

The Influence of Work Discipline and Motivation on Employee Performance at the Takalar Regency Regional Financial and Asset Agency Office

Nur Faidah^{1*}, Akhmad², and Muchriady Muchran³

¹ Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Makassar

² Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Makassar

³ Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Makassar

Abstract

This study aims to analyze the influence of work discipline and motivation on employee performance at the Regional Financial and Asset Agency of Takalar Regency. The research employs a quantitative approach with a descriptive explanatory method. The population in this study consists of all employees at the agency, totaling 51 individuals, which also serves as the research sample using a saturated sampling technique. Data collection was conducted through questionnaires and direct observation to obtain both primary and secondary data sources. The analytical tools used include validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, and hypothesis testing with the assistance of SPSS version 26 software. The findings indicate that work discipline has a positive but not statistically significant effect on employee performance. This is evidenced by a t-count value of 1.920 which is greater than the t-table value of 1.677, but with a significance level of 0.061, which exceeds the standard threshold of 0.05. On the other hand, work motivation shows a positive and significant influence on employee performance. This is supported by a t-count value of 2.799 greater than 1.677, and a significance value of 0.007, which is below 0.05. These results suggest that while both work discipline and motivation are positively correlated with performance, only motivation has a significant impact in this context. The study concludes that increasing employee motivation should be a strategic focus for improving performance outcomes within the agency. Meanwhile, efforts to enhance work discipline may require a more long-term or structural approach, given its currently insignificant statistical effect. The implications of this research highlight the importance of understanding internal behavioral factors in public sector performance management.

Copyright (c) 2019 Nama Penulis

✉ Corresponding author : Nurfaidahh72@gmail.com

1. INTRODUCTION

Human resources are the most important asset for an organization or company, as they play a key role in operational activities to achieve predetermined goals. The quality of human resources is a highly strategic issue, as it supports success in job performance. Every organization or company continually strives to improve employee performance in the hope of optimally achieving organizational goals. An organization or company cannot be separated from human labor—even with large capital and advanced technology—because no matter how sophisticated the technology, without human support as a resource, organizational goals cannot be achieved (Rahayu & Dahlia, 2023).

According to Utami (2022), work discipline is the belief and commitment of an individual or a group to written or unwritten rules, as demonstrated through behaviors and actions within an organization to achieve specific goals. Yuliawati & Oktavianti (2024) add that work discipline serves as a tool for leaders to communicate with employees so they are willing to adjust their behavior according to the rules, norms, and regulations in effect within the company. It is expected that employees will follow and apply work discipline while working, both in the production sector and in service fields. Alfadhil & Tulhusnah (2024) state that work motivation refers to efforts or encouragement given to employees to complete tasks assigned by managers effectively.

According to Marlius & Pebrina (2022), low employee performance can be observed through the amount of salary, benefits, and motivation provided by the company in relation to job responsibilities. In addition, poor attendance—resulting from a lack of discipline—and inefficient time use are also indicators of low performance levels. Syahfitri (2023) notes that one factor influencing work discipline and contributing to performance is work motivation, which can be understood as the drive or reason that arises from work conditions and the environment within an organization. The level of work motivation among employees is often linked to an organization's success or failure. The phenomenon currently occurring at the Regional Financial and Asset Management Agency (Badan Keuangan dan Aset Daerah/BKAD) of Takalar Regency involves employees who often arrive late or only come in after being contacted by their superiors.

This situation reflects low levels of discipline and work motivation, which can reduce productivity and performance effectiveness. Discipline is essential for maintaining order and employee responsibility, while motivation serves as a driving force that encourages employees to work diligently and enthusiastically to achieve organizational targets. A high level of work motivation can increase employee enthusiasm and dedication, improve work quality, and support the achievement of organizational goals. Employees with high motivation tend to have stronger

commitment to their work and strive to achieve optimal results. Therefore, high levels of discipline and motivation significantly influence employee productivity and performance effectiveness at BKAD Takalar. The Regional Financial and Asset Management Agency (BKAD) is a regional technical agency tasked with formulating and implementing regional financial management policies based on the principles of decentralization and co-administration.

