
EMPLOYEE PERFORMANCE EFFECTIVELY INFLUENCED BY MOTIVATION AND WORK DISCIPLINE

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Article History:

Received: 08-04-2023

Revised: 10-05-2023

Accepted: 15-06-2023

Keywords:

Motivation, Work Discipline,
Employee Performance

Abstract: The purpose of this study was to determine the effect of work motivation and discipline on the performance of SMA NEGERI 1 TEMPEH Lumajang employees, either partially or simultaneously. The population in this study were all employees of SMA NEGERI 1 TEMPEH Lumajang. The number of samples in the study were 32 respondents. The sampling technique used is the census sample. The research method used is a quantitative research method using data analysis techniques used is multiple linear regression. Data collection method used in this study using a questionnaire. The results showed that the motivational variable did not have a partial significant effect on employee performance. Then for the work discipline variable it does not have a partial significant effect on employee performance. While simultaneously the variables of motivation and work discipline have a significant effect on employee performance. For SMA NEGERI 1 TEMPEH Lumajang, suggested that more often to provide motivation, especially for employees so that they can spur and encourage them to do a good job.

INTRODUCTION

Human resource management needs careful preparation and must be planned from the start, because it will greatly affect and determine the continuity of a company. These human resources are the root of a company, and it is not uncommon for companies to suffer losses due to less than optimal human resources. Good quality human resources will really help and make it easier for companies to achieve goals or targets. (Karina & Rosento, 2020:1)

Human Resource Management or HRM is a field in general management in which there are aspects of planning, organizing, implementing and also controlling (Karina & Rosento, 2020: 1). Based on the above understanding, it can be concluded that in an

organization, humans are the main resource that can be planned carefully to achieve company targets and minimize the risks that occur.

Organizing, implementing and also controlling an organization to achieve a goal through thinking, innovation and expertise. Human resource management is the design and implementation of a planning system, employee arrangement, employee development, management of employee careers, evaluation of employee performance, employee competency and also good relations between employees. (Karina & Rosento, 2020:2).

Good human resources are resources that have high quality, namely those that are able to create an advantage with a high creativity and high innovation as well. All human resources are required to have good creativity and innovation in each section, this is very important because it will affect the performance results of each individual.

Leaders must strive to motivate the performance of employees so that employees can do a good job. According to Rivai (2011: 837), motivation is a series of attitudes and values that can influence an individual in order to achieve something specific that fits individual goals. So motivation is an encouragement that arises from within a person to achieve a goal and motivation will make the individual try his best to achieve the desired goal.

Providing the right motivation will make employees more enthusiastic at work, the more enthusiastic employees are at work, the more optimal the work will be and the work productivity of employees will increase. One of the things that can increase employee motivation is to provide incentives or bonuses to employees if they can achieve company targets.

Attitudes and values in question are something that is not visible but can give strength to a person in behaving to achieve the desired goals. So it can be concluded that motivation is an impulse that exists within the individual to take action because of a desire to do so.

According to Karina & Rosento (2020: 121) Work motivation in employees can be influenced by two individual factors and organizational factors. Individual factors include: the unlimited needs of each individual, the goals of each individual in doing the work, and the ability of each individual to complete the work. Meanwhile, those included in organizational factors include: salary provided by the company, occupational health and safety, supervisors, and functional supervisors.

If these factors are met, employees will feel satisfied and employee performance will also increase. So it can be concluded that work motivation is very important for companies in order to improve employee performance which can later increase employee productivity and achieve company goals.

One factor that is no less important in achieving company goals is work discipline. the better the work discipline carried out by employees, the better the performance produced by these employees.

According to Rivai et al. (2009:825) Work Discipline is a communication tool used by managers with employees that aims to change employee behavior and make employees aware of complying with SOPs made by the company. Meanwhile, according to Hisbuan in Karina & Rosento (2020: 129) discipline is when employees always come and go home on time according to company regulations, employees also do a good job, and comply with all regulations made by the company.

