

THE INFLUENCE OF WORK DISCIPLINE AND WORK MOTIVATION ON PERFORMANCE OF KLARI DISTRICT PUSKESMAS UPTD EMPLOYEES KARAWANG DISTRICT

Ershi Hidayanti Fauziah¹, Asep Jamaludin², Nandang³

Mn20.ershifauziah@mhs.ubpkarawang.ac.id

[,asepjamaludin@ubpkarawang.ac.id](mailto:asepjamaludin@ubpkarawang.ac.id) ,

nandang@ubpkarawang.ac.id

**Management Study Program, Faculty of Economics and
Business, Buana Perjuangan University, Karawang**

ABSTRACT

The purpose of this research is to identify and analyze how Work Discipline and Work Motivation Influence Employee Performance at the UPTD Community Health Center in Klari District, Karawang Regency. This research is quantitative in nature and employs a causal method by conducting a survey among employees of the UPTD Community Health Center in Klari District, Karawang Regency. The research involved 61 employees of the UPTD Community Health Center in Klari District, Karawang Regency, selected through non-probability sampling techniques. Initial data obtained through questionnaires are utilized. The analysis employs multiple regression, coefficient of determination, hypothesis testing, and correlation. The research findings indicate that Work Discipline and Work Motivation have a significant influence on employee performance collectively; individually, Work Discipline and Work Motivation have a significant influence on employee performance. Additionally, it is proven that Work Discipline and Work Motivation significantly enhance employee performance. This research only addresses two influencing variables, thus additional research on variables and research methods will be conducted. The findings of this research can be utilized by institutions to consider factors that can improve employee performance. Future Research: Considering the unique features of the company under study, further research is expected to encompass more investigated variables. This research involves employees of the UPTD Community Health Center in Klari District, Karawang Regency, regarding performance, work motivation, and work discipline.

Keywords: *Work Discipline, Work Motivation, Employee Performance*

INTRODUCTION

Human Resources (HR) are an important component of an organization's success, and they contribute to the planning and implementation of corporate strategy. To achieve company goals, employees play an important role in planning and implementing initiatives. Those who have optimally motivated human resources tend to achieve better results. Therefore, it is very important for businesses to pay attention to employee motivation through fostering work discipline, career development and fair compensation (Yusnita, 2022).

UPTD Puskesmas Klari Subdistrict, Karawang Regency is a public sector organization that functions as a community service agency that provides first level health services to the community. This organization carries out comprehensive and integrated activities on an ongoing basis, and allows the community to actively participate in the development of appropriate science and technology at affordable costs.

The following table shows the results of the UPTD performance assessment of the Klari District Health Center, Karawang Regency:

Table 1

Results of Performance Assessment of Klari District Community Health Center Employees

Performance assessment	2022	2023	Comparison	Information
Service Orientation	89	87	Down	Performance level: Very good = 91-100 Good = 81-90 Fair = 71-80
Integrity	91	89	Down	
Commitment	87	92	Go on	
Discipline	88	86	Down	
Cooperation	86	84	Down	

Source: UPTD Public Health Center, Klari District, Karawang Regency (2024)

From the table of performance assessment results for the Klari District Health Center UPTD, Karawang Regency for 2022 and 2023, several problems can be identified including: There has been a decline in service orientation from 2022 to 2023, this shows that the quality of service may have decreased in that period. This decrease could be caused by various factors such as increased workload, changes in policies or procedures, lack of resources, or problems in management and supervision. Even though the score is still high, a decrease in the integrity score indicates potential problems in terms of employee ethics and integrity.