BKAD Takalar is led by a head who reports directly to the Regent through the Regional Secretary. BKAD's main motivation is to promote effective, efficient, transparent, and accountable regional financial management. This is aimed at supporting sustainable development and enhancing public welfare. BKAD is committed to becoming an innovative, results-oriented institution capable of providing solutions in regional financial management. To achieve these goals, BKAD seeks to enhance employee motivation by creating a supportive work environment, providing training for skill development, and implementing reward systems for high-performing staff. Through these efforts, all employees are expected to work with enthusiasm, dedication, and a strong sense of responsibility in supporting the achievement of the organization's vision and mission. In light of the above issues, the author is interested in conducting a study titled: "The Influence of Work Discipline and Motivation on Employee Performance at the Regional Financial and Asset Management Agency of Takalar Regency."

2. METODOLOGY

2.1 Type of Research

This study employs a **quantitative research** approach, which is rooted in the philosophy of positivism and is designed to examine specific populations or samples. Data collection was conducted using research instruments, and the analysis was carried out quantitatively or statistically to test the formulated hypotheses (Sugiyono, 2017). The quantitative method emphasizes the collection of numerical data, which is then analyzed to gain insights. This method was chosen by the researcher to explain the influence of work discipline and motivation on employee performance at the Regional Financial and Asset Agency (BKAD) of Takalar Regency.

2.2 Research Location and Period

The research was conducted at the Regional Financial and Asset Agency of Takalar Regency over a period of approximately two months, from December 2024 to January 2025.

2.3 Types and Sources of Data

The type of data used in this study is quantitative data, which is expressed in numerical form and measurable, obtained directly through instruments such as questionnaires or surveys completed by respondents. Based on the source, the data is divided into primary and secondary data (Sugiyono, 2017). Primary data refers to information collected directly from the original source, in this case, gathered at the BKAD Takalar Regency. Meanwhile, secondary data is obtained indirectly from existing sources such as archives, reports, or historical documentation.

2.4 Population and Sample

The population of this study includes all 51 employees of the Regional Financial and Asset Agency of Takalar Regency. The sample was determined using saturated sampling, a technique where the entire population is used as the sample.

2.5 Data Collection Techniques

To collect the required data, the study used two main techniques. The questionnaire (or survey) method involved distributing a list of written questions to respondents to gather structured responses (Sugiyono, 2017). In addition, observation was conducted to gain a better understanding of the phenomena being studied. This method ensured the accuracy, reliability, and relevance of the data collected (Putra & Fernos, 2023).

2.6 Operational Definition and Measurement

The independent variables in this study are Work Discipline and Work Motivation. Work discipline is defined as the extent to which employees adhere to regulations and norms at BKAD Takalar, including punctuality, task completion according to schedule, and compliance with procedures. Work motivation refers to internal drivers that encourage employees to achieve goals and complete tasks enthusiastically, influenced by basic needs, security, and appreciation within the organization. The dependent variable is Employee Performance, defined as the achievement of individual work results in carrying out duties and responsibilities, including work quality, quantity, timeliness, and teamwork. The study used a **Likert scale** to measure these variables, with five response categories: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1).

2.7 Data Analysis Methods

The data analysis involved several steps. First, a descriptive analysis was conducted to summarize and interpret the respondents' answers clearly. Then, a multiple linear regression analysis was performed to determine both the partial and simultaneous influence of the independent variables on the dependent variable (Suwarsa, 2021). The regression equation used is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y

represents employee performance, α is the constant, β_1 and β_2 are the regression coefficients for work discipline and motivation respectively, and e is the error term. To ensure data validity and reliability, an instrument test was carried out. The validity test assessed whether the questionnaire accurately measured the intended variables (Ghozali, 2017). A question is considered valid if $r\text{-count} > r\text{-table}$. The reliability test examined the consistency of the instrument using Cronbach's Alpha, with values above 0.60 indicating reliability (Anggraini et al., 2022).

