

The Influence of Work Motivation and Work Discipline on Employee Performance at PT Ariabima Propertindo

Muammar Afif Al Qusaeri¹, M. Wahab Khasbulloh², Muthi'atul Khasanah³

¹ Universitas Bhamada Slawi, Indonesia; afif.jaya730@gmail.com

² Universitas Bhamada Slawi, Indonesia; wahabkhasbulloh29@gmail.com

³ Universitas Bhamada Slawi, Indonesia; mutiahb@gmail.com

ARTICLE INFO

Keywords:

Work Motivation;
Work Discipline;
Employee Performance

Article history:

Received 2025-06-23

Revised 2025-08-20

Accepted 2025-09-26

ABSTRACT

This research investigates the effect of work motivation and work discipline on employee performance at PT Ariabima Propertindo. The study is grounded in the recognition of these two factors as essential for enhancing workforce effectiveness and productivity in achieving organizational objectives. A quantitative approach was employed, utilizing questionnaires distributed to respondents based on the predetermined population. The collected data were analyzed through multiple regression techniques to assess the relationships and impacts among variables. The findings reveal that work motivation, driven by both internal and external factors, exerts a significant and positive influence on employee performance. Likewise, work discipline contributes by ensuring compliance with organizational policies, promoting punctuality, and supporting consistent task completion. When applied together, motivation and discipline play a substantial role in improving overall employee performance.

This is an open-access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license.



Corresponding Author:

Muammar Afif Al Qusaeri

Universitas Bhamada Slawi, Indonesia; afif.jaya730@gmail.com

1. INTRODUCTION

Human resources or human resources are the most decisive factors in the sustainability and development of an organization (Aulia & Ali, 2025). A company's success is determined not only by the availability of capital, technology, or infrastructure alone, but also by the workforce quality. Without the participation of employees who have commitment and optimal performance, the company's goals will be difficult to achieve (Rahayu, Ismail, Madura, & Inda, 2024). In the era of globalization, which is characterized by increasingly fierce business competition, every organization must be able to manage human resources more directly and strategically. Good management is not only limited to improving technical skills, but must also be directed to build sustainable competitiveness. In this case, the existence of employees with high work motivation and consistent discipline will be an important asset for the company. Strong motivation can encourage individuals to work optimally, face challenges more enthusiastically, and strive to achieve preset work targets.

Meanwhile, discipline functions as a control of work behavior, for example, in compliance with regulations, punctuality, and responsibility for completing each task. The combination of motivation and work discipline can make a significant contribution to the achievement of organizational goals. It even determines the company's success in realizing its vision and mission amid increasingly complex global competition. (Esisuarni, 2021).

Employee performance is basically an overview of how a person can carry out their duties and responsibilities according to organizational standards (Fauzi & Nugroho, 2024). Good work results are reflected in the work's effectiveness, efficiency, and quality. From a management perspective, performance is often used as a benchmark for organizational success. Therefore, the higher the level of employee performance, the greater the company's chances of achieving the predetermined goals. However, performance achievement does not come by itself, but is influenced by various factors. Two important aspects that play a role are motivation, which functions as a driver from within, and discipline, which acts as a controller so that behavior remains in accordance with the applicable rules (Setianingsih, 2025).

In Indonesia, problems related to employee performance are still a challenge in themselves. Data from the Central Statistics Agency (BPS) shows that Indonesia's labor productivity is relatively lower than several countries in Southeast Asia (Mukaromah, Hasanah, Yansyah, & Noviarita, 2025). This condition can be caused by weak motivation, low discipline, and a work culture that has not supported maximum achievement. Phenomena often encountered include low work morale, late entry to the office, and lack of consistency in completing tasks. This kind of situation directly impacts the company's competitiveness, both domestically and globally.

From a theoretical standpoint, work motivation has been widely discussed by scholars, including Herzberg, who classified it into two dimensions: motivators—such as achievement, recognition, and responsibility—and hygiene factors, which encompass working conditions, organizational policies, and interpersonal relations (Jawahira & Ikhtiar, 2024). Both categories are essential in shaping employee attitudes and behavior. When these needs are adequately met, employees are likely to demonstrate greater enthusiasm, whereas neglecting the basic aspects can result in reduced performance despite the presence of other incentives. Equally important is discipline, which Rivai describes as employees' adherence to regulations concerning time management, workplace norms, and professional ethics. Consistent discipline fosters an orderly and supportive work environment that enhances productivity. Therefore, employee performance is influenced by the interplay of individual capabilities, motivation, and work perceptions, with motivation and discipline serving as complementary factors that drive performance outcomes (Kamsidik & Darmadi, 2025).

