


The Influence Of Motivation And Work Discipline On Employee Performance At PT. Pertama Logistics Service Tanjung Priok Branch

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Article Info	ABSTRACT
<p>Keywords: Motivation, Work Discipline, Employee Performance.</p>	<p>This study aims to analyze the influence of motivation and work discipline on employee performance at PT. Pertama Logistics Service, Tanjung Priok Branch. The research method used is quantitative with an associative approach. Data was collected through questionnaires distributed to 80 respondents and analyzed using multiple linear regression analysis with the assistance of SPSS version 25. The research findings indicate that motivation and work discipline simultaneously have a significant effect on employee performance. Partially, work discipline has a more dominant influence than motivation, suggesting that adherence to regulations plays a greater role in improving performance. Additionally, absenteeism and tardiness remain factors affecting productivity. This study concludes that implementing policies that balance motivation and work discipline can optimize employee performance.</p>
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INTRODUCTION

A government-owned company is an organization consisting of a group of people who are specifically selected to carry out state duties as a form of service to the public. Every company must have specific targets that need to be achieved. In achieving these targets, a company requires reliable human resources. Human resources are the science and art of utilizing people or the process of acquiring, advancing, developing, and maintaining employees in such a way that the organization can operate effectively and efficiently. Because human resources (HR) are considered increasingly important, people must think actively and creatively in every organizational activity within a company, as they are the planners, executors, and decision-makers for achieving the success of the organization.

To achieve organizational goals, government organizations require human resources to manage the system. For the system to run well, management must consider several other aspects. This makes human resource management (HRM) one of the important indicators in achieving effective and efficient organizational goals. Human resources are a vital aspect of any organization, and their role cannot be replaced by other resources, no matter the technology used or the amount of financial investment. However, without professional human

resources, everything becomes less than optimal in any organization worldwide. The task of human resource management is to manage people well to obtain human resources or employees who are satisfied with their work.

PT. Pertama Logistics Service is a company engaged in transportation services and document service handling for several companies, managing and facilitating transportation and door-to-door services for international shipments, specifically to South Korea, China, and Vietnam. With the increasing demand for quality services and the need for internationally recognized expertise, the company requires high employee performance to improve productivity. As the company continues to grow, it increasingly requires human resources who are highly responsible, possess a comprehensive work plan, and are willing to take calculated risks, all of which contribute to increased company productivity. One of the ways to achieve this is by minimizing issues related to work discipline. Employees must perform well, as good or high performance can help the company gain profits, while poor performance can be detrimental. Therefore, employee performance needs to be given attention, particularly by examining the variables of motivation and work discipline.

The phenomenon that occurs is a lack of employee discipline, including unauthorized absences and repeated tardiness. Employee attendance rates still require improvement. At PT. Pertama Logistics Service Tanjung Priok Branch, a fingerprint-based attendance system, also known as fingerprint recognition, is implemented. This system serves as a reference for evaluating employee discipline, including unauthorized absences, tardiness, forgetting to clock in, and absenteeism, all of which affect work completion timelines. Based on observations at PT. Pertama Logistics Service Tanjung Priok Branch, which serves as the object of this study, the general problem encountered is that employee performance is not yet optimal. Many employees delay completing their tasks, lack awareness and enthusiasm to manage their responsibilities professionally in terms of mindset, attitude, and actions, leading to a lack of accountability as employees and an accumulation of unfinished work. This is reflected in the decline in the average employee performance score.

Motivation is one of the factors that determine employee performance. The extent to which work motivation or discipline influences an individual's performance depends on the intensity of motivation provided. A highly motivated person is someone who makes beneficial efforts to support the goals of their work unit and the organization where they work, while an unmotivated person puts in minimal effort in their work. Motivation is a factor that drives a person to engage in a particular activity, which is why motivation is often defined as a driving force for behavior (Sutrisno, 2017). Motivation is the underlying reason for an individual's actions. A person is said to have high motivation if they have strong reasons to achieve their goals by performing their current job.

The failure of a government organization to achieve its targets becomes a threat to decreasing work productivity due to a lack of employee motivation in carrying out their duties. At PT. Pertama Logistics Service Tanjung Priok Branch, there are still many shortcomings in motivating employees, one of which is the lack of encouragement or enthusiasm from superiors to subordinates, making it difficult for employees to develop their skills and

expertise. There is also a lack of willingness among employees to perform their tasks, leading to work piling up among colleagues.