Next, classical assumption tests were conducted. The normality test, using histograms, checked whether the residuals were normally distributed (Ghozali, 2018). If the probability value is greater than 0.05, the data is considered normally distributed. The multicollinearity test assessed whether there was a correlation among independent variables. A good regression model should not show such correlation. The heteroscedasticity test checked for unequal variances of residuals, and a good model is one that shows homoscedasticity, meaning uniform residual variance (Ghozali, 2018).

2.8 Hypothesis Testing

According to Sugiyono (2017), a hypothesis is a temporary answer to the research problem, formulated before empirical data is collected. Hypotheses are tested using several statistical methods. The T-test (partial test) was used to determine the influence of each independent variable individually on the dependent variable. If the significance value (sig) is less than 0.05, the hypothesis is accepted, indicating a significant effect. Lastly, the coefficient of determination (R^2) measured how well the independent variables explain the variation in the dependent variable. A higher R^2 value indicates that the model provides a better explanation of the dependent variable's behavior (Ghozali, 2018).

3. RESULT AND DISCUSSION

4.1 Research Results

1. Characteristics Analysis

a. Characteristics Based on Age

Table 4.3 shows the distribution of respondent characteristics based on age.

Table 4.3 Results of Characteristics Test Based on Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	6	11.8	11.8	11.8
31-40 years	23	45.1	45.1	56.9
41-50 years	16	31.4	31.4	88.2
> 51 years	6	11.8	11.8	100.0
Total	51	100.0	100.0	—

Source: Primary Data Processed, 2025

B

ased on the results, most respondents are between 31–40 years old, accounting for 45.1%. This indicates that the majority of employees at the Financial and Asset Management Agency of Takalar Regency are in their productive age.

b. Characteristics Based on Length of Service

Table 4.4 shows the distribution of respondents based on their length of service.

Table 4.4 Results of Characteristics Test Based on Length of Service

Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
< 1 year	4	7.8	7.8	7.8
1–5 years	8	15.7	15.7	23.5
6–10 years	19	37.3	37.3	60.8
11–15 years	15	29.4	29.4	90.2
16–20 years	3	5.9	5.9	96.1
> 21 years	2	3.9	3.9	100.0
Total	51	100.0	100.0	—

Source: Primary Data Processed, 2025

The results show that most respondents have worked for 6–10 years (37.3%), indicating that the employees have a sufficient level of work experience.

c. Characteristics Based on Gender

Table 4.5 shows the distribution of respondents based on gender.

Table 4.5 Results of Characteristics Test Based on Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	32	62.7	62.7	62.7
Female	19	37.3	37.3	100.0
Total	51	100.0	100.0	—

Source: Primary Data Processed, 2025

Based on the results, the majority of respondents are male, at 62.7%. This indicates that the Financial and Asset Management Agency of Takalar Regency is male-dominated.

d. Characteristics Based on Last Education Level

Table 4.6 shows the distribution of respondents based on their last education level.

Table 4.6 Results of Characteristics Test Based on Last Education Level

Last Education	Frequency	Percent	Valid Percent	Cumulative Percent
----------------	-----------	---------	---------------	--------------------

High School/Vocational Diploma (D3)	7	13.7	13.7	13.7
Bachelor (S1)	33	64.7	64.7	84.3
Master (S2)	8	15.7	15.7	100.0
Total	51	100.0	100.0	—

Source: Primary Data Processed, 2025

Based on the results, most respondents hold a Bachelor's degree (S1), at 64.7%. This suggests that employees at the Financial and Asset Management Agency of Takalar Regency have a relatively high educational level.

2. Description of Research Variables

a. Description of Work Discipline Variable (X1)

Table 4.7 shows the descriptive analysis of the work discipline variable (X1).