This could be an indication of an incident or behavior that is unethical or inconsistent with expected standards of morals and professionalism. There will be a decrease in employee discipline aspects from 2022 to 2023. This could reflect problems in employee compliance with the regulations and procedures that apply in the work environment. A decrease in discipline can be caused by various factors, including a lack of supervision or enforcement of rules, changes in organizational culture or employee motivation problems. The decline in collaboration between employees is also a problem that needs attention. Good collaboration between employees is important for productivity and service quality. This decline may be caused by interpersonal conflict, unclear roles and responsibilities or lack of communication and coordination among staff. Although there is some decline in other aspects, the increase in commitments from 2022 to 2023 is a positive thing. This suggests that employees may feel more engaged or enthusiastic about carrying out their duties. Increased commitment can be caused by various factors such as recognition or appreciation for previous performance, clearer career development, changes in organizational culture that support employee involvement.

Due to decreased performance, evaluation of work discipline and employee motivation is necessary. Evaluating work discipline and work motivation helps in finding the main causes of decreased performance. One important step to overcome a decline in performance and improve overall organizational performance is to assess employee work discipline and work motivation. It is also an effort to make the workplace a place that is healthy, productive and focused on achieving common goals. Work discipline, motivation and employee performance are closely related. If employees remain disciplined at work, they are more motivated to achieve organizational goals. This will have a positive impact on their performance (Chang, W, 2020).

Studies by Nurdiana (2022) and Usdeka, Widyastuti, and Handani (2021) found that work motivation and work discipline have a positive and significant effect on employee performance.

Work motivation is a key factor that influences employee performance and productivity. When employees feel motivated, they tend to be more enthusiastic, dedicated, and strive to achieve the goals they have set. However, there are several problems that can affect the level of employee work motivation, as was found during observations at the Klari District Health Center, as it was found that several employees had no have a clear understanding of the goals of the organization or their duties, some policies from the leadership are not acceptable to employees, there are conflicts between co-workers, some employees who have worked for quite a long time lack opportunities for career development or recognition of their performance achievements and are not optimal support from superiors so that the motivation of Klari District Health Center employees decreased. These problems are very appropriate when referring to Douglas McGregor's Theory X and Theory Y where Theory clear and support.

Various studies have shown a positive relationship between work motivation and employee performance. Employees who feel motivated tend to be more productive, creative and take the initiative in carrying out their duties. Other research also shows that factors such as recognition of achievements, support from superiors and career development opportunities can increase employee work motivation and ultimately their

performance. Research conducted by Adinda, Firdaus and Agung (2023), and Yanuari (2019) shows the finding that work motivation partially and significantly influences employee performance.

Discipline is the key to doing work effectively and efficiently. Work discipline involves employee compliance with organizational values, standards, and rules. Disciplined employees will improve overall organizational performance. In the UPTD Regional Technical Implementation Unit of the Klari District Health Center, Karawang Regency, work discipline is very important to create an efficient and productive work environment. From the results of observations and interviews, information was obtained that work discipline problems at the Klari Community Health Center were quite varied, such as several employees who were often late coming to work or returning from a break, causing disruption in work schedules and services to patients, employees were suddenly absent without notice or a clear reason. thus disrupting the smooth operation of the Community Health Center and increasing the workload for employees. Several employees were identified as lacking compliance with work procedures and standards. Inefficient use of medical equipment and other resources resulted in waste and was detrimental to the Community Health Center financially. Previous research provides valuable insight into overcoming work discipline problems at the Klari Community Health Center. Previous research has identified factors that influence work discipline in healthcare settings and provided recommendations for improve employee discipline. Research conducted by Putra and Fernos (2023), Wau(2021) explains their findings that work discipline has a significant effect on employee performance.

The author conducted this research to determine and analyze the influence of Work Discipline and Work Motivation on Employee Performance at the UPTD Community Health Center, Klari District, Karawang Regency.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing humanresources in an organization. It involves planning, managing, and developing aspects related to the workforce, including recruitment, selection, training, career development, rewards, performance management, and conflict management. HR is the most important asset for an organization (Dinata, M. H, 2017). Employees are what make organizational strategies a reality, and effective management of HR can help organizations maximize employee potential and contributions. Human resource management has a role in handling employee conflicts, problems and concerns. By providing open communication channels and an effective conflict resolution system, HRM helps create a harmonious and productive work environment (Muchtar, M, 2017).