This can be observed in the following phenomena: there are still employees who do not take their tasks seriously and lack accuracy in their work; some employees often procrastinate and delay completing their tasks; some employees arrive late, leave early, or frequently leave the office during working hours; and some employees do not complete their work on time. The phenomenon where employees experience a decline in work motivation or have low work motivation can be indicated by unauthorized absences and employee tardiness, which reflect a decline in work discipline and serve as an indication of an employee's low motivation towards their job.

PT. Pertama Logistics Service Tanjung Priok Branch provides both material and non-material motivation to employees, such as BPJS, work accident insurance, holiday allowances, overtime meal allowances, and loyalty awards. However, the company does not provide overtime pay or annual bonuses for employees who achieve targets. This condition leads to dissatisfaction among employees, resulting in low motivation to work harder and meet company goals. Efforts to improve employee welfare, such as providing overtime pay and annual bonuses, can positively impact performance and productivity. Work discipline plays a crucial role in ensuring employee effectiveness. Low motivation at PT. Pertama Logistics Service is reflected in the increasing absenteeism and tardiness rates each year. According to attendance data, the number of unexcused absences rose from 94 cases in 2022 (49%) to 137 cases in 2024 (70%). This high absenteeism rate has the potential to hinder company operations and reduce the quality of services provided to customers.

The decline in work discipline, as shown by poor attendance, directly affects employee performance. High absenteeism results in unfinished tasks and makes it difficult for the company to reach its targets. Optimal work discipline is essential to ensure operational efficiency and effectiveness. If strict regulations are enforced, employees will become more responsible for their tasks, reduce tardiness, and improve attendance rates.

The performance evaluation of PT. Pertama Logistics Service employees shows a downward trend over the years. In 2022, employee performance was rated at 77.65% in the "sufficient" category, decreasing to 70% in 2023 and further dropping to 66.8% in 2024 in the "moderate" category. This decline occurred across various assessment aspects, including work quality, work quantity, responsibility, teamwork, and initiative. The low performance assessment results indicate a need for improvements in the company's human resource management. Performance evaluation serves as an indicator of an organization's success in achieving its objectives. The results show that the primary factors contributing to suboptimal employee performance are a lack of motivation and work discipline. The absence of financial rewards, such as overtime pay and annual bonuses, also reduces employee enthusiasm. Therefore, the company should consider better incentives to enhance employee productivity.

To address these issues, company leadership must take strategic steps to improve employee motivation and discipline. Stricter performance monitoring, appropriate recognition, and policies that better support employee welfare can help improve overall work quality.

Consequently, company productivity will increase, targets will be met, and employee satisfaction and loyalty will be maintained.

METHODS

In research, a well-structured research design is essential to ensure that the study is conducted systematically and achieves its intended objectives. According to Sugiyono (2018:1), research methodology is essentially a scientific approach to obtaining data with specific purposes and benefits. This study employs a quantitative method with an associative approach. As defined by Sugiyono (2019), associative research aims to explore the relationship between two or more variables. Meanwhile, Sugiyono (2018) describes the quantitative method as one based on positivist philosophy, used to study a specific population or sample, with data collection conducted through research instruments and analyzed statistically to describe and test pre-established hypotheses.

This research was conducted at PT. Pertama Logistics Service, Tanjung Priok Branch, located at Jl. Trocadero No. 107 Palais De Europe Panunggan Barat, Cibodas, Tangerang. The study took place from March to October 2024, following a structured process, including a preliminary survey, proposal development, institutional approval, academic consultations, questionnaire distribution, data processing, and final report preparation. Each stage was carried out systematically to ensure data completeness and alignment with academic standards.

In this study, operationalizing variables is necessary to measure abstract variables and convert them into quantifiable indicators. The three main variables examined are work motivation, work discipline, and employee performance. Work motivation refers to the driving force that enhances employees' enthusiasm for work, with indicators including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow in Hasibuan, 2019:194). Work discipline is defined as adherence to company regulations, measured through attendance frequency, vigilance, compliance with work standards, adherence to regulations, and work ethics (Rivai, 2017:355). Employee performance is evaluated based on work quality, work quantity, responsibility, teamwork, and initiative (Mangkunegara, 2018:75).

The population in this study consists of all 80 employees of PT. Pertama Logistics Service, Tanjung Priok Branch. To obtain accurate and representative data, the study adopts a saturated sampling (census sampling) technique, where the entire population is used as the research sample. This technique is applied because the population size is relatively small, allowing data collection from all employees without random sampling. Through this approach, the research findings are expected to accurately reflect real conditions within the company's work environment.