Previous research results have also supported this linkage, finding that motivation has a significant positive impact on performance in the service sector (Rachmawati, Latief, & Mariah, 2024). Previous researchers have also revealed that discipline is actually the dominant factor in the manufacturing sector (Kartika, Siregar, & Rizki, 2025). However, some note that motivation does not always have a strong effect if the work environment is not supportive (Firman & Dirwan, 2024). This variation of findings suggests that there is room for further research by considering different corporate contexts.

Initial observations at PT Ariabima Propertindo reinforce the importance of this topic. Companies engaged in the property sector need a technically competent workforce, highly motivated and disciplined. Observations show differences in conditions among employees: some have a strong drive to achieve their targets, while others are less enthusiastic, often late, and less consistent at work. This phenomenon clearly impacts the achievement of the company's overall performance.

Studies on the influence of motivation and discipline on performance have been conducted, but most have focused on large companies in the manufacturing and service sectors. Research on medium-

scale property companies is still rarely conducted. This creates a research gap that is important to study more deeply. In addition, the variation in results from previous studies shows that contextual factors such as industry type, organizational size, and workforce characteristics also influence the degree of influence of these variables.

This study offers novelty by concentrating on the property industry, specifically PT Ariabima Propertindo, with a particular focus on motivation and discipline as major determinants expected to significantly shape employee performance. The findings are anticipated to contribute to the advancement of human resource management theory while also serving as a practical reference for developing employee management strategies. By exploring the critical role of motivation and discipline, companies can design policies that are more targeted toward fostering a competent, productive, and competitive workforce.

In essence, the purpose of this research is to enrich management scholarship, particularly in the areas of organizational behavior and human resources, while simultaneously addressing the practical demands of organizations seeking to enhance performance. Through the integration of motivation theory, discipline, and performance within an applied empirical framework, the study is positioned to generate both academic and practical contributions. Considering the research background, real-world conditions, and the inconsistent findings of previous studies, this research specifically aims to assess the effect of work motivation on employee performance, the effect of work discipline on employee performance, and the combined effect of both variables on employee performance at PT Ariabima Propertindo.

2. METHOD

This study applied a quantitative approach to obtain accurate and comprehensive data for the research objectives (Kusumastuti, Khoiron, & Achmadi, 2020; Unaradjan, 2019). Conducted at PT Ariabima Propertindo, a company operating in the property sector, the research took place between May and June 2025 with a population consisting of all employees, of which 30 individuals were included as the sample through total sampling due to the relatively small population size. Data collection employed a closed-ended questionnaire using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with indicators for work motivation based on Herzberg's theory—covering motivators such as achievement, recognition, and responsibility, as well as hygiene factors like working conditions, organizational policies, and interpersonal relationships—while work discipline indicators followed Rivai's framework on compliance with rules, punctuality, and work ethics, and employee performance indicators were derived from performance management theory focusing on effectiveness, efficiency, quality, and accuracy. The instrument consisted of 30 items designed to measure these three variables, and the research procedure involved preparing the questionnaire, testing its validity and reliability, and distributing it directly to respondents before analyzing the collected data using SPSS software. Multiple linear regression analysis was applied to examine the influence of the independent variables (work motivation and work discipline) on the dependent variable (employee performance), preceded by classical assumption tests for normality, multicollinearity, and heteroscedasticity to ensure model feasibility, and followed by statistical analyses including the coefficient of determination (R^2), t-tests, and F-tests to assess both partial and simultaneous effects of the independent variables on employee performance.

3. FINDINGS AND DISCUSSION

Findings

The research conducted at PT Ariabima Propertindo applied a quantitative approach, with the primary tool for gathering data being a structured questionnaire. This questionnaire was carefully designed using a Likert scale, which is a measurement technique widely recognized in social sciences for its ability to quantify attitudes, opinions, and perceptions in an organized manner. The selection of the Likert scale was strategic because it provides respondents with a systematic way to express their level of agreement or disagreement regarding various statements. Such an arrangement not only simplifies the process of collecting responses but also enables researchers to interpret the answers more objectively. By employing this scale, the study could reflect the real conditions in the workplace and capture how employees perceive their own levels of work motivation, discipline, and performance.

