



# THE CONTRIBUTION OF WORK MOTIVATION AND DISCIPLINE TOWARDS WORKFORCE PERFORMANCE AT PT. SARIMELATI KENCANA Tbk.

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## Abstract

This study aims to determine the contribution of motivation and work discipline to employee performance at PT. Sarimelati Kencana Tbk. This study uses a quantitative method with an associative descriptive approach. The study population was 355 employees, while the study sample was 75 respondents determined using the Slovin formula. Data collection techniques were carried out through questionnaires, while data analysis techniques used validity tests, reliability tests, classical assumption tests, simple linear regression, multiple linear regression, correlation coefficients, determination coefficients, partial t tests, and simultaneous F tests. The results showed that motivation had a positive and significant effect on employee performance, indicated by the regression equation  $Y = 15.095 + 0.672X_1$ , a correlation value of 0.776, a determination coefficient of 60.3%, and a calculated t value of 10.522 greater than the t table of 1.993 with a significance of 0.000. Work discipline has a positive and significant effect on employee performance, shown through the regression equation  $Y = 6.438 + 0.825X_2$ , a correlation value of 0.901, a coefficient of determination of 81.2%, and a calculated t value of 17.780 greater than the t table of 1.993 with a significance of 0.000. Simultaneously, motivation and work discipline have a positive and significant effect on employee performance, shown through the regression equation  $Y = 5.708 + 0.203X_1 + 0.664X_2$ , a correlation value of 0.915, a coefficient of determination of 83.7%, and a calculated F value of 184.756 greater than the F table of 3.12 with a significance of 0.000. These findings indicate that improving employee performance can be done through strengthening motivational factors and implementing work discipline consistently.

**Keywords:** Motivation, Work Discipline, Employee Performance, Human Resource Management.

## INTRODUCTION

Human resources are a key asset in an organization because they play a direct role in carrying out work processes, providing services, producing output, and determining the success of achieving company goals. In the highly competitive food service industry, the quality of human resources is a crucial factor because service, work process accuracy, discipline, and employee consistency will impact the quality of the company's operations. Therefore, companies need to manage employees not only as work executors but also as strategic assets that need to be developed through motivation and work discipline.

Employee performance is a crucial indicator for assessing the success of human resource management. Performance can be measured by an employee's ability to achieve targets, complete work according to standards, maintain service quality, deliver on time, and be accountable for assigned tasks. Good performance will support company productivity, while declining performance can lead to missed targets, reduced service quality, and impact the company's competitiveness.

Based on performance data from PT. Sarimelati Kencana Tbk, employee target achievement decreased from 72% in 2021 to 64% in 2022 and 50% in 2023. This condition indicates a problem in achieving work targets. This decline needs to be analyzed from a human resources perspective,

particularly motivation and work discipline, as these two factors are theoretically closely related to employee work behavior and performance.

Work motivation is the internal and external drive that drives employees to exert their full potential to achieve work goals. Highly motivated employees tend to be more enthusiastic, responsible, committed, and strive to achieve set targets. Conversely, low motivation can lead employees to simply fulfill their obligations, lack initiative, and fail to complete their work optimally. At PT. Sarimelati Kencana Tbk, several forms of motivation, such as loyalty rewards, bonuses, additional meal allowances, and performance awards, are not yet fully available, which can impact employee morale.

Work discipline is also a crucial factor in determining performance. It reflects an employee's willingness to comply with company regulations, arrive on time, work according to procedures, maintain accountability, and adhere to applicable norms. Work discipline data indicates issues related to absenteeism, tardiness, and absenteeism. Suboptimal levels of work discipline can hinder smooth operations, particularly in service companies that require consistent employee attendance and readiness.

Based on these conditions, this research is important to conduct to determine the contribution of motivation and work discipline to employee performance at PT. Sarimelati Kencana Tbk. This research is expected to provide theoretical contributions in the field of human resource management as well as practical benefits for the company in formulating strategies to improve employee performance by strengthening motivation and work discipline.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management is the process of managing the workforce, from planning, organizing, developing, compensating, maintaining, controlling, to terminating employment, so that organizational goals can be achieved effectively and efficiently. In the context of modern organizations, HRM not only functions administratively but also has a strategic role in creating a competent, motivated, disciplined, and high-performing workforce.

Human Resources (HRM) is directly linked to organizational performance because all work processes require humans as the primary implementers. Even if a company has the technology, capital, and robust work systems, achieving its goals is still largely determined by the quality of employee work behavior (Hasibuan, 2019). Therefore, motivation and work discipline are crucial components of HRM practices, as both influence employees' willingness to perform optimally.