Work Discipline

Work discipline is a concept that includes an individual's willingness and ability to comply with the rules, norms, procedures and expectations that apply in the workplace. Work discipline also includes an attitude of responsibility, perseverance and consistency in carrying out assigned tasks. When employees comply with applicable rules and procedures,

employees tend to work more efficiently and productively (Puspitasari, 2022). Work discipline helps maintain focus and concentration in carrying out assigned tasks. Employees who are consistent in maintaining work discipline have better opportunities to be developed and promoted within the organization. Work discipline is one of the factors considered in the performance assessment process and decision making regarding promotions (Hardiyono, H, 2020). According to Hasibuan (2020) there are several indicators of discipline, namely goals and abilities, leadership example, justice, supervision, punitive sanctions.

Work motivation

Work motivation is an internal drive that encourages someone to take certain actions, achieve goals, or develop themselves in the work environment. This is the power that motivates a person to work optimally, achieve achievements, and make a meaningful contribution to the organization where the employee works (Rodli, A. F, 2021). Work motivation encourages individuals to achieve set goals, both individual goals and organizational goals. This drive makes a person try hard and be determined to achieve success. Work motivation is very important in creating a productive, innovative and satisfying work environment. This not only benefits individuals in achieving employee goals, but also helps organizations achieve long- term success by utilizing the maximum potential of human resources (Widiyanti, M, 2019). According to Hasibuan (2019), work motivation indicators are divided into physical needs, security and safety needs, social needs and the need for appreciation.

Employee Performance

Employee performance is a term that refers to how well a person carries out the duties and responsibilities assigned to them in their workplace. This is an evaluation of the extent to which an employee has succeeded in achieving the goals they have set and contributing to the success of the company where they work (Arifin, Z, 2020).

Employee performance also includes the quality of work performed by an employee, which includes In human resource management, employee performance is an important process because it helps organizations identify employee strengths and weaknesses, provide constructive feedback, and assist in career development and making decisions about promotions. , incentives and rewards (Yusuf, M., 2021). Goals, standards, feedback, means and competencies are employee performance metrics, according to Wibowo (2017).

FRAMEWORK OF THINKING

The Influence of Work Discipline on Employee Performance

Employee performance is influenced by work discipline which has various effects. Disciplined employees have a tendency to stay focused and work consistently which results in increased productivity. Employees are more likely to adhere to work schedules, complete tasks on time, and avoid distractions. Employees can ensure that their work meets the quality standards set by the organization by

comply with applicable rules and procedures. Work discipline has a positive impact on

employee performance and overall organizational operations because it helps maintain the level of accuracy, thoroughness and consistency in work results. Therefore, management must encourage and maintain a work culture that emphasizes the importance of discipline and ensures that organizational standards and protocols are adhered to (Marendra, IG, 2023).

The Influence of Work Motivation on Employee Performance

High work motivation can help employees become more productive.

Motivated employees tend to be more diligent and focused, produce more in less time, and usually produce better quality work. Employees are more likely to spend more time and energy to complete their tasks well, which results in better work results (Anh TT, 2017). Motivated employees can push themselves to continue learning and improving their skills. Motivated employees tend to seek opportunities to improve themselves through experience, training and development. Employee performance and overall organizational success are greatly influenced by work motivation. Therefore, it is important for management to find things that can increase workers' motivation to do their work and to create a work environment that supports the growth of this enthusiasm (Yulius, 2017).

The Influence of Work Discipline and Work Motivation on Employee Performance

The influence of work discipline and work motivation on employee performance is interrelated and has a significant impact. Work discipline helps ensure that employees work consistently and focused, while work motivation encourages employees to do their best. The combination of the two can increase overall employee productivity, because employees tend to work more efficiently and effectively (Eka, 2018). Work discipline helps ensure that employees are involved in self-development and improving employee skills, while work motivation encourages employees to continue learning and growing. The combination of the two can produce significant growth in employee skills and competencies, because employees feel motivated to continue to improve themselves and achieve maximum potential. Work discipline and work motivation have an important role in improving employee performance. These two factors complement and strengthen each other, and it is important for management to create a work environment that supports the development of these two aspects. This can be done through fostering a work culture that emphasizes the importance of discipline and giving

rewards and recognition for achievements, as well as providing opportunities for self-development and career growth for employees (Sulila, 2019).

