlines the results of a Validity Test for three variables: Motivation (X1), Discipline (X2), and Employee Performance (Y1). For each variable, corresponding items (e.g., X1.1, X2.1, Y1.1) were tested for validity using the correlation coefficient (r count) and compared against the critical value (r critical) of 0.3. The results indicate that all items for Motivation, Discipline, and Employee Performance are deemed valid, as the calculated correlation coefficients surpass the predefined critical threshold. This suggests a statistically significant relationship between the assessed items within each variable. In simpler terms, the tested components—motivation, discipline, and employee performance—demonstrate substantial internal consistency and coherence, validating their inclusion in the study.

Table 1. Validity Test Results

| Variable | Item | r count | r critical | Description |
|----------------------|-------------------|---------|------------|-------------|
| Motivation | X _{1.1} | 0.742 | 0.3 | Valid |
| | X _{1.2} | 0.596 | 0.3 | Valid |
| | X _{1.3} | 0.563 | 0.3 | Valid |
| | X _{1.4} | 0.460 | 0.3 | Valid |
| | X _{1.5} | 0.563 | 0.3 | Valid |
| | X _{1.6} | 0.515 | 0.3 | Valid |
| | X _{1.7} | 0.647 | 0.3 | Valid |
| | X _{1.8} | 0.464 | 0.3 | Valid |
| | X _{1.9} | 0.404 | 0.3 | Valid |
| | X _{1.10} | 0.407 | 0.3 | Valid |
| Discipline | X _{2.1} | 0.539 | 0.3 | Valid |
| | X _{2.2} | 0.559 | 0.3 | Valid |
| | X _{2.3} | 0.476 | 0.3 | Valid |
| | X _{2.4} | 0.417 | 0.3 | Valid |
| | X _{2.5} | 0.406 | 0.3 | Valid |
| | X _{2.6} | 0.417 | 0.3 | Valid |
| | X _{2.7} | 0.442 | 0.3 | Valid |
| | X _{2.8} | 0.531 | 0.3 | Valid |
| | X _{2.9} | 0.516 | 0.3 | Valid |
| | X _{2.10} | 0.519 | 0.3 | Valid |
| | X _{2.11} | 0.429 | 0.3 | Valid |
| | X _{2.12} | 0.523 | 0.3 | Valid |
| Employee Performance | Y _{1.1} | 0.493 | 0.3 | Valid |
| | Y _{1.2} | 0.613 | 0.3 | Valid |
| | Y _{1.3} | 0.518 | 0.3 | Valid |
| | Y _{1.4} | 0.600 | 0.3 | Valid |
| | Y _{1.5} | 0.658 | 0.3 | Valid |
| | Y _{1.6} | 0.639 | 0.3 | Valid |
| | Y _{1.7} | 0.538 | 0.3 | Valid |
| | Y _{1.8} | 0.464 | 0.3 | Valid |

According to Hastono (2001), to get the words from the statistics, the Cronbach Alpha (α)-test is used. This is the first step that must be done on the Cronbach Alpha-ware which is operated with the help of the SPSS program. One of the variables is the Cronbach Alpha-ward value > 0.70. and the expected variable word is Cronbach Alpha-ward < 0.70. and changing wording of betting statements.

Table 2. Reliability Test Results

| Variable | Cronbach's Alpha | Criterion | Confirmation |
|----------------------|------------------|-----------|--------------|
| Motivation | 0.722 | 0.6 | Valid |
| Discipline | 0.765 | 0.6 | Valid |
| Employee Performance | 0.698 | 0.6 | Valid |

Table 2 presents the Reliability Test results for three variables: Motivation, Discipline, and Employee Performance. The internal consistency of each variable is evaluated using Cronbach's Alpha, with criterion values set at 0.6. The results indicate that all three variables meet the reliability criteria, with Motivation achieving a Cronbach's Alpha of 0.722, Discipline at 0.765, and Employee Performance at 0.698. These values affirm that the items within each variable exhibit satisfactory internal consistency, supporting the

reliability of the measurements for Motivation, Discipline, and Employee Performance in the study.