As with the two opinions above, it can be concluded that work discipline is an orderly condition in which employees in the company must comply with and carry out the SOP that applies in the company, and it is expected that employees will have high discipline so that employee productivity increases and company goals can be achieved. Work discipline is one of the keys to the success of a company to achieve company goals.

Based on observations of SMA NEGERI 1 TEMPEH Lumajang employees, the level of attendance at this company is still fluctuating and employees are not fully disciplined, there are some employees whose attendance is not on time and do not even wear uniforms according to company regulations. Work discipline must be applied to all employees and work discipline is a form of employee responsibility with the company in accordance with the work contract at the beginning.

Lack of motivation and work discipline can affect employee performance, both individually and in groups which will then have an impact on achieving the targets and goals of a company. Each individual or each employee has a different level of qualifications and abilities to do their job.

Performance is the quantity or quality of something produced by a company or service provided by someone who does the job to customers or consumers (Karina & Rosento, 2020: 81). A performance is said to be good if the performance is optimal, that is, it is in accordance with the SOP or regulations made by the company and supports the achievement of a company's goals.

According to Prawirosentono (1999:27) the factors that influence performance include: (1) effectiveness and efficiency, that is, if a goal can be achieved, it can be said that the activity is an effective activity, otherwise if the desired result is not important or trivial, then the activity is efficient. (2) Authority is an order given in an organization to other employees to carry out activities or other activities in accordance with their contribution. (3) Discipline, employee activities in respecting and complying with work agreements with the organization. (4) Initiative, intellect or creativity in the form of ideas or ideas to plan something in order to achieve a desired goal.

Some previous research on motivation, work discipline, and employee performance that has been carried out, including: (Pramana & Widiastini, 2020) with the title "The Influence of Work Motivation and Work Discipline on Employee Performance in the Marketing Department at UD. Nyoman" the results of his research show that work motivation and work discipline have a significant effect on employee performance, the design used in this study is a causal quantitative research.

The results of the study (Ekhsan, 2019) with the research title "The Influence of Work Motivation and Discipline on Employee Performance" conducted a case study on T. Syncrum Logistics employees. The results of the analysis show that partially and simultaneously work motivation and discipline affect the performance of PT. Syncrum Logistics.

The results of the research (Winata, 2019) with a study entitled "The Influence of Motivation and Discipline on Employee Performance at Grand Inna Medan". The samples taken in this study were 104 employees. The research conducted by Edi Winata uses multiple linear regression analysis. The results of this study also indicate that there is a

simultaneous significant influence of work motivation and work discipline variables on employee performance variables.

Research results (Gabriella & Tannady, 2019) with the research title "The Influence of Work Motivation and Discipline on Teacher Performance at SMAN 8 Bekasi" in this study yielded the result that motivation and work discipline together significantly influence teacher performance at SMAN 8 Bekasi .

The results of the research (Priliani & Haryenzus, 2020) conducted a study entitled "The Influence of Work Motivation and Discipline on Employees of PT. Altrak 1978 Batam" based on this research yielded results that the variables of motivation and work discipline together have a positive and significant effect on employee performance.

Research Results (Susanto, 2019) conducted a study entitled "The Influence of Work Motivation, Job Satisfaction, and Work Discipline on Employee Performance in the Sales Division of PT. Rembaka" whose results show that work motivation influences employee performance, job satisfaction has an influence on employee performance, and work discipline also has an influence on employee performance, so it can be concluded that the three variables affect employee performance.

In a company, human resources are the most important factor in achieving company goals. Companies must be able to make the most of the potential contained in human resources in order to achieve maximum results. Researchers are interested in conducting research at this place because this place has never done research on work motivation and work discipline on employee performance at SMA NEGERI 1 TEMPEH in Lumajang.

Researchers are interested in conducting research in the field of human resource management, especially for the effect of motivation and work discipline on employee performance at SMA NEGERI 1 TEMPEH in Lumajang, where these two variables are influences and determinants of employee performance. And according to the observations of researchers, the performance of SMA NEGERI 1 TEMPEH employees is still not optimal.