To ensure precision and scientific rigor in analyzing the data, all collected responses were processed using the Statistical Package for the Social Sciences (SPSS) version 16. SPSS was chosen because it provides a reliable platform for conducting accurate statistical calculations, ensuring that findings are consistent with academic standards. The questionnaire itself was developed based on clearly defined indicators that represented the three key research variables: motivation, discipline, and performance. Each respondent was asked to evaluate their personal perceptions and daily work experiences by selecting one of five available options, namely Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The inclusion of multiple response categories was intended to capture a wide range of perceptions, thereby producing more comprehensive data and enabling the results to mirror actual workplace conditions more closely.

Prior to being distributed on a larger scale, the questionnaire underwent rigorous testing to ensure both validity and reliability. Validity testing was conducted to examine whether each item in the questionnaire accurately represented the constructs of work motivation, discipline, and employee performance. This step was essential for confirming that the instrument truly measured what it was designed to measure. At the same time, reliability testing was performed to verify consistency in responses, ensuring that if the instrument were used repeatedly under similar conditions, it would yield stable and dependable results.

The findings from SPSS analysis revealed that all items within the motivation, discipline, and performance variables demonstrated significant correlation values. This confirmed that the instrument possessed strong validity. Furthermore, the reliability testing produced Cronbach's Alpha values greater than 0.60 across all variables, which is widely considered an acceptable threshold in social science research. These outcomes indicated that the questionnaire was not only valid but also reliable, making it highly suitable for collecting data in the context of this study.

Emphasizing the testing of research instruments was considered a crucial step in this study, as the credibility of any research project depends heavily on the quality of its data collection tools. Instruments that lack validity or reliability can lead to misleading interpretations, which in turn could undermine the academic integrity of the research and reduce its usefulness in managerial decision-making. Therefore, by establishing validity and reliability testing as necessary prerequisites, the researchers ensured that the subsequent analytical processes, such as normality testing and hypothesis testing, would be conducted on solid foundations.

Ultimately, these methodological steps paved the way for a thorough examination of how work motivation and work discipline influence employee performance at PT Ariabima Propertindo. By adhering to strict scientific procedures and ensuring the accuracy of its instruments, the study contributes meaningful insights that are both academically justifiable and practically valuable for organizational improvement.

		Unstandardized Predicted Value
N		30
Normal Parameters ^a	Mean	40.3000000
	Std. Deviation	6.28062967
Most Extreme Differences	Absolute	.150
	Positive	.089
	Negative	-.150
Kolmogorov-Smirnov Z		.820
Asymp. Sig. (2-tailed)		.522
a. Test distribution is Normal.		

The SPSS output indicates that the Asymp. Sig. (2-tailed) value is 0.522, which exceeds the 0.05 significance threshold. According to the decision rules of the Kolmogorov-Smirnov normality test, this result confirms that the research data are normally distributed. Consequently, the normality assumption required for the regression model is fulfilled, allowing the analysis to proceed to the next stage, namely multiple regression testing, with the results summarized in the following section.

The Model Summary results indicate that the correlation between the independent variables—work motivation and work discipline—and the dependent variable, employee performance, yields a significance value of 0.000. Since this figure is lower than the 0.05 threshold, it demonstrates a clear and significant influence of the independent variables on the dependent variable. This interpretation is further supported by the F Change value of $0.000 < 0.05$, which validates that the regression model is appropriate for explaining the relationship among the variables examined.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.982 ^a	.964	.962	1.25251	.964	364.597	2	27	.000

a. Predictors: (Constant), VAR00002, VAR00001

The table presents the outcome of the regression analysis, showing that the correlation coefficient (R) reaches 0.982, which reflects a very strong association between the independent variables (work motivation and work discipline) and the dependent variable (employee performance). The coefficient of determination (R Square) is 0.964, indicating that 96.4% of the variance in employee performance can be accounted for by work motivation and discipline, while the remaining 3.6% is attributed to other factors outside the model. Furthermore, the F Change value of 364.597 with a significance level of 0.000 (< 0.05) demonstrates that the regression model is statistically valid and capable of explaining the relationship among the studied variables.