Table 3 presents a comprehensive overview of the Multiple Linear Regression Analysis, offering valuable insights into the intricate relationships among the variables under scrutiny. The model's constant term, set at 1.719, signifies the anticipated Employee Performance when both Motivation and Discipline assume zero values. Moving on to the independent variable Motivation (X1), the unstandardized coefficient (B) of 0.693 signifies that a one-unit increase in Motivation is associated with a corresponding increase of 0.693 units in Employee Performance. The standardized coefficient (Beta) of 0.855 sheds light on the relative significance of Motivation in influencing Employee Performance within the model.

Table 3. Multiple Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1.719 | 2.160 | | .796 | .428 |
| Motivation (X1) | .693 | .040 | .855 | 17.210 | .000 |
| Discipline (X2) | .060 | .034 | .087 | 1.750 | .083 |

a. Dependent Variable: Employee Performance (Y)

Turning attention to the independent variable Discipline (X2), the unstandardized coefficient is 0.060, indicating that a one-unit increase in Discipline corresponds to a 0.060-unit increase in Employee Performance. The standardized coefficient (Beta) of 0.087 suggests a comparatively smaller relative impact of Discipline compared to Motivation on Employee Performance. The t-values and associated significance levels (Sig.) further elucidate these relationships, with Motivation proving highly significant (Sig. = .000), while Discipline, while not reaching conventional levels of significance, still warrants attention with a significance level of .083. In summation, this detailed analysis provides a nuanced understanding of how Motivation and Discipline contribute to the prediction of Employee Performance in the model.

Table 4. t Test (Partial Test)

| Model | t | Sig. |
|-----------------|--------|-------|
| (Constant) | 0.796 | 0.428 |
| Motivation (X1) | 17.210 | 0.000 |
| Discipline (X2) | 1.750 | 0.083 |

a. Dependent Variable: Employee Performance (Y)

Table 4 provides a comprehensive snapshot of the t Test (Partial Test) results, shedding light on the individual contributions of each variable in the predictive model for Employee Performance (Y). Beginning with the constant term, the t-value of 0.796, accompanied by a significance level of 0.428, suggests that the intercept may not significantly deviate from zero. While this doesn't reach conventional levels of significance, it offers insights into the potential starting point for Employee Performance in the absence of Motivation and Discipline.

Transitioning to Motivation (X1), the highly significant t-value of 17.210 (Sig. = 0.000) underscores its robust influence on Employee Performance. This result reinforces the crucial role of Motivation as a potent predictor, indicating that variations in Motivation significantly contribute to the observed variability in Employee Performance within the model. In the case of Discipline (X2), the t-value of 1.750, coupled with a significance level of 0.083, suggests a nuanced scenario. While Discipline does not attain conventional levels of significance, its presence may still contribute to the prediction of Employee Performance, warranting further exploration and consideration in the overall model.

Table 5. Simultaneous Testing Conclusion

| F _{count} Value | F _{table} Value | Conclusion |
|--------------------------|--------------------------|-------------|
| 155.529 | 3,09 | Significant |

Based on the table above, it can be concluded that the results of statistical calculations show an Fcount value of 155.529 > Ftable 3.09. The significance value is 0.000 < 0.05, after which H0 is rejected and H1 is accepted, which means that motivation and work discipline simultaneously have a significant effect on employee performance BKP SDM.