Data collection for this study involved both primary and secondary sources. Primary data was gathered directly from respondents through questionnaires and observations. The questionnaire was designed using a Likert scale to measure respondents' level of agreement with various research-related statements. Additionally, direct observation was conducted to assess employee work behavior, complementing the questionnaire findings. Secondary data

was collected through literature reviews and company documentation, including academic literature, employee records, and relevant internal policies.

For data analysis, this study applies a statistical approach to test the research hypotheses. Instrument testing is performed using validity and reliability tests to ensure that the questionnaire accurately and consistently measures the variables. Furthermore, classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests, are conducted to confirm that the regression model used in the study meets statistical requirements. Simple and multiple linear regression analyses are applied to measure the influence of each independent variable on the dependent variable. Additionally, correlation analysis and the coefficient of determination are used to assess the strength of relationships between variables and determine the extent to which independent variables impact the dependent variable.

RESULTS AND DISCUSSION

Respondent Characteristics

This study was conducted at PT. Pertama Logistics Service, Tanjung Priok Branch, using data collection through a questionnaire distributed to 80 respondents. The respondents were categorized based on gender, age, education level, and length of employment. They were asked to respond to 10 questions regarding work motivation (X1), 10 questions related to work discipline (X2), and 10 questions measuring employee performance (Y).

In terms of gender, the majority of respondents were male, with 46 employees (57%), while 34 employees (43%) were female. This indicates that the workforce at PT. Pertama Logistics Service, Tanjung Priok Branch is predominantly male, which may be due to the nature of the work requiring more physical skills.

Regarding age, most respondents were in the 30-40 years age group, totaling 35 employees (44%). Meanwhile, 30 employees (38%) were aged 25-29 years, followed by 10 employees (12%) in the 20-24 years age range, and 5 employees (6%) aged over 50 years. This data suggests that the majority of the workforce is within the productive working age, with a significant portion being over 30 years old.

From an educational perspective, most employees held a Bachelor's degree (S1), totaling 51 employees (64%), followed by 15 employees (19%) with a Diploma (D3), 10 employees (12%) who completed high school or vocational school (SMA/SMK), and 4 employees (5%) who held a Master's degree (S2). This indicates that the majority of employees in this company have a higher education level, which could contribute to their competence and productivity.

In terms of length of employment, most employees had worked for 3-5 years, amounting to 40 employees (51%). Additionally, 25 employees (30%) had worked for 1-2 years, 10 employees (13%) had between 6-15 years of experience, and only 5 employees (6%) had been with the company for more than 15 years. This suggests that most employees are in their mid-career stage, which could indicate a strong level of job retention within the company.

The characteristics of the respondents indicate that the workforce at PT. Pertama Logistics Service, Tanjung Priok Branch is predominantly male, within a productive age group, and largely holds Bachelor's degrees (S1). Most employees have 3-5 years of work experience, reflecting workforce stability within the company. With this demographic background, the study aims to provide an accurate analysis of the relationship between work motivation, work discipline, and employee performance within the organization.

Validity and Reliability Test

Table 1. Validity Test

Motivation	r _{Count}	r _{table}	Info
Item 1	0,266	0,221	Valid
Item 2	0,440	0,221	Valid
Item 3	0,657	0,221	Valid
Item 4	0,788	0,221	Valid
Item 5	0,780	0,221	Valid
Item 6	0,792	0,221	Valid
Item 7	0,776	0,221	Valid
Item 8	0,793	0,221	Valid
Item 9	0,775	0,221	Valid
Item 10	0,821	0,221	Valid
Work Discipline	r _{Count}	r _{table}	Info
Item 1	0,713	0,221	Valid
Item 2	0,778	0,221	Valid
Item 3	0,817	0,221	Valid
Item 4	0,794	0,221	Valid
Item 5	0,801	0,221	Valid
Item 6	0,808	0,221	Valid
Item 7	0,784	0,221	Valid
Item 8	0,746	0,221	Valid
Item 9	0,824	0,221	Valid
Item 10	0,694	0,221	Valid
Employee performance	r _{Count}	r _{table}	Info
Item 1	0,327	0,221	Valid
Item 2	0,648	0,221	Valid
Item 3	0,740	0,221	Valid
Item 4	0,882	0,221	Valid
Item 5	0,843	0,221	Valid
Item 6	0,875	0,221	Valid
Item 7	0,898	0,221	Valid
Item 8	0,858	0,221	Valid
Item 9	0,839	0,221	Valid
Item 10	0,822	0,221	Valid

Source : SPSS, 26 (2024)

Based on the table above, it can be concluded that the calculation results for all research variables show very good outcomes. Since the minimum requirement for a questionnaire to be considered valid is that the calculated correlation coefficient must be greater than 0.221 (r

calculated > r table), all statement items are declared valid. Therefore, the questionnaire is deemed appropriate for processing as research data.