Discussion

The research conducted at PT Ariabima Propertindo revealed that both work motivation and work discipline have a significant impact on employee performance. These results emphasize that internal and external drivers are crucial determinants of individual and organizational success. Intrinsic sources of motivation—such as enthusiasm, pride in one's profession, moral responsibility, and personal satisfaction from task completion—encourage employees to work with greater diligence and sincerity. At the same time, extrinsic elements like fair financial compensation, recognition for achievements, and opportunities for career advancement through training and promotion serve as additional incentives that foster a sense of being valued and motivated to deliver optimal performance. Field data further reinforce this conclusion, showing that highly motivated employees tend to be more focused in carrying out their tasks, consistent in fulfilling responsibilities, and clearly oriented toward achieving work objectives. They are also more proactive in addressing challenges, resilient in the face of obstacles, and committed to meeting company targets. Strong motivation ultimately drives employees to go beyond merely fulfilling formal duties, motivating them to contribute meaningfully to the company's growth (Melindaria & Sugianto, 2025).

In addition to work motivation, the aspect of work discipline also plays a critical role in improving employee performance at PT Ariabima Propertindo. Discipline is reflected in employees' adherence to company rules and policies, ensuring that all work activities are carried out in an orderly manner according to established standards. Employees who demonstrate strong discipline are typically punctual, make effective use of their working hours, and strive to complete tasks within the assigned targets. Moreover, disciplined behavior encourages them to maintain the quality of their output to align with company expectations. Thus, discipline not only serves as a measure of compliance but also functions as a form of self-control that enables employees to work more systematically, productively, and consistently in contributing to organizational goals. Beyond formal compliance, discipline fosters productive, orderly, and well-directed work habits. With strong work discipline, individuals are better able to balance personal responsibilities with organizational interests, thereby creating a conducive work environment for achieving collective targets (Efendi, Tjahjuadi, & Sanjaya, 2024).

Thus, the results of this study show that the synergy between strong work motivation and consistent discipline is the main foundation for improving employee performance. High work motivation encourages individuals to show their best efforts in completing tasks. Maintaining work discipline ensures that every job is carried out according to the rules, procedures, and time targets that the company has determined. These two aspects complement each other; Motivation without discipline will only produce an undirected enthusiasm, while discipline without motivation can cause compulsion at work.

When workers demonstrate a strong personal determination to succeed while simultaneously showing consistent adherence to organizational policies, their performance levels generally become more effective. This combination can be observed in daily practice, as employees who are both motivated and disciplined are able to maintain steady productivity and quality outcomes. Thus, motivation and discipline act as two critical foundations that must operate together in order to advance the goals of the organization. When the natural drive of employees to accomplish tasks is balanced with compliance to rules, timeliness, and a commitment to uphold professional standards, the achievement of organizational objectives becomes far more attainable. In such circumstances, employees not only achieve measurable results but also reflect accountability and integrity in their professional roles. This underlines the importance of organizational initiatives aimed at developing motivation and discipline simultaneously, since these elements do not merely affect individual performance but also reinforce the long-term viability of the company in a competitive and constantly evolving business landscape.

From the lens of classical management theory, the issue of employee motivation within PT Ariabima Propertindo can be explained using Maslow's (1954) hierarchy of needs. This framework proposes that motivation arises from the fulfillment of a sequence of needs, progressing from basic necessities to higher-level aspirations. At the most fundamental stage, physiological needs—such as

the provision of fair and adequate wages—are essential for preserving employee morale. Beyond this, factors such as workplace safety, a sense of job stability, supportive social connections among colleagues, and access to recognition and personal growth opportunities serve to further strengthen motivation. By addressing these needs, the company is able to cultivate an environment where employees are more willing to perform at their maximum potential and display heightened loyalty toward the organization.

Additionally, Herzberg's (1959) two-factor theory offers another useful framework for analyzing the study's results. Within this perspective, employee satisfaction is determined by two distinct groups of factors. The first group, known as hygiene factors, encompasses elements such as fair organizational policies, supportive working conditions, and positive relationships with colleagues, which help prevent dissatisfaction. The second group, referred to as motivator factors, includes aspects such as achievement, acknowledgement of contributions, and opportunities for advancement, which actively encourage employees to perform at higher levels. When these two dimensions are addressed collectively, they provide a comprehensive basis for improving employee productivity and ensuring sustainable performance outcomes at PT Ariabima Propertindo.

Work discipline, on the other hand, can be viewed as an expression of employee adherence to organizational rules and policies, while also embodying their moral responsibility in performing tasks (Mangiri & Sasabone, 2023). Employees who demonstrate strong discipline generally maintain consistency in their work, minimize rule violations, and contribute to fostering a constructive and productive organizational culture (Nengsih, 2025). Field findings further reveal that disciplined employees not only arrive punctually but also complete tasks efficiently, accurately, and in alignment with the targets established by the company.