Table 4.7 Results of Work Discipline Variable (X1)

Statement Item	SS(5)	S(4)	KS(3)	TS(2)	STS(1)	Total	Average
X1.P1	28 (140)	24 (96)	1 (3)	0 (0)	0 (0)	239	4.69
X1.P2	27 (135)	21 (84)	3 (9)	0 (0)	0 (0)	228	4.47
X1.P3	31 (155)	20 (80)	0 (0)	0 (0)	0 (0)	235	4.61
X1.P4	30 (150)	21 (84)	0 (0)	0 (0)	0 (0)	234	4.59
X1.P5	29 (145)	22 (88)	0 (0)	0 (0)	0 (0)	233	4.57
X1.P6	32 (160)	18 (72)	1 (3)	0 (0)	0 (0)	235	4.61
Average	—	—	—	—	—	—	4.59

Source: Primary Data Processed, 2025

Based on Table 4.7, respondents' average response to the Work Discipline variable (X1) is 4.59. The highest score was found in X1.P1 (4.69), indicating strong agreement that work discipline, particularly compliance and punctuality, is crucial. The lowest score was in X1.P2 (4.47), though still high, suggesting room for improvement in that aspect.

b. Description of Work Motivation Variable (X2)

Table 4.8 shows the descriptive analysis of the work motivation variable (X2).

Table 4.8 Results of Work Motivation Variable (X2)

Statement Item	SS(5)	S(4)	KS(3)	TS(2)	STS(1)	Total	Average
X2.P1	30 (150)	17 (68)	4 (12)	0 (0)	0 (0)	230	4.51
X2.P2	31 (155)	17 (68)	3 (9)	0 (0)	0 (0)	232	4.55
X2.P3	25 (125)	25 (100)	1 (3)	0 (0)	0 (0)	228	4.47
X2.P4	25 (125)	19 (76)	7 (21)	0 (0)	0 (0)	222	4.35
X2.P5	21 (105)	27 (108)	3 (9)	0 (0)	0 (0)	222	4.35
X2.P6	21 (105)	27 (108)	3 (9)	0 (0)	0 (0)	222	4.35
X2.P7	21 (105)	29 (116)	1 (3)	0 (0)	0 (0)	224	4.39
X2.P8	21 (105)	30 (120)	0 (0)	0 (0)	0 (0)	225	4.41
X2.P9	20 (100)	31 (124)	0 (0)	0 (0)	0 (0)	224	4.39
X2.P10	23 (115)	28 (112)	0 (0)	0 (0)	0 (0)	227	4.45
Average	—	—	—	—	—	—	4.42

Source: Primary Data Processed, 2025

Based on Table 4.8, the average response to the Work Motivation variable (X2) is 4.42. The highest was X2.P2 (4.55), showing strong agreement that motivation improves performance through internal drive and external rewards. The lowest was in X2.P4, X2.P5, and X2.P6 (4.35), indicating these areas could still be enhanced.

4.2 Analysis and Interpretation (Discussion)

a. The Influence of Work Discipline on Employee Performance

Based on the results of the T-test, work discipline shows a calculated t-value greater than the t-table value ($1.920 > 1.677$) and a significance value of $0.061 > 0.05$. Thus, the work discipline variable has a positive but not significant effect on employee performance. The first hypothesis (H1), which states that work discipline affects employee performance at the Regional Financial and Asset Agency Office of Takalar Regency, is rejected.

The coefficient of determination analysis shows that the relationship between the independent variable (work discipline) and the dependent variable (employee performance) is 27.8%. Meanwhile, the remaining 72.2% is influenced by other factors not included in the scope of this study. Furthermore, the results indicate that while work discipline positively affects employee performance, the effect is not statistically significant. In other words, although improvements in work discipline may contribute to enhanced employee performance, the influence is not strong enough statistically. This suggests that employee performance is also affected by various other factors beyond work discipline.

Work discipline refers to the attitude and behavior of employees within an organization or institution that reflects obedience, respect, and appreciation for the rules and norms that have been established. This attitude demonstrates an individual's awareness and willingness to comply with all company regulations and prevailing social norms to support the achievement of organizational goals (Hasibuan, 2017). In this study, work discipline is measured by employees' attitudes toward rule compliance, reflected in the extent to which they adhere to the established work schedule, complete tasks properly, and follow the rules and norms enforced in the office.

One of the discipline indicators implemented is the requirement for employees to be present on time based on the attendance system, which includes three daily attendance checks: morning, afternoon, and evening. This system requires punctual presence, as missing any of the attendance checks means the employee is considered to have left the office early. Based on field findings, although employees comply with the attendance rules, the implementation of discipline does not directly increase their productivity. This is influenced by several other factors, such as high workloads, pressure from superiors, and a lack of incentives that could motivate employees to perform more optimally.