Table 2. Reliability Test

No	Variable	Cronbach's Alpha	Standar Cronbach's Alpha	Conclusion
1	Motivation (X1)	0,866	0,60	Reliable
2	Work Discipline (X2)	0,926	0,60	Reliable
3	Employee performance (Y)	0,927	0,60	Reliable

Source : SPSS, 26 (2024)

Based on the table above, the Cronbach's Alpha value is greater than the standard Cronbach's Alpha, indicating that Variables X1, X2, and Y are considered reliable, as the Cronbach's Alpha result exceeds 0.60. Conversely, if the Cronbach's Alpha value is lower than the standard Cronbach's Alpha, the result would be considered unreliable.

Classical Assumption Test

Normality Test

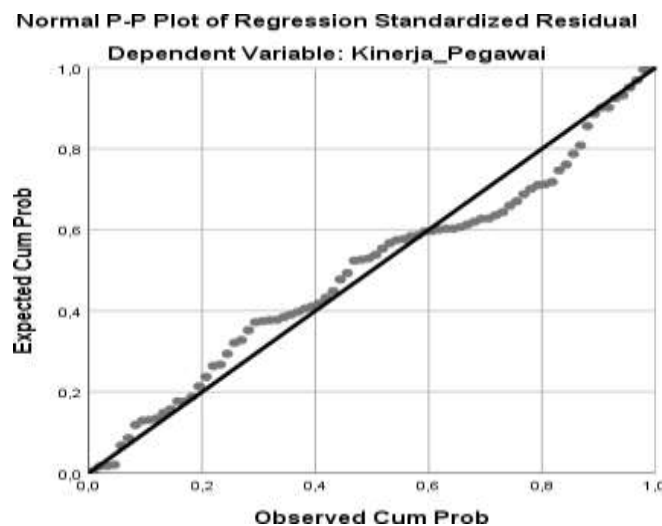


Figure 1. Normality Test

In the image above, the normal probability plot graph shows a normal pattern. This is evident from the points that are spread around the diagonal line and follow its distribution. Therefore, it can be concluded that the regression model meets the normality assumption.

Multicollinearity Test

Table 3. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	7,713	2,359		3,270	,002		
Motivation	,190	,111	,175	1,721	,089	,324	3,082
Work Discipline	,645	,092	,711	6,995	,000	,324	3,082

a. Dependent Variable: Employee performance

Source : SPSS, 26 (2024)

Heteroscedasticity Test

The heteroscedasticity test in this study was processed using SPSS version 25, and the results can be seen in the following image:

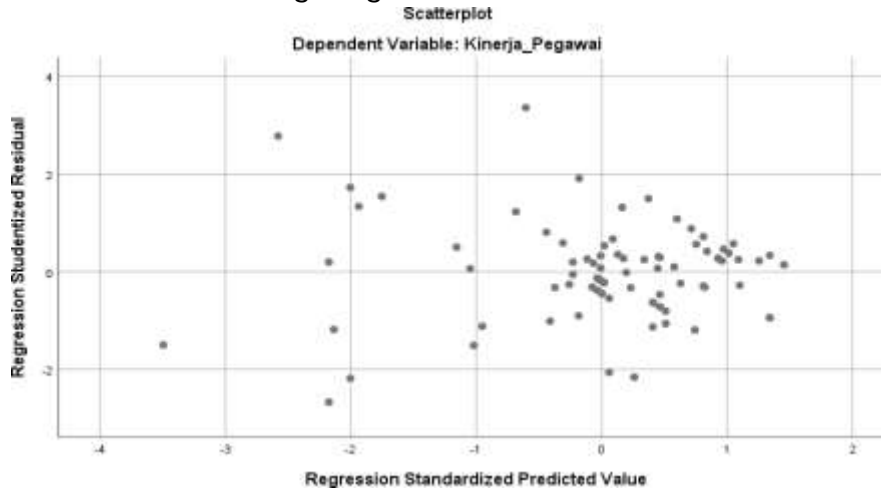


Figure 2. Heteroscedasticity Test

In the image above, it can be observed that the points on the scatter plot graph exhibit a clear distribution pattern, with the points spreading above and below the value of 0 on the Y-axis. This indicates that heteroscedasticity is not present. Conversely, if the points on the scatter plot do not exhibit a clear distribution and do not spread above and below the value of 0 on the Y-axis, then heteroscedasticity is present.