For more details, the thinking framework model is as follows:

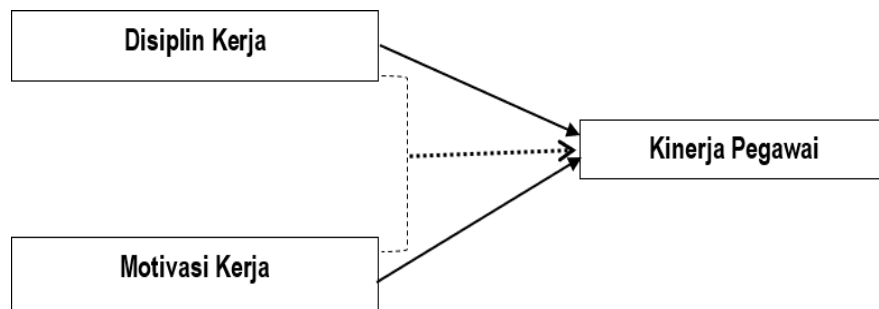


Figure 1
Research paradigm

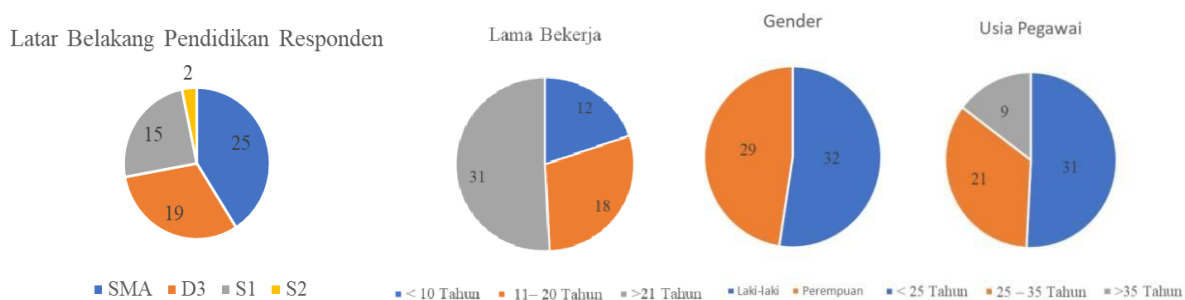
RESEARCH METHODOLOGY

This research is quantitative in nature and uses a causality method by conducting a survey of UPTD employees of the Klari District Health Center, Karawang Regency. Non-probability sampling techniques were used. This research involved 61 UPTD employees of the Klari District Health Center, Karawang Regency. Primary data obtained through distributing questionnaires is the type of data used. This study uses multiple regression, correlation, coefficient of determination, and hypothesis testing (Sugiyono, 2019).

RESULTS AND DISCUSSION

Results

Table 2
Respondent Characteristics



The characteristics of the respondents in this study include quite diverse data on age, length of work, education level and gender. The majority of respondents have high school and D3 education, with a smaller number of respondents at bachelor's and master's levels of education. In general, the majority of respondents are men. Meanwhile, the distribution of age and length of work is quite diverse, showing the inclusion of various age groups and work experience.

Validity and Reliability Test

1. **Validity Test:** Validity test tests the contents of the instrument (content) to measure the accuracy of the instrument used in the research. Validity tests for Work Discipline (X1), Work Motivation (X2), and Employee Performance (Y) were carried out using SPSS version 26, with r table results of 0.2480 and calculated r greater than r table. This shows that the validity test of Work Discipline is fulfilled.

2. **Reliability Test:** Reliability test shows how trustworthy a tool is to be used as a data collection tool (Arikunto, 2017).