These results align with performance theory, which views performance as a blend of work quality, quantity, and relevance in relation to the responsibilities performed out (Kibiyanto, Widana, Oktavia S, & Mayori, 2024). Within this framework, motivation acts as the primary force that fuels work effort, while discipline serves as a behavioral regulator to ensure that tasks are carried out according to established rules. When both elements operate in harmony, employee performance improves significantly in terms of effectiveness and efficiency, thereby supporting the achievement of organizational objectives.

The outcomes of this study also reinforce earlier empirical evidence regarding the link between motivation, discipline, and employee performance. Research in human resource management consistently demonstrates that both factors, individually and collectively, make a substantial contribution to enhancing workforce performance. For instance, strong motivation encourages employees to exert greater effort, take responsibility, and remain goal-oriented toward achieving organizational targets. Meanwhile, sustained discipline fosters workplace order, adherence to company regulations, and consistency in fulfilling assigned responsibilities (Lestari, 2024). This finding is consistent with previous research showing that discipline is the most influential factor in determining work effectiveness, particularly within service-oriented companies (Rambe & Waruwu, 2024). The consistency of these findings underscores that motivation and discipline are fundamental, inseparable dimensions of human resource management.

Consequently, the evidence from PT Ariabima Propertindo demonstrates that enhancing employee performance requires effective management of both motivation and discipline. Motivation has been shown to be the central driving force that elevates work spirit, strengthens commitment, and instills in employees the determination to deliver optimal results. Without sufficient motivation, employees may fall into routine work patterns lacking aspiration for higher achievements. Conversely, when motivation is properly cultivated—whether through recognition, career advancement opportunities, or a supportive organizational climate—employee productivity rises markedly.

As a practical implication, companies need to design human resource management strategies that emphasize a balance between enhancing work motivation and strengthening work discipline. Employee training and development programs should be directed not only at improving technical

competencies but also at fostering professionalism, discipline, and a sense of responsibility. In addition, providing proportional rewards for achievements and implementing a fair evaluation system will further strengthen employees' intrinsic and extrinsic motivation. In this way, companies can create a healthy, competitive, and productive work climate.

Overall, the findings of this study affirm that motivation and discipline are not two separate factors but rather complementary pillars that support optimal employee performance. Companies that are able to consistently manage these two aspects will have a workforce that is not only compliant with rules but also highly motivated to achieve objectives. Ultimately, this approach not only improves short-term productivity but also strengthens the company's sustainability and competitiveness in facing increasingly complex business dynamics.

4. CONCLUSION

The research findings at PT Ariabima Propertindo indicate that both work motivation and discipline are crucial in enhancing employee performance. Motivation, whether stemming from internal factors like enthusiasm, job satisfaction, and pride, or external factors such as recognition and compensation, has been shown to strengthen employee consistency in meeting organizational targets. Similarly, discipline—reflected in adherence to company policies, punctuality, and responsibility in completing daily tasks—plays a significant role in fostering effectiveness and efficiency within the workplace.

REFERENCES

- Alfina Sri Rahayu Diana Novita Sari, Indah Rizki Maulia, Raudhatul Hikmah, & Suci Indah Lestari. (2024). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *PPIMAN Pusat Publikasi Ilmu Manajemen*, 2(1), 59–75. <https://doi.org/10.59603/ppiman.v2i1.293>
- Aulia, R. Z., & Ali, H. (2025). Pengaruh Kekuatan Organisasi, Sumber Daya Manusia dan Inovasi terhadap Strategi Kinerja Perusahaan. *Jurnal Greenation Sosial Dan Politik*, 3(1), 1–14. <https://doi.org/10.38035/jgsp.v3i1.261>
- Efendi, A., Tjahjuali, E., & Sanjaya, A. (2024). Analisis Keseimbangan Kehidupan Kerja dan Kedisiplinan Terhadap Kinerja Karyawan Pada PT . Bangun Persada Trans di Sidoarjo. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, 3(5), 2747–2758.
- Esisuarni. (2021). Pentingnya Motivasi Kerja dalam Meningkatkan Kinerja Sumber Daya Manusia. *Jurnal Niara*, 17(2), 478–488. Retrieved from <https://yoursay.suara.com/kolom/2021/06/15/130000/pentingnya-motivasi-kerja-dalam-meningkatkan-kinerja-sumber-daya-manusia>
- Fauzi, A., & Nugroho, G. (2024). The Influence of Competence on Employee Performance with Work Motivation as an Intervening Variable. *Al Qalam: Journal of Religious and Social Sciences*, 18(1), 558.
- Firman, A., & Dirwan, F. L. (2024). Efek Motivasi kerja , Lingkungan kerja dan Budaya organisasi Terhadap Kinerja Pegawai. *Jurnal Ekonomi*, 7(4), 425–435.
- Jawahira Jawahira, Muh Ikhtiar, H. H. (2024). Pengaruh Motivasi terhadap Kinerja Pegawai Dinas Pendidikan Provinsi Sulawesi Barat : Analisis Teori Motivasi Intrinsik Herzberg The Influence of Motivation on the Employees ' Performance of the West Sulawesi Provincial Education Office : Analysis of. *Al-Musannif Education and Teacher Training Studies*, 6(1), 11–22.
- Kamsidik, K., & Darmadi, D. (2025). Pengaruh Disiplin Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan pada PT Mega Citra Putera Perkasa Kota Tangerang. *KINERJA: Jurnal Manajemen Organisasi Dan Industri*, 4(1), 41–49. <https://doi.org/10.37481/jmoi.v4i1.166>
- Kartika, Siregar, & Rizki. (2025). Economics and Digital Business Review: Variabel Intervening. *Economics and Digital Business Review*, 6(2), 176–186.
- Kibiyanto, I., Widana, I. D. K. K., Oktavia S, T., & Mayori, E. (2024). Analisis Motivasi Dan Disiplin Kerja Personel Skadron Udara 21 Lanud Abdulrachman Saleh Malang. *Journal Visionida*, 10(2), 107–118. <https://doi.org/10.30997/jvs.v10i2.15993>