Autocorrelation Test

Table 4. Autocorrelation Test

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	Durbin-Watson
1	,861 ^a	,742	,735	3,905	,714	110,483	2	7	,000	1,788

a. Predictors: (Constant), Work Discipline, Motivation
 b. Dependent Variable: Employee performance

Based on the results from the table above, the Durbin-Watson value is 1.788, which falls within the range of 1.550–2.460, indicating no autocorrelation issues. Therefore, it can be concluded that this study does not have an autocorrelation problem.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	7,713	2,359		3,270	,002
	Motivation	,190	,111	,675	5,721	,000
	Work Discipline	,645	,092	,711	6,995	,000

a. Dependent Variable: Employee performance

Based on the table above, the multiple regression equation obtained is as follows:

$$Y = 7.713 + 0.190X_1 + 0.645X_2$$

This equation carries specific meanings regarding the relationship between the variables studied. The constant value of 7.713 indicates that if both motivation (X_1) and work discipline (X_2) are absent, the employee performance (Y) still holds a baseline value of 7.713 points. This suggests that other unmeasured factors may contribute to employee performance, even in the absence of motivation and work discipline. Furthermore, the coefficient for motivation (X_1) is 0.190, meaning that if the constant remains unchanged and there is no variation in work discipline (X_2), every 1-unit increase in motivation (X_1) will result in an increase in employee performance (Y) by 0.190 points. This implies that motivation plays a role in enhancing employee performance, although the magnitude of its impact is relatively small.

Similarly, the coefficient for work discipline (X_2) is 0.645, which means that if the constant remains unchanged and motivation (X_1) does not change, an increase of 1 unit in work discipline (X_2) will lead to an increase in employee performance (Y) by 0.645 points. This suggests that work discipline has a more substantial influence on employee performance compared to motivation. From these results, it can be inferred that while both motivation and work discipline contribute to employee performance, work discipline has a stronger impact. This finding underscores the importance of maintaining a structured and disciplined work environment to achieve higher employee performance levels.

Table 6. Correlation Coefficient and Determination

Model	R	R Square	Adjusted R		Std. Error of the Estimate
			Square		
1	,861 ^a	,742	,735	3,990	

a. Predictors: (Constant), Work Discipline, Motivation

The results of the simultaneous testing in the table above show a correlation coefficient (R) of 0.861 or 86.1%, indicating a strong positive relationship between employee performance (Y), motivation (X_1), and work discipline (X_2). This suggests that motivation and work discipline significantly contribute to employee performance. Furthermore, the coefficient of determination (R^2) is 0.742, meaning that 74.2% of employee performance is influenced by motivation and work discipline, while the remaining 25.8% is affected by other factors not

examined in this study. These findings highlight the substantial role of motivation and discipline in shaping employee performance within the organization.

Table 7. Results of Simultaneous Hypothesis Testing (F Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3516,944	2	1758,472	110,483	,000 ^b
	Residual	1225,544	77	15,916		
	Total	4742,487	79			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), Work Discipline, Motivation

The test results in the table above indicate that $F_{\text{calculated}} > F_{\text{table}}$ ($110.483 > 3.12$), which is further supported by a $p\text{-value} < 0.05$ ($0.000 < 0.05$). Consequently, H_0 is rejected, and H_a is accepted, confirming a positive and significant simultaneous effect of motivation and work discipline on employee performance at PT. Pertama Logistics Service, Tanjung Priok Branch. This finding highlights that both factors play a crucial role in influencing employee performance within the company.

Discussion

The findings of this study indicate that motivation has a significant and positive impact on employee performance at PT. Pertama Logistics Service, Tanjung Priok Branch. Employees who feel motivated tend to show greater enthusiasm in carrying out their tasks, which leads to improved performance. Motivation serves as an internal driving force that influences employees' willingness to work diligently, meet targets, and contribute to the company's overall success. A work environment that fosters motivation can create a sense of job satisfaction and engagement, ultimately enhancing employee productivity.