### **Work motivation**

Work motivation is the drive that drives someone to take action to achieve a specific goal. In the workplace, motivation relates to an employee's drive to complete tasks, achieve targets, improve performance, comply with directives, and contribute to company goals. Sutrisno (2016), motivation can arise from within the employee, such as the need for achievement, a sense of responsibility, and a desire for growth, or from outside the employee, such as compensation, recognition, promotions, the work environment, and leadership support.

In Maslow's hierarchy of needs theory, human motivation can be understood through five levels of needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Physiological needs relate to the fulfillment of basic needs, such as salary and work benefits. Safety needs relate to job security, safety, and protection. Social needs relate to work relationships, teamwork, and a sense of belonging within a group. Esteem needs relate to recognition for achievements and promotion opportunities. Self-actualization needs relate to opportunities to develop potential and abilities.

In service companies, Afandi (2018) work motivation is crucial because employees face service demands, operational targets, time pressures, and direct interaction with customers. Motivated employees are able to maintain work quality, provide optimal service, complete tasks on time, and maintain a positive attitude. Conversely, low motivation can lead to decreased work enthusiasm, low initiative, and failure to achieve company targets. Work motivation encompasses physiological needs, safety, social needs, recognition, and self-actualization. Indicators include adequate salary, safety assurance, harmonious work relationships, appreciation for achievements, and training and career development opportunities that support continuous employee performance improvement.

### **Work Discipline**

Work discipline is an employee's awareness and willingness to comply with company regulations, organizational norms, work procedures, and established responsibilities. Work discipline is not only about punctuality but also encompasses adherence to work standards, orderliness in carrying out tasks, effective use of time, and responsibility for work results.

Rivai (2020) Work discipline can be both preventive and corrective. Preventive discipline is implemented through the development of clear rules, policy dissemination, leadership role models, and supervision to prevent employee violations. Corrective discipline is implemented when violations occur through reprimands, coaching, or sanctions in accordance with company regulations. Both forms of discipline are necessary to ensure employee work behavior remains aligned with organizational goals.

In food service companies, work discipline plays a crucial role because company operations rely heavily on punctuality, service standards, cleanliness, teamwork, and work speed. Absenteeism, tardiness, or non-compliance with procedures can impact service quality and the achievement of

company targets. Work discipline encompasses adherence to time regulations, such as punctuality and effective use of time; adherence to company regulations, including rules of conduct, uniforms, and work procedures; adherence to rules of conduct at work; adherence to legal norms and regulations; and adherence to additional regulations and occupational safety to support optimal company operations.

### **Employee performance**

Employee performance is the work results achieved by employees in carrying out their duties in accordance with their assigned responsibilities. Performance can be measured in terms of quality, quantity, timeliness, responsibility, work ability, and initiative. Good performance indicates that employees are capable of carrying out tasks according to standards, achieving targets, and contributing to company goals.

Mangkunegara (2017) performance in service organizations has broader characteristics because it is measured not only by physical output but also by service behavior, speed of response to customer needs, ability to work in a team, adherence to procedures, and consistent maintenance of service quality. Good employee performance will strengthen the company's image, increase customer satisfaction, and support the achievement of operational targets.

Employee performance is influenced by various factors, such as competence, motivation, work discipline, leadership, work environment, compensation, organizational culture, work facilities, and supervisory systems. In this study, the main focus is given to motivation and work discipline because both play a direct role in shaping employee enthusiasm and work order. Employee performance can be seen through several dimensions, namely work quality which reflects the accuracy and conformity of work results with company standards; work quantity which indicates the amount of work that can be completed according to targets; work knowledge related to understanding tasks and procedures; work implementation which reflects the ability to carry out tasks according to standards; and responsibility in completing work and maintaining work facilities optimally.

### **The Relationship between Work Motivation and Employee Performance**

Work motivation is closely related to performance because it determines how much energy, attention, and effort employees expend on their work. Highly motivated employees are more goal-oriented, driven to achieve, and better prepared to face the demands of their work. In the context of PT. Sarimelati Kencana Tbk, motivation can encourage employees to provide better service, achieve operational targets, and improve work quality.

Motivation can be achieved through both material and non-material aspects. Material aspects include salary, benefits, bonuses, and work facilities, while non-material aspects include rewards,

recognition, promotions, training, superior support, and a comfortable work environment. When both aspects are met in balance, employees will have a stronger drive to improve their performance.

### **The Relationship between Work Discipline and Employee Performance**

Work discipline impacts performance because it ensures employees carry out their work according to deadlines, rules, and established standards. Good discipline reduces the risk of lateness, absenteeism, errors, and procedural violations. High discipline contributes to a more orderly, efficient, and predictable work process.