The results show that work discipline does not have a significant effect on employee performance. This condition arises because there are other more influential factors in determining employee performance, such as leadership style, work environment, and motivation, which play a more substantial role in improving productivity.

This research is in line with the study conducted by Muna & Isnowati (2022) titled *The Influence of Work Discipline, Work Motivation, and Career Development on Employee Performance (Study at PT LKM Demak Sejahtera)*. In that study, it was stated that the significance value was $0.946 > 0.05$, indicating that work discipline did not have a significant effect on employee performance.

b. The Influence of Motivation on Employee Performance

Based on the results of the second hypothesis test, it was found that the work motivation variable has a positive and significant effect on employee performance at the Regional Financial and Asset Agency of Takalar Regency. Therefore, in this study, the second hypothesis (H2) is accepted.

This is proven by the results of the t-test, which show that the calculated t-value is greater than the t-table value ($2.799 > 1.677$) and the significance value is $0.007 < 0.05$, indicating a significant influence on employee performance. Thus, it can be concluded that work motivation has a positive and significant effect on the performance of employees at the Regional Financial and Asset Agency of Takalar Regency. The coefficient of determination analysis shows that the relationship between the independent variable (work motivation) and the dependent variable (employee performance) is 27.8%. Meanwhile, the remaining 72.2% is influenced by other factors not included in the scope of this study.

Motivation is an important factor that must be considered because it has a significant impact on employee performance. High motivation encourages employees to work more optimally and increases productivity. Conversely, if motivation is not provided properly, employee performance may decline. The results of this study show a positive relationship between work motivation and employee performance. When work motivation increases, employee performance also improves. On the other hand, if work motivation decreases, employee performance also declines. In other words, the relationship between these two variables is unidirectional, where an increase in work motivation as the independent variable will be followed by an increase in employee performance as the dependent variable.

These results are consistent with Abraham Maslow's theory, particularly in the hierarchy of needs, where high work motivation is associated with the fulfillment of self-actualization and esteem needs. Employees who receive recognition and have high motivation tend to be more enthusiastic in carrying out their duties, which ultimately positively impacts their performance. This study is also consistent with the research conducted by Putra and Fernos (2024), titled *The Influence of Work Discipline and Work Motivation on Employee Performance at the Department of Labor and Industry of Padang City*. The results showed that based on the t-test, work motivation had a positive and significant effect on employee performance. This is evident as the calculated t-value is greater than the t-table value ($3.885 > 2.009$), and the significance value is smaller than the alpha value ($0.000 < 0.05$), thus H2 is accepted.

4. CONCLUSION

Conclusion

Based on the results of the study regarding the influence of work discipline and motivation on employee performance at the Regional Financial and Asset Agency of Takalar Regency, it can be concluded that:

1. **Work discipline has a positive but not significant effect** on employee performance at the Regional Financial and Asset Agency of Takalar Regency. This is evidenced by the results of the t-test showing the t-value is greater than the t-table value ($1.920 > 1.677$) and the significance value is greater than 0.05 ($0.061 > 0.05$), meaning that **H1 is rejected** and **H0 is accepted**.
2. **Work motivation has a positive and significant effect** on employee performance at the Regional Financial and Asset Agency of Takalar Regency. This is proven by the t-test results which show that the t-value is greater than the t-table value ($2.799 > 1.677$) and the significance value is less than 0.05 ($0.007 < 0.05$), meaning that **H2 is accepted** and **H0 is rejected**.

Although work discipline plays an important role, work motivation has a greater impact on improving employee performance. Therefore, organizations should focus more on efforts to enhance employee motivation in order to achieve optimal performance.