The average employee at SMA NEGERI 1 TEMPEH has less motivation which can be seen from decreased behavior and morale so that employee performance will also decrease. The level of work discipline of these employees has also decreased, as can be seen from the delays in coming to work and leaving work which always start, so that the work is less effective and not optimal. There are employee performance problems such as being late to work, employees not completing work on time, and decreased employee productivity. If the above is allowed to continue, there will be a decrease in employee performance which will have an impact on the company

Based on the description above, it is important to conduct this research so that there is no decrease in employee quality and productivity. So the authors are interested in knowing more about motivation and work discipline, and how it relates to employee performance. This makes researchers interested in knowing the effect of motivation and work discipline simultaneously on employee performance at SMA NEGERI 1 TEMPEH in Lumajang.

LITERATURE REVIEW

This research was developed with two theoretical approaches, namely expectancy theory and Theory of Reasoned Action

a. Expectancy Theory

Expectancy theory explains about work motivation which greatly influences the performance of employees in a company. Having a motivational program for workers or employees has a positive impact on employee performance. Employees who initially had low abilities now have higher and better abilities than before (Van Iddekinge et al., 2018)

b. Theory Of Reasoned Action

Theory of Reasoned Action is a theory that explains human behavior, this theory is compiled using the basic assumption that humans behave in a conscious way and always consider all available information (Muzakki, 2016)

Human Resource Management

MDSM or Human Resource Management is one of the functions contained in a company or organization, where human resource management only focuses on company activities in terms of management, recruitment, and also direction for employees working in the company. (Triharsono, 2020:1).

Meanwhile, according to Karina & Rosento (2020: 1) defines human resource management as a series of strategies, processes, employee activities that are designed and formed in a way that unites the needs of the company and the needs of individual human resources within the company in order to achieve the targets or goals of a company.

From the two definitions above, it can be concluded that human resource management is one of the important functions that exist in a company as a series of strategies, processes and a series of employee activities that are formed by integrating the needs of the company and the needs of individuals or employees. And HR will only focus on activities within the company, both in terms of management, recruitment and direction for employees, all of this is done in order to achieve company goals. According to Triharsono (2020:1) the objectives of human resource management include:

- 1) To develop the effectiveness of the performance of human resources in an organization or company.
- 2) Increase and improve the quality of human resources in an organization so that it can provide a more contribution to the company.
- 3) Create effective work rules with high productivity for the company.
- 4) To balance corporate goals and individual goals so that both goals can move with the same frequency and can achieve common goals.
- 5) To assist functional managers and line managers in managing human resources or existing employees in a company to be more effective in managing employees.

Motivation

Motivation comes from the Latin word, namely *movere* which means "push or driving force" work motivation is an impulse that arises or grows from within a person, whether it is an impulse that comes from within a person or comes from outside a person, where with this encouragement can make someone want to do a job using all the abilities and skills they have with high enthusiasm (Kompri, 2020: 102).

Motivation is a desire that exists within a person to try as much as possible in order to achieve the desired goal, this desire is usually influenced by the ability to satisfy individual needs (Tannady, 2017: 188).

Meanwhile, according to Nawawi in Tannady (2017: 188) motivation is something that encourages someone or something that can be a cause for someone to behave and this change in behavior is done consciously, while work motivation is an encouragement for someone to want to do something. a job given by the company.

So it can be concluded from the two definitions above that motivation is the existence of a will from within a person that can cause a person to be enthusiastic about carrying out a job and also contribute optimally in completing the work provided by the company.

Work Discipline

According to Rivai, et al. (2009:825) Work Discipline is a tool used by company managers to communicate with their employees so that employees want to change employee behavior in accordance with the regulations set by the company, as well as an effort to increase one's awareness to comply with all regulations made by the company and also comply with social norms that have been in force and have been previously determined. For example, employees who often come late, employees who ignore work safety procedures, take actions that are not polite to customers. Employee discipline requires communication tools, especially in warnings that are specific to employees who do not want to change their character and behavior in accordance with company rules and regulations.