Tabel 3
Hasi Uji Reliabilitas

Variabel	Cronbach's Alpha	N of Items	Nilai Kritis	Keterangan
Disiplin Kerja	0,725	10	0,6	Reliabel
Motivasi Kerja	0,969	10	0,6	Reliabel
Kinerja Pegawai	0,959	10	0,6	Reliabel

Sumber: Hasil olah peneliti, 2024

The reliability test is fulfilled (Reliable), because the Cronbach alpha results are > 0.6 from the numerical reliability test.

Classic Assumption Test Results

The results of data processing with SPSS version 26 show that the data is spread around the diagram and follows a regression pattern, which shows a normal distribution. Because the value is greater than 0.05, the Anderson-Darling significance value of 0.078 also indicates that the data is normally distributed.

The tolerance and VIF values for the Work Discipline and Work Motivation variables meet the criteria, according to the multicollinearity test: tolerance above 0.10 and VIF below 10. Therefore, it can be concluded that between these two variables there is no multicollinearity problem.

The heteroscedasticity test also shows that there is no pattern in error variability, as shown by the pattern of distribution of points around the zero line on the Y axis. Thus, the data does not show heteroscedasticity. There is no autocorrelation in the regression model, as indicated by the Durbin-Watson value which is close to 2, namely 1.032. Therefore after checking all the classical assumptions, it can be concluded that the research data is suitable for multiple regression analysis. There is no heteroscedasticity, autocorrelation, multicollinearity, and normal distribution in this data.

The Simultaneous Influence of Work Discipline and Work Motivation on Employee Performance

The following Multiple Linear Regression equation is obtained based on the output of the version

latest SPSS 26:

$$Y = 8.828 + 0.388X_1 + 0.431X_2 + e$$

- A constant value of 8.828 indicates that employee performance will remain at 8.828 if the Work Discipline and Work Motivation variables do not increase.
- Based on the regression coefficient of 0.388 for the Work Discipline variable (X_1), assuming constant Work Motivation, every 1 unit increase in Work Discipline will result in an increase of 0.388 units in Employee Performance, and vice versa, every 1 unit decrease in Work Discipline will result in a 0.388 unit decrease in Employee Performance.
- With a regression coefficient of 0.431 for the Work Motivation variable (X_2), it shows that, assuming constant Work Discipline, every 1 unit increase in work motivation will lead to an increase of 0.431 units in employee performance. Conversely, every 1 unit decrease in work motivation will lead to a 0.431 unit decrease in employee performance.

Based on the SPSS output, it was found that there is a simultaneous correlation value between Work Discipline and Work Motivation and Employee Performance of 0.782, which is a very strong correlation. This value shows that increasing Work Discipline and Work Motivation can simultaneously improve employee performance, and conversely reducing both can also reduce employee performance. The F test results show a significance value of 0.000 (less than 0.05) and a calculated F value of 45.469 (greater than 2.69), which shows that Work Discipline and Work Motivation simultaneously have a statistically significant effect on employee performance. The R-Square value of 0.612 indicates that 61.2% of the variation in employee performance can be explained by both.

The Effect of Partial Work Discipline on Employee Performance

The t table and calculated t values are compared to find out how significant the partial influence of Work Discipline is on employee performance. In this case, the calculation results show that Work Discipline has a probability value of 0.000, which is more lower than the alpha significance level set at 0.05. In addition, the calculated t value of 3.002 is greater than the t table value of 1.982 for the relevant degrees of freedom and has a significance level of 0.05. Therefore, the alternative hypothesis (H_a) is accepted proportionally because of the probability value. Therefore, it can be concluded that Work Discipline has a significant influence on employee performance partially. In other words, even if other variables remain the same, changes in the Work Discipline variable will have a significant impact on employee performance.