- Kusumastuti, A., Khoiron, A. M., & Achmadi, T. A. (2020). *Metode penelitian kuantitatif*. Deepublish.
- Mangiri, N. J. S., & Sasabone, L. (2023). PENGARUH KEPUASAN KERJA, MOTIVASI KERJA DAN KOMITMEN TERHADAP DISIPLIN KERJA PEGAWAI (STUDI KASUS PADA PEGAWAI SMKN 3 SUKATANI). *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 7(2), 1346–1352.
- Melindaria, M., & Sugianto, H. A. T. (2025). Peran Motivasi Dan Disiplin Kerja Dalam Peningkatkan Kinerja Karyawan Di Voursharevel Company. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(2), 776–781. <https://doi.org/10.31004/riggs.v4i2.547>
- Mukaromah, N., Hasanah, S., Yansyah, F. F., & Noviarita, D. H. (2025). Ekonomi Di Indonesia: Population and Employment on Economic Growth in Indonesia. *Jurnal Intelek Dan Cendekiawan Nusantara*, 1(6), 9593–9604.
- Nengsih, A. R. (2025). Strategi Pimpinan Dalam Membentuk Disiplin Kerja Karyawan. ... *Akuntansi, Manajemen Dan Ilmu Pendidikan*, 1(2), 193–205. Retrieved from <https://journal.yapakama.com/index.php/JAMED/article/view/237>
- Rachmawati, Latief, F., & Mariah, M. (2024). Pengaruh Motivasi Kerja Dan Iklim Organisasi Terhadap Kinerja Pegawai Melalui Disiplin Kerja Pada Pt. Pelindo Jasa Maritim. *Jurnal Bisnis Dan Kewirausahaan*, 13(2), 212–225. <https://doi.org/10.37476/jbk.v13i2.4604>
- Rahayu, S. T., Ismail, I., Madura, U. T., & Inda, P. T. (2024). Pengaruh kinerja karyawan terhadap suksesnya suatu perusahaan. *JURNAL MEDIA AKADEMIK (JMA)*, 2(12), 1–14.
- Rambe, A. F., & Waruwu, A. A. (2024). ANALISIS DISIPLIN , MOTIVASI , DAN LOYALITAS TERHADAP KINERJA KARYAWAN DI DIVISI OUT BOUND PT JNE EXPRESS CABANG UTAMA MEDAN Corresponding Author : Nama Penulis : Azli Firmansyah Rambe Perusahaan dapat dihubungkan pada sumber daya manusia yang mencakup de. *Jpro*, 5(3), 439–460.
- Setianingsih, V. (2025). Proceeding FRIMA (Festival Riset Ilmiah Manajemen dan Akuntansi) Analysis of Rewards and Punishments in Improving Employee Work Motivation. *Proceeding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi) Volume*, 01(08), 177–186.
- Unaradjan, D. D. (2019). *Metode penelitian kuantitatif*. Penerbit Unika Atma Jaya Jakarta.