B. Suggestions

Based on the results of the research, the researcher would like to offer several suggestions that may be beneficial to related parties. The suggestions are as follows:

1. Although work discipline has a positive but not significant effect on employee performance, the agency still needs to **review existing regulations** and **enhance supervision and coaching** using a firm yet flexible approach. Meanwhile, since work motivation has a positive and significant effect on performance, agency leaders need to continue optimizing motivational factors. This can be done through **providing rewards, offering career development opportunities, creating a comfortable work environment, and conducting training and skill improvement programs** to maintain employee morale.
2. For the Regional Financial and Asset Agency of Takalar Regency, it is important to **implement a balanced policy between improving discipline and motivation** to optimize employee performance. The agency should also carry out **regular evaluations of internal policies, reward systems, and employee development programs** to ensure more effective and targeted human resource management. Additionally, paying attention to other factors affecting performance—such as the work environment, leadership style, and employee welfare—could be an effective strategy to increase both productivity and service quality.
3. Future researchers are encouraged to examine other factors that influence employee performance, such as **leadership, organizational culture, work environment, or job satisfaction**. By including new variables, the research can be more in-depth and provide broader insights into the various factors that contribute to enhancing employee performance.

Reference :

- Adokia, E. J., Ogi, I. W., & Raintung, M. C. (2024). Pengaruh disiplin kerja, lingkungan kerja dan motivasi kerja terhadap kinerja pegawai pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 12(3), 1139–1148.
- Alfadhil, T., Tulhusnah, L., & Soeliha, S. (2024). Pengaruh disiplin kerja, motivasi kerja dan fasilitas kerja terhadap kinerja karyawan pada Dinas Ketenagakerjaan di Kabupaten Situbondo melalui kepuasan kerja sebagai variabel intervening. *Jurnal Mahasiswa Entrepreneurship (JME)*, 3(5), 861–875.
- Anggraini, F. D. P., Aprianti, A., Setyawati, V. A. V., & Hartanto, A. A. (2022). Pembelajaran statistika menggunakan software SPSS untuk uji validitas dan reliabilitas. *Jurnal Basicedu*, 6(4), 6491–6504. <https://doi.org/10.31004/basicedu.v6i4.3206>
- Amas, I., & Ariska, R. (2021). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Kota Administrasi Jakarta Selatan. *Management Studies and Entrepreneurship Journal (MSEJ)*, 2(1), 48–58.
- Aditama, R. A. (2020). *Pengantar manajemen*. AE Publishing.
- Agustini, F. (2019). *Strategi manajemen sumber daya manusia*.
- Christian, D., & Kurniawan, M. (2021). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan PT Yala Kharisma Shipping Cabang Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 2(2), 113–125.
- Lestari, E., & Febrian, D. W. (2024). Pengaruh disiplin kerja, motivasi, dan kompensasi terhadap kinerja karyawan (Studi pada PT Billy Indonesia). *Jurnal Manajemen dan Bisnis Madani*, 6(1), 46–64. <https://doi.org/10.51353/jmbm.v6i1.895>
- Wijaya, D. W. E., & Fauji, D. A. S. (2021). Determinan kinerja karyawan pada Dinas Pemberdayaan Masyarakat dan Desa Kabupaten Nganjuk. *Journal of Law, Administration, and Social Science*, 1(2), 84–94.
- Anugerah, F., & Valensiyah, I. F. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan CV. Nusa Vendor. *Jurnal Ekonomi dan Industri*, 25(1), 67–74. <https://doi.org/10.35137/jei.v25i1.385>
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Hamali, A. Y., & SS, M. (2023). *Pemahaman manajemen sumber daya manusia*. CAPS.