The Effect of Partial Work Motivation on Employee Performance

A comparison was made between the calculated t and t table values to find out how significant the partial influence of Work Motivation is on employee performance. The calculation results show that the probability value of Work Motivation is 0.000, which is smaller than the α significance level of 0.05. For the relevant degrees of freedom, the

calculated t value is 4.548, and the table t value is 1.982. Therefore, it can be concluded that work motivation partially has a significant influence on employee performance. In other words, if other variables do not change, then the Work Motivation variable will have a significant impact on employee performance.

Discussion

Work Discipline and Work Motivation simultaneously have a significant influence on Employee Performance. In real terms, work discipline and work motivation can improve employee performance. Work discipline and work motivation do have a significant influence simultaneously on employee performance. These two factors complement and strengthen each other in forming optimal employee performance.

Work discipline helps ensure that employees work consistently and focused, while work motivation provides encouragement to do their best (Sulila, 2019). The combination of the two allows employees to work more efficiently and productively, ultimately improving overall performance. Work motivation encourages employees to take initiative and seek creative solutions to problems faced, while work discipline helps ensure that these efforts are carried out in an organized manner and according to procedures. The combination of the two can produce innovation and creativity in the workplace, because employees feel motivated to try new approaches and create better solutions (Eka, 2018).

Work discipline has a significant influence on employee performance in accordance with what has been observed in various research and management theories. Work discipline, which includes aspects such as compliance with rules, order, punctuality and responsibility for tasks, has been proven to have a big impact on employee performance (Nasution, 2022). Employees who have a high level of discipline tend to be better able to adhere to schedules, complete tasks on time, and meet set targets. Thus, employees are more likely to achieve the work goals that have been set, which is the main indicator of good employee performance. Work discipline helps in maintaining focus and consistency in doing work. Disciplined employees tend to avoid distractions and work efficiently, which in turn increases employee productivity. High productivity is one of the main aspects of good employee performance (Yusnita, 2022).

In accordance with findings from various management theories and research, work motivation has a big influence on employee performance. It is proven that employee performance is influenced by work motivation, which consists of intrinsic and extrinsic drives that encourage people to achieve goals and improve performance. Intrinsically motivated employees tend to have high levels of enthusiasm and a strong commitment to their work. They also feel emotionally and reasoned involved with the goals and principles of the organization, which drives them to work hard to achieve their goals. High work motivation can maintain high and sustainable performance. Employees who feel motivated tend to be happier with their jobs, more satisfied with what they achieve, and more likely to stay with the organization. Motivated employees continually try new things, improve their skills, and continue to grow as professionals.

CONCLUSION AND IMPLICATIONS

Conclusion

The research results show that Work Discipline and Work Motivation simultaneously have a significant influence on employee performance; partially, Work Discipline has a significant influence on employee performance; and partially, work motivation has a significant influence on employee performance. In other words, Work Discipline and Work Motivation have been proven to significantly increase employee performance.

Implications

Many management theories can be used to understand the influence of work discipline and work motivation on employee performance. Employees' beliefs about the outcome of a particular action influence their level of motivation to perform it. In this context, Employees who have high work discipline tend to have higher expectations of achieving good results, which in turn increases their motivation to work. In other words, strong work discipline can increase employees' beliefs about their chances of success, which in turn has an impact on their performance. Human needs vary from physiological needs to self-actualization needs. However, in the context of work motivation, motivated employees tend to have a higher need to achieve their professional goals and fulfill their personal needs, such as feelings of accomplishment and recognition. Strong work discipline can ensure that employees can meet basic job demands, allowing them to concentrate on meeting higher-level needs.

Management must be proactive and thoroughly consider the impact of work discipline and work motivation on employee performance. Management should create a reward system to recognize and reward highly dedicated and disciplined employees. Rewards may take the form of monetary incentives, public recognition, or career development opportunities. Management must provide proper training and development to motivate employees and improve their skills and competencies. This training may include personal development courses, technical skills training, or mentoring programs that help employees maximize their potential.

Further Research

to direct future research on how work discipline and work motivation influence employee performance, increase understanding of the complexity of the relationship between work discipline, work motivation, and employee performance, and develop more efficient management strategies to improve employee performance and well-being in various work environments .

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