The coefficient of determination functions to show how the variation in the value of the related variable is influenced by independent variation. In other words, the coefficient of determination is used to measure the extent of the independent variable in explaining the related variable. The results of the coefficient of determination in this research are as follows:

Table 6. Coefficient of Determination (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .870 ^a | .757 | .752 | 1.327 |

a. Predictors: (Constant), Discipline (X2), Motivation (X1)

b. Dependent Variable: Employee Performance (Y)

Based on the table above, information is obtained that the R-squared is 0.757 or 75.7%. This value shows that motivation and work discipline simultaneously contribute or influence buying interest by 75.2%. while the remaining 100% - 75.7% = 24.3% is the influence of other variables not studied. To see the magnitude of the influence of each independent variable on the dependent variable, calculations are carried out using the formula Beta x Zero Order x 100%. Beta is a standardized regression coefficient while zero order is the partial correlation of each independent variable to the dependent variable. By using SPSS, the beta and zero order values are obtained as follows:

Table 7. Coefficient of Determination (R²)

| Model | | Standardized Coefficients | |
|-------|-----------------|---------------------------|------------|
| | | Beta | Zero-order |
| 1 | Motivation (X1) | .855 | .866 |
| | Discipline (X2) | .087 | .190 |

a. Dependent Variable: Employee Performance (Y)

Based on the table above, calculations can be carried out to obtain the partial influence of each variable as follows:

Motivation (X1) : 0.855 x 0.866 x 100% = 0.740 or 74%

Discipline (X2) : 0.087 x 0.190 x 100% = 0.016 or 1.6%

Based on the calculations above, it is known that the biggest influence is the Discipline variable (X2) with an influence contribution of 1.6%, while the Motivation variable (X1) has an influence of 74%.

Table 8. ANOVA regression test results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 547.590 | 2 | 273.795 | 155.529 | .000 ^b |
| Residual | 176.041 | 100 | 1.760 | | |
| Total | 723.631 | 102 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on the results of the analysis of the table above, the Fcount is 155.529, while the FTable value is at the real level (α) of 5% with degrees of freedom V1 = k; V2 = n - k - 1 = 103-2-1 = 100. This means the FTable value is 3.09.

DISCUSSION

The Influence of Motivation on Employee Performance

The motivation variable consists of 10 statements with an actual weighted average value of 415.6, and this value falls into the good category within the interval of 349-430. The lowest actual weighted value is found in the statement "I learn new things that can

improve the quality of life" with an actual weighted value of 410. The statement with the highest actual weighted value is "I have the opportunity for promotion" with a weighted value of 430. Based on the research findings and data processing, it is known that the motivation variable is in the good category. However, there is still a weak aspect related to learning new things to improve the quality of life in the company. Regarding this matter, the company should enhance the training system to make it as attractive as possible.

The influence of motivation on employee performance is obtained with a t-value of $17.210 > t\text{-table } 1.98373$ with a significant probability of motivation (X1) at the 0.000 significance level. If the significance value < 0.05 , according to the H0 criteria, it is rejected, and H1 is accepted, meaning that motivation partially has a significant effect on employee performance at BKPSDM of Bandung City. This implies that higher motivation leads to improved employee performance. The relationship between motivation and employee performance is supported by the research of Apriani and Hartoyo (2012), stating that the better the work motivation of employees in the company, the higher the employee performance. Based on the relationship between work motivation and work performance, as well as previous research.

As clarified by Nuryanto et al. (2019) and Saluy et al. (2019), the formation of strong motivation will lead to good and quality results or performance in the tasks performed. Based on the research findings, it can be concluded that good employee motivation will create a comfortable and enthusiastic working condition. Especially when business leaders provide motivation based on employee conditions by linking them to real events outside the company (external environment), especially those occurring within the company (internal environment).

The Influence of Work Discipline on Employee Performance

The work discipline variable consists of 12 statements with an actual weighted average value of 417.1, and this value falls into the good category within the interval of 349-430. The above results show that the lowest actual weighted value is found in the statement "I do everything carefully" with an actual weighted value of 411. The statement with the highest actual weighted value is "I always follow office rules" with the lowest actual weighted value of 431.

Based on the research findings and data processing, it is known that the work discipline variable is in the good category. However, there are still many weaknesses related to employees doing everything carefully, and regarding this matter, the company should enhance the quality of employee work productivity. The influence of work discipline on employee performance is obtained with a t-value of $1.750 < t\text{-table } 1.98373$ with a significant probability of discipline (X2) at the 0.000 significance level. According to the criteria, H0 is accepted if the significance value < 0.05 , and H1 is rejected, meaning that discipline partially has no significant effect on employee performance at the Human Resources Development Agency (BKPSDM) of Bandung City.