In the service industry, work discipline is crucial for service quality. Employees who arrive on time, adhere to procedures, maintain a positive attitude, and perform to standards will help the company achieve operational targets. Conversely, poor discipline can disrupt work schedules, burden coworkers, reduce service quality, and ultimately impact company performance.

### **The Relationship between Motivation and Work Discipline Simultaneously on Employee Performance**

Motivation and work discipline complement each other in shaping performance. Motivation encourages employees to work enthusiastically, while work discipline directs employee behavior to comply with organizational rules and standards. Motivated but undisciplined employees may perform inconsistently, while disciplined but unmotivated employees may work only to fulfill their obligations. Therefore, a combination of motivation and work discipline is necessary to achieve optimal performance.

Conceptually, improving employee performance will be stronger if the company is able to establish a fair motivation system while implementing consistent work discipline. This strategy can be implemented through performance-based rewards, clear rules, objective supervision, employee development, training, and creating a supportive work environment.

### **Thinking Framework**

This research framework explains that work motivation and work discipline are independent variables that influence employee performance, which is the dependent variable. Work motivation encourages employees to work harder, while work discipline ensures employees work according to company rules and standards. Both variables are suspected to contribute partially and simultaneously to improving employee performance at PT. Sarimelati Kencana Tbk.

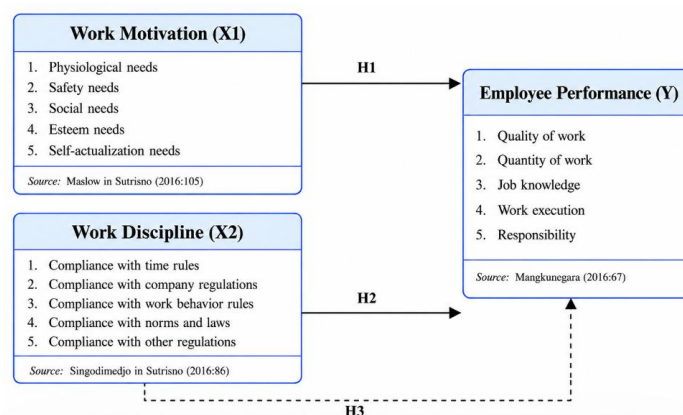


Figure 1 Thinking Framework

## Research Hypothesis

- H<sub>1</sub>: Work motivation has a positive and significant effect on employee performance at PT. Sarimelati Kencana Tbk.
- H<sub>2</sub>: Work discipline has a positive and significant effect on employee performance at PT. Sarimelati Kencana Tbk.
- H<sub>3</sub>: Work motivation and work discipline simultaneously have a positive and significant effect on employee performance at PT. Sarimelati Kencana Tbk.

## METHOD

This study employed a quantitative method with a descriptive associative approach. The quantitative approach was used because the study aimed to examine the influence of motivation and work discipline variables on employee performance through numerical data processing and statistical testing. Sugiyono (2022) the descriptive approach was used to describe the characteristics of respondents and their responses to each variable, while the associative approach was used to determine the relationships and influences between variables.

The research subjects were employees of PT. Sarimelati Kencana Tbk. The population in this study was 355 employees. The research sample consisted of 75 respondents determined using the Slovin formula. The data collection technique was carried out by distributing questionnaires with a five-point Likert scale, namely strongly disagree, disagree, undecided, agree, and strongly agree.

The independent variables in this study are work motivation (X1) and work discipline (X2), while the dependent variable is employee performance (Y). Work motivation is measured through indicators of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Work discipline is measured through indicators of compliance with time rules, company regulations, work behavior, norms and laws, and other regulations. Employee performance is measured through work quality, work quantity, work knowledge, work implementation, and responsibility.

Data analysis techniques include validity test, reliability test, normality test, multicollinearity test, autocorrelation test, heteroscedasticity test, simple linear regression analysis, multiple linear regression analysis, correlation coefficient, determination coefficient, partial t test, and simultaneous F test. Data processing was carried out using SPSS version 25 software.