Meanwhile, according to Kompri (2020: 169) states that work discipline is an awareness, willingness, and willingness to work for other people so that they can comply with the regulations made by the company and employees can comply with applicable regulations and norms, work awareness is a voluntary attitude. From within the employee and is a call to the duties and responsibilities of the employee.

Based on the two definitions above, it can be concluded that work discipline is a management action to encourage employees to comply with the regulations made by the company, as well as the awareness in each employee to comply with the norms that apply in the company and are specific to employees who do not want to change. Behavior and nature in accordance with the provisions of the company. An employee who has high work discipline is an employee who is consistent, consistent, obeys the rules or norms that apply in the company, and is responsible for the task or work entrusted to him.

Employee performance

According to Hasibuan (2002: 160) performance is the result of work achieved by a person in carrying out his work on skill, effort and opportunity. According to Mangkunegara in Tannady (2017: 153) performance is the result of a person's work both in quality and quantity that has been achieved by an employee in carrying out his work and in accordance with the responsibilities given by the company to employees.

According to Suparno in Tannady (2017: 154) performance is a result of employee work both in terms of quality and quantity based on predetermined work standards.

According to Sukmalana in Tannady (2017: 153) performance is something that is done and produced both in the form of services and products that are done in a certain period.

It can be concluded that employee performance is the result of work that has been done by someone in a company both in terms of quantity and quality achieved in completing work as a completion of instructions that have been given before by removing all the abilities possessed by employees.

RESEARCH METHODS

This study uses a quantitative research method, namely by looking for associative relationships that are causal, causal relationships. The quantitative research method is a research method based on the philosophy of positivism, also known as the scientific method. This method is used to research certain populations or samples, collect data using research instruments, statistical data analysis which aims to test predetermined hypotheses (Sugiyono, 2014: 8).

Associative is a study that asks the relationship between two or more variables. A causal relationship is a relationship that has causal characteristics. In this study there are influencing variables or independent variables and affected variables or dependent variables. Quantitative research is generally carried out by taking samples randomly, so that the results of the research can be generalized to the population where the sample was taken.

In quantitative research, phenomena and objects are examined using numbers and statistical processing which are used as measurement tools, structures and controlled experiments (Wijaya, 2019:15).

This study uses the Multiple Linear Regression analysis technique to analyze the independent variables consisting of motivation and work discipline on the dependent variable, namely employee performance. This study uses the technique of Multiple Linear Regression Analysis so that the hypothesis can be tested which states that there is a partial and simultaneous influence between the independent variables, namely motivation (X1) and work discipline (X2) on the dependent variable, namely employee performance (Y).

RESULTS AND DISCUSSION

This study shows the results of the descriptive analysis that the condition of the respondents' research on research variables in general is quite good. This can be seen from the consent of the respondents to the conditions of each research variable question. From these results the dependent variable, namely motivation and work discipline, leads to a negative direction, namely it does not have a significant effect on employee performance at SMA NEGERI 1 TEMPEH in Lumajang. Respondents in this study were all employees of SMA NEGERI 1 TEMPEH as many as 32 respondents. The following is an explanation of each variable:

The Effect of Motivation on Employee Performance

This discussion is related to motivational variables. The motivational variable in this study has 5 statements, all statements produce agreeing opinions that are more dominant than other opinions. Meanwhile, in testing the validity of all motivation variable statements,

the rcount value is smaller than the rtable. These results can be stated that all statements in the motivation variable are declared valid. Statements on motivational variables in the questionnaire are also stated to be good and reliable so that they can be used as a measuring tool. Because, the reliability test produces a value of 0.770.

The results of testing the first hypothesis t test (partial) on the effect of motivation on improving employee performance shows that there is no significant effect of motivation on employee performance at SMA NEGERI 1 TEMPEH. In the study of motivational variables that have no significant effect. There are five statement items given to respondents. Where the first question is I work hard when completing the work given by the company. So even though employees do hard work in completing work it is not a reason to improve employee performance. This first statement is the statement with the lowest average.