The relationship between work discipline (X2) and employee performance (Y), as studied by Sugiarti (2018) on the influence of discipline on employee performance at the Meteorology, Climatology, and Geophysics Agency Region II Ciputat, concludes that discipline has a positive and significant effect on employee performance. This is evidenced by the result showing that t-value $> t\text{-table}$, i.e., t-value (10.705) $> t\text{-table } (1.987)$, which means H0 is rejected, and Ha is accepted, indicating that discipline (X) has a significant effect on employee performance (Y).

The results of this study are in line with previous research conducted by Rialmi (2020), showing that good work discipline from employees, such as arriving on time, performing tasks according to company regulations, and obeying company rules, can improve the performance of employees, thus achieving the company's targets. Based on the above research findings, it can be concluded that with good work discipline, employees will gain awareness and willingness to comply with all company regulations and social norms in place.

The Influence of Motivation and Work Discipline on Employee Performance

The employee performance variable consists of 8 statements with an actual weighted average value of 417.6, and this value falls into the good category within the interval of 349-430. The above results show that the lowest actual weighted value is found in the statement "I always come to the office on time" with an actual weighted value of 406. The statement with the highest actual weighted value is "I only go to the office for work purposes" with an actual weighted value of 429.

Based on the research findings and data processing, it is known that the employee performance variable is in the good category. However, there are still many weaknesses related to working hours in the company. In connection with this, the company should establish more effective rules regarding working hours. Based on the table above, it can be concluded that the results of the statistical calculation show an F-value of $155.529 > F\text{-table } 3.09$. The significance value of $0.000 < 0.05$, then H_0 is rejected, and H_1 is accepted, meaning that motivation and work discipline simultaneously have a significant effect on employee performance at the Human Resources Development Agency (BKPSDM) of Bandung City.

The results of this study are in line with previous research conducted by Tarigan & Priyanto (2021), aiming to determine the effect of motivation and work discipline on employee performance both partially and simultaneously at Bank DBS South Tangerang. The research shows that motivation and work discipline have a positive effect on employee performance both partially and simultaneously. Management can provide rewards to high-performing employees and maintain work discipline standards.

According to Sutrisno et al. (2016), motivation and work discipline have a simultaneous effect on employee performance. Regression shows that each independent variable (motivation and work discipline) used in this study has a significant and positive effect. This indicates that high motivation and increasing awareness of work discipline will affect employee performance. Based on the above research findings, it can be concluded that the higher the work motivation, the higher the work discipline of employees, and vice versa: the lower the work motivation, the lower the work discipline of employees.

CONCLUSION

Based on the data and research findings, it can be concluded that motivation, work discipline, and employee performance at the Human Resources Development Agency (BKPSDM) of Bandung City are in the good category. Motivation has a weighted average of 415.6, work discipline 417.1, and employee performance 417.6. Aspects that require more attention are the need for theory in motivation, leadership in work discipline, and quantity in employee performance. Partially, motivation has a positive and significant effect of 16%, work discipline by 74%, and both together by 375.7% on employee performance at the BKPSDM of Bandung City.

Based on these conclusions, several recommendations can be provided regarding the research analysis results. First, there is a need for improvement in the theory of needs dimension with a focus on self-realization indicators in the motivation variable. This can be achieved by enhancing the quality of life in the company through the establishment of an engaging training system. Second, the leadership dimension of exemplary leadership with role model indicators needs to be enhanced to improve the quality of employee productivity. Finally, the company needs to pay attention to the quantity dimension with a focus on the on-time work indicator in the employee performance variable, which received the lowest score. This indicates a weakness related to working hours in the company, so there is a need for the effectiveness of company rules regarding working hours.

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