- Halawa, A. (2021). Pengaruh kompensasi terhadap motivasi kerja pegawai pada Kantor Camat Amandraya Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4(1).
- Khairiah, S., & Tamin, M. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Kantor BPKD Kabupaten Aceh Barat. *Jurnal Serambi Ekonomi dan Bisnis*, 7(1), 208–221.
- Lestari, S., & Afifah, D. (2020). Pengaruh disiplin kerja dan pelatihan kerja terhadap kinerja karyawan (Studi kasus pada PT Ardena Artha Mulia bagian produksi). *Kinerja: Jurnal Ekonomi dan Bisnis*, 3(1), 93–110. <https://uia.e-journal.id/Kinerja/article/view/1279/737>
- Marlius, D., & Pebrina, I. (2022). Pengaruh motivasi, kompensasi dan disiplin kerja terhadap kinerja karyawan pada PT Kencana Sawit Indonesia. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen dan Kewirausahaan*, 2(2), 1218–1238. <https://doi.org/10.46306/vls.v2i2.152>
- Muna, N., & Isnowati, S. (2022). Pengaruh disiplin kerja, motivasi kerja, dan pengembangan karir terhadap kinerja karyawan (Studi pada PT LKM Demak Sejahtera). *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(2), 1119–1130.
- Melati, M., Rahayu, S., & Choiriyah, C. (2022). Pengaruh budaya organisasi dan motivasi dengan kedisiplinan sebagai variabel intervening terhadap kinerja. *Jurnal Nasional Manajemen Pemasaran & SDM*.
- Nining, A. S., Jaenab, J., & Wulandari, W. (2023). Pengaruh motivasi terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Bima. *Trending: Jurnal Manajemen dan Ekonomi*, 1(4), 392–405.
- Pasaribu, N., Sitanggang, C., & Tambunan, T. S. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai Kantor Camat Medan Timur. *JMRI: Journal of Multidisciplinary Research and Innovation*, 1(3), 54–61. <https://doi.org/10.61240/jmri.v1i3.40>
- Putra, G. S., & Fernos, J. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Dinas Tenaga Kerja dan Perindustrian Kota Padang. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen dan Kewirausahaan*, 3(2), 617–629.
- Putri, S. H. (2020). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Manajemen Modal Insani dan Bisnis (JMMIB)*, 1(1), 26–39.

- Pemerintah Republik Indonesia. (2019). *Peraturan Pemerintah Nomor 30 Tahun 2019 tentang Penilaian Kinerja Pegawai Negeri Sipil*. Kementerian Sekretariat Negara Republik Indonesia. <https://peraturan.bpk.go.id/Home/Details/107573/pp-no-30-tahun-2019>
- Rahayu, S., & Dahlia, D. (2023). Pengaruh disiplin kerja, motivasi kerja dan komitmen organisasi terhadap kepuasan kerja dan kinerja pegawai. *Jesya*, 6(1), 370–386. <https://doi.org/10.36778/jesya.v6i1.925>
- Rizky, M. (2022). Faktor-faktor yang mempengaruhi motivasi: Gaya kepemimpinan, kepuasan kerja & budaya organisasi (Suatu kajian studi literatur manajemen sumber daya manusia). *Jurnal Ilmu Manajemen Terapan*, 3(3), 290–301.
- Salzabila, A., & Marginingsih, R. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan PD Artha Sanggraha Unit Usaha SPBU Shell Fatmawati Jakarta Selatan. *Jurnal Publikasi Ilmu Manajemen (JUPIMAN)*, 3(3), 1–14.
- Suwarsa, T. (2021). Pengaruh pajak restoran dan pajak hotel terhadap pendapatan asli daerah Kota Padangsidempuan periode 2018–2020. *Jurnal Akuntansi*, 51(1), 1–15.
- Supriadi, A., Kusumaningsih, A., Kohar, Priadi, A., Yusniar Mendo, A., L. Asi, L., Podungge, R., Amelia Nuryadin, A., Hakri Bokingo, A., & Utami, F. (2022). *Manajemen sumber daya manusia. Kunststoffe International*, 106(1).
- Syahfitri, M. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Badan Pendapatan Daerah Provinsi DKI Jakarta. *Jurnal Ekonomika dan Manajemen*, 12(2), 85–100.
- Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Utami, R. R. (2022). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Badan Pendapatan Daerah Kabupaten Pringsewu. *ATRABIS: Jurnal Administrasi Bisnis (e-Journal)*, 8(1), 30–36. <https://doi.org/10.38204/atrabis.v8i1.913>
- Yuliawati, E., & Oktavianti, N. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan pada PT Rewash Jakarta Selatan. *Cakrawala: Jurnal Ekonomi, Manajemen dan Bisnis*, 1(1), 52–60.