The Effect of Work Discipline on Employee Performance

This discussion is generally related to work discipline variables. The work discipline variable in this study has three statement items, all statements produce opinions that are quite agree, which are more dominant than other opinions. Meanwhile, in testing the validity of all the variable statements of work discipline, the value of r-count is greater than r-table. These results can be stated that all statements in the work discipline variable are declared valid. Not only stated as valid, statements on work discipline variables in the questionnaire were also stated to be good and reliable so that they could be used as a measuring tool. Because, the reliability test produces a value of 0.766.

The results of testing the second hypothesis t test (partial) on the effect of work discipline on employee performance shows that there is no significant effect of work discipline on employee performance at SMA NEGERI 1 TEMPEH in Lumajang. This shows that there is a negative relationship between work discipline and employee performance. That is, there is no unidirectional relationship between work discipline and employee performance at SMA NEGERI 1 TEMPEH in Lumajang.

This is reinforced by the statement of work discipline which has a fairly low score compared to other variables, in item one "I comply with the work standards set by the company", the results of the study show that most employees choose to strongly agree, which means that employees also adhere to the work standards that have been set. made by the company. In item two "I obey the work regulations made by SMA NEGERI 1 TEMPEH", in this item the respondents gave more dominant answers agreeing but the second highest answer also showed uncertain results, this is clearly seen that employees do not all comply with work regulations has been made by the company, so it can be concluded that adherence to work regulations does not affect the performance of SMA NEGERI 1 TEMPEH employees in Lumajang.

The above is in line with research conducted by (Farisi et al, 2020), which shows results that motivation and work discipline are not significant for employee performance. So, it can be concluded that work discipline does not affect the performance of SMA NEGERI 1 TEMPEH employees.

The Effect of Work Motivation and Discipline on Employee Performance

The results of testing the hypothesis in this study indicate that employee performance and work discipline simultaneously have a significant effect on the performance of SMA NEGERI 1 TEMPEH employees in Lumajang. The results of this study support research conducted by (Ekhsan, 2019), which states that work motivation and discipline have a positive and significant effect on employee performance, because discipline that is created properly increases employee performance.

Motivation when tested together shows significant results because if both variables are applied and managed properly by the organization it will affect employee performance. However, if motivation is tested separately for its effect on employee performance, the results are not significant. Humans as living beings who have needs will try everything to get what they want, namely by working. Meanwhile, companies need human resources to carry out all of their company's activities.

This means that the two variables consisting of motivation and work discipline simultaneously have a significant effect on the performance of SMA NEGERI 1 TEMPEH in Lumajang, however partially motivation and work discipline do not have a significant effect on the performance of SMA NEGERI 1 TEMPEH in Lumajang.

CONCLUSION

This study aims to determine the effect of motivation and work discipline both partially and simultaneously on the performance of SMA NEGERI 1 TEMPEH Lumajang employees. Based on the formulation of the problem, objectives and research hypotheses as well as the discussion of the research results described in the previous chapter several conclusions can be drawn including the following:

- a. The effect of motivation on employee performance results in the conclusion that there is a partially insignificant effect on employee performance at SMA NEGERI 1 TEMPEH Lumajang.
- b. The influence of work discipline on employee performance results in the conclusion that there is a partially insignificant effect on the performance of SMA NEGERI 1 TEMPEH Lumajang employees.
- c. The effect of work motivation and discipline on employee performance results in the conclusion that there is a simultaneous significant effect on the performance of SMA NEGERI 1 TEMPEH Lumajang employees.
- d. The resulting multiple linear regression function is $KK = 10.092 + 0.261 M + 0.150DK$. This means that 20.3% of employee performance can be explained by the independent variables, namely work motivation and discipline. While the remaining 79.7% of employee performance is influenced by other variables not examined in this study.

Suggestion

Based on the conclusions generated in this study, suggestions can be given as a complement to the research results given as follows:

- a. For SMA NEGERI 1 TEMPEH Lumajang, more often to provide motivation, especially for employees so that they can spur and encourage them to do a good job.

- b. For other researchers who wish to conduct research on work motivation and discipline, it is hoped that this research can be used as material for consideration in subsequent studies. It is recommended for future researchers to further explore and develop other variables that can affect employee performance.

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