## RESULTS AND DISCUSSION

### Respondent Characteristics

The research respondents were 75 employees of PT. Sarimelati Kencana Tbk. Based on gender, 21 male respondents (28%) were male, while 54 female respondents (72%). Based on age, the majority of respondents were in the age range of 21 to 25 years, amounting to 67 people or 89.3%. Based on education, the majority of respondents had a high school/vocational high school education, amounting to 64 people or 85.3%. Based on length of service, the majority of respondents had worked for 1 to 2 years, amounting to 39 people or 52%.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Man	21	28,0%
Gender	Woman	54	72,0%
Age	<20 years	3	4,0%
Age	21-25 years old	67	89,3%
Age	26-30 years old	5	6,7%
Education	High School/Vocational School	64	85,3%
Education	D3	1	1,3%
Education	S1	10	13,3%
Length of work	<1 year	10	13,3%
Length of work	1-2 years	39	52,0%
Length of work	3-5 years	26	34,7%

*Source: Processed research data, 2024*

### Descriptive Analysis of Variables

The results of the descriptive analysis show that the motivation variable obtained an average value of 3.31, categorized as poor. This condition indicates that employee work motivation still needs to be improved, especially in the aspects of rewards, work facilities, and development opportunities. The work discipline variable obtained an average value of 3.75, categorized as good, indicating that most respondents have implemented work rules quite well. The employee performance variable obtained an average value of 3.74, categorized as good, indicating that employees are generally able to carry out their tasks according to standards, although there is still room for improvement in achieving work targets.

Table 2. Recapitulation of Descriptive Analysis of Variables

Variables	Rate-rate	Category	Interpretation
Motivation (X1)	3,31	Not Good	Work motivation still needs to be strengthened through awards, facilities, and employee development.
Work Discipline (X2)	3,75	Good	Employees tend to comply with work rules, working hours, and company regulations.
Employee Performance (Y)	3,74	Good	Employee performance is good but needs to be improved, especially in achieving targets.

Source: Processed research data, 2024

### Validity and Reliability Test

The validity test results show that all statement items in the motivation, work discipline, and employee performance variables have a calculated r value greater than the r table of 0.227. Thus, all questionnaire items are declared valid. Ghozali (2018) the reliability test results show that the Cronbach Alpha value for the motivation variable is 0.969, work discipline is 0.969, and employee performance is 0.968. All of these values are greater than 0.600, so the research instrument is declared reliable.

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Standard	Information
Motivation (X <sub>1</sub> )	0,969	0,600	Reliable
Work Discipline (X <sub>2</sub> )	0,969	0,600	Reliable
Employee Performance (Y)	0,968	0,600	Reliable

Source: Processed research data, 2024

### Classical Assumption Test

The results of the normality test using Kolmogorov-Smirnov showed a significance value of 0.058, greater than 0.05, so the data was normally distributed. The results of the multicollinearity test showed that the tolerance value of motivation and work discipline were 0.444 and the VIF value was 2.251, respectively. These values indicate that there is no multicollinearity because the tolerance is above 0.10 and the VIF is below 10. The results of the autocorrelation test showed a Durbin-Watson value of 1.794 which is in the interval of 1.550 to 2.460, so there is no autocorrelation. The results of the heteroscedasticity test through the scatter plot show that the points are spread randomly and do not form a certain pattern, so there is no heteroscedasticity.

Table 4. Summary of Classical Assumption Tests

Test Type	Results	Criteria	Conclusion
Normality	Mean 0.058	> 0,05	Normal
Multicollinearity	Tolerance 0,444, VIF 2,251	Tolerance > 0.10 and VIF < 10	There is no multicollinearity
Autocorrelation	Durbin-Watson 1,794	1,550 - 2,460	No autocorrelation occurs
Heteroscedasticity	Scatter plot spreads randomly	Does not form a pattern	There is no heteroscedasticity

Source: Processed research data, 2024

### Linear Regression Analysis

The results of simple linear regression show that motivation has a positive effect on employee performance with the equation  $Y = 15.095 + 0.672X_1$ . This means that every one unit increase in motivation will increase employee performance by 0.672 units. The results of simple linear regression for work discipline show the equation  $Y = 6.438 + 0.825X_2$ . This means that every one unit increase in work discipline will increase employee performance by 0.825 units. The results of multiple linear regression show the equation  $Y = 5.708 + 0.203X_1 + 0.664X_2$ . This equation shows that motivation and work discipline together make a positive contribution to employee performance.

Table 5. Summary of Regression Results

Model	Regression Equation	Interpretation
Motivation for Performance	$Y = 15,095 + 0,672X_1$	Motivation has a positive influence on employee performance.
Work Discipline towards Performance	$Y = 6,438 + 0,825X_2$	Work discipline has a positive influence on employee performance.
Motivation and Work Discipline on Performance	$Y = 5,708 + 0,203X_1 + 0,664X_2$	Motivation and work discipline simultaneously have a positive influence on employee performance.