However, while motivation plays a crucial role in improving performance, it is not the sole determining factor. Employees may still require additional incentives, structured career development opportunities, and a supportive leadership approach to maintain consistent levels of motivation. External factors, such as workload, organizational culture, and personal job satisfaction, can also impact how motivated an employee feels in their daily work. Therefore, management must adopt a comprehensive motivation strategy that considers both financial and non-financial incentives.

Apart from motivation, the study also highlights that work discipline has a strong and positive effect on employee performance. Employees who demonstrate a high level of discipline tend to be more punctual, adhere to company regulations, and consistently complete their tasks on time. Discipline ensures that employees maintain a structured and efficient approach to their work, which directly contributes to overall performance improvement.

The results further suggest that work discipline has a stronger influence on employee performance compared to motivation. This finding implies that while motivation drives employees to excel, discipline ensures consistency, reliability, and accountability in their work.

ethic. Companies that enforce strict yet fair disciplinary policies are more likely to cultivate a workforce that operates efficiently and upholds professional standards.

When examined together, motivation and work discipline collectively contribute to employee performance, creating a work environment where employees are both inspired to excel and obligated to adhere to established standards. The strong correlation between these variables suggests that organizations cannot rely solely on motivation or discipline in isolation; rather, a balanced integration of both factors is necessary to maintain long-term productivity.

In practical terms, this means that PT. Pertama Logistics Service, Tanjung Priok Branch should focus on reinforcing both motivational and disciplinary frameworks. Motivation can be enhanced through recognition programs, career development initiatives, competitive salaries, and a positive work culture, while discipline should be reinforced through clear policies, structured work guidelines, and consistent enforcement of regulations.

Moreover, while motivation and discipline significantly influence performance, other external factors also contribute to employee productivity. Elements such as leadership style, job satisfaction, work-life balance, and workplace relationships can affect how employees engage with their tasks. Organizations must recognize that employee performance is multifaceted and requires a holistic management approach.

Another consideration is the long-term sustainability of motivation and discipline strategies. Motivation, if not reinforced consistently, can fluctuate over time, leading to decreased engagement. Likewise, overly rigid disciplinary measures without motivational support can create a restrictive work culture, potentially leading to employee dissatisfaction and high turnover rates. Therefore, companies must strike a balance between maintaining discipline and providing motivation in a way that aligns with employee needs and organizational goals.

Additionally, fostering a strong organizational culture that integrates both motivation and discipline as core values can enhance overall workforce performance. Employees should be encouraged to take initiative, demonstrate responsibility, and actively contribute to the company's objectives while also being held accountable for maintaining discipline and adhering to policies.

Future research could explore additional factors that influence employee performance, such as the impact of leadership styles, job security, organizational support, and training programs. These elements may further explain why some employees perform exceptionally well while others struggle, despite receiving the same levels of motivation and discipline. Ultimately, this study confirms that motivation and work discipline are fundamental to improving employee performance, both individually and collectively. Organizations that successfully integrate these two factors into their management strategies are more likely to experience higher levels of efficiency, productivity, and employee satisfaction.

In conclusion, PT. Pertama Logistics Service, Tanjung Priok Branch should adopt a comprehensive approach that strengthens both motivation and discipline while considering additional factors that influence performance. By doing so, the company can foster a more productive, engaged, and high-performing workforce, ensuring long-term organizational success.

CONCLUSION

Based on the research findings, it can be concluded that motivation and work discipline have a positive and significant influence on employee performance at PT. Pertama Logistics Service, Tanjung Priok Branch. The motivation provided by the company enhances employees' enthusiasm for work; however, work discipline has a more dominant impact on performance improvement. Employees with a high level of discipline tend to be punctual, adhere to company regulations, and complete tasks efficiently, leading to increased work efficiency. Furthermore, the study indicates a declining performance trend due to rising absenteeism and tardiness. This issue may be linked to the lack of additional incentives, such as overtime pay and annual bonuses, which could enhance employee satisfaction and loyalty. Therefore, the company should consider implementing reward and welfare policies to keep employees motivated. Simultaneously, motivation and work discipline significantly contribute to employee performance improvement. The company must balance motivation efforts with strict discipline enforcement to foster a productive work environment. Strategies such as recognition for high-performing employees, strengthening work regulations, and cultivating a professional work culture can help sustain employee performance improvement. With the right approach, PT. Pertama Logistics Service can enhance operational efficiency and achieve its corporate goals optimally.

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