Source: Processed research data, 2024

### Correlation Coefficient and Determination

The correlation coefficient value between motivation and employee performance of 0.776 is in the strong category, with a coefficient of determination of 60.3%. This indicates that motivation contributes 60.3% to employee performance. The correlation coefficient value between work discipline and employee performance of 0.901 is in the very strong category, with a coefficient of determination of 81.2%. The simultaneous correlation coefficient value between motivation and work discipline on employee performance of 0.915 is in the very strong category, with a coefficient of determination of 83.7%. This means that motivation and work discipline together explain 83.7% of the variation in employee performance, while 16.3% is influenced by other factors outside this study.

Table 5. Correlation and Determination Results

Variable Relationship	R	Category	R Square	Contribution
Motivation -> Performance	0,776	Strong	0,603	60,3%
Work Discipline -> Performance	0,901	Very strong	0,812	81,2%
Motivation and Work Discipline -> Performance	0,915	Very strong	0,837	83,7%

Source: Processed research data, 2024

### Hypothesis Testing

The t-test results show that motivation has a calculated t value of 10.522 greater than the t table of 1.993 with a significance of 0.000 less than 0.05. Thus, H1 is accepted, which means motivation has a positive and significant effect on employee performance. The t-test results on the work

discipline variable show a calculated t value of 17.780 greater than the t table of 1.993 with a significance of 0.000 less than 0.05. Thus, H2 is accepted, which means work discipline has a positive and significant effect on employee performance. The F-test results show a calculated F value of 184.756 greater than the F table of 3.12 with a significance of 0.000 less than 0.05. Thus, H3 is accepted, which means motivation and work discipline simultaneously have a positive and significant effect on employee performance.

Table 6. Summary of Hypothesis Testing

Hypothesis	Test Value	Significance	Results
H <sub>1</sub> : Motivation -> Performance	t count 10.522 > t table 1.993	0,000 < 0,05	Accepted
H <sub>2</sub> : Work Discipline -> Performance	t count 17.780 > t table 1.993	0,000 < 0,05	Accepted
H <sub>3</sub> : Motivation and Work Discipline -> Performance	F count 184.756 > F table 3.12	0,000 < 0,05	Accepted

Source: Processed research data, 2024

## Discussion

The research results show that motivation has a positive and significant impact on employee performance. This finding means that the better the motivation employees receive, the better their performance. Motivation can increase employee morale, sense of responsibility, and willingness to achieve targets. At PT. Sarimelati Kencana Tbk, increasing motivation can be focused on providing rewards, work facilities, development opportunities, and strengthening the performance-based appreciation system.

The research results also show that work discipline has a positive and significant impact on employee performance. The correlation between work discipline and performance is higher than motivation, making work discipline a very strong factor in explaining employee performance (Hasibuan, 2018). This is logical because the operational activities of a food service company require punctuality, adherence to procedures, and consistent work behavior. Disciplined employees are better able to maintain work quality and complete tasks according to company standards.

Simultaneously, motivation and work discipline had a positive and significant impact on employee performance, contributing 83.7%. These results indicate that employee performance is determined not only by work enthusiasm but also by adherence to work rules and standards. Motivation and work discipline need to be managed in an integrated manner so that companies can create a workforce that is both enthusiastic and disciplined in their work.

The managerial implications of these findings are that companies need to strengthen more structured motivation systems, such as providing performance-based rewards, promotion opportunities, training, and work facilities. Furthermore, companies need to maintain work discipline through clear rules, objective supervision, attendance evaluations, employee coaching, and consistent

implementation of sanctions. The combination of strong motivation and strong work discipline will help companies sustainably improve workforce performance.

## CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that motivation and work discipline have a positive and significant influence on the performance of employees of PT. Sarimelati Kencana Tbk. Partially, motivation is proven to be able to improve employee performance, which is indicated by the positive regression coefficient value, a strong correlation level, and the results of the t-test and significance that meet the criteria for accepting the hypothesis. This shows that the higher the work motivation of employees, the better the quality, quantity, and responsibility of the work produced. Motivation is an important factor in encouraging work enthusiasm, loyalty, and employee willingness to achieve company targets.

Furthermore, work discipline has been shown to have a more dominant influence on employee performance. High levels of discipline in adhering to work rules, punctuality, and adherence to company procedures can increase employee effectiveness and productivity. Research shows that work discipline has a very strong relationship with improved employee performance.

Simultaneously, motivation and work discipline contribute significantly to the performance of PT. Sarimelati Kencana Tbk employees. This indicates that the company's success in improving performance depends not only on providing motivation, but also on the consistent implementation of work discipline. Therefore, the company needs to improve the reward system, competency development, discipline supervision, and create a supportive work environment so that employee performance can continue to improve optimally and sustainably.

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