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**THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE  
PERFORMANCE AT PT. SIMPONI SIGMANERA**



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**Abstract**

This study aims to examine the influence of work motivation and work discipline on employee performance at PT. Simponi Sigmanera, with motivation and work discipline as independent variables and employee performance as the dependent variable. The research used a quantitative associative method with primary data collected from the population of all permanent employees and a random sample of 60 respondents. The results show that work motivation has a significant effect on employee performance, with a t-value of 2.696 greater than the t-table value of 1.671 ( $2.696 > 1.671$ ) and a significance value of  $0.034 < 0.05$ . Work discipline also has a positive and significant effect on employee performance, with a t-value of 5.007 greater than the t-table value of 1.671 ( $5.007 > 1.671$ ) and a significance value of  $0.000 < 0.05$ . Collectively, work motivation and discipline significantly influence employee performance at PT. Simponi Sigmanera, demonstrating the importance of these variables in improving performance.

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

## INTRODUCTION

In the modern era, the role of humans as the primary asset in corporate organizations is indispensable. Active human involvement is the key to achieving company goals. While other factors like technology and capital are important, humans are the balancing element of all components in a company. Without them, an organization loses its direction and purpose. A mismatch or shortage in human resources can lead to a decline in work efficiency and effectiveness. High-quality human resources play a crucial role in achieving company goals, with their consistent contributions positively impacting long-term objectives and performance.

According to Edwin B. Flippo (1981:16) in Widodo (2015:2-3), "Personnel management is the planning, organizing, directing, and controlling of procurement, development, compensation, integration, maintenance, and termination of employees, ensuring the achievement of individual, organizational, and societal objectives." Effective personnel management supports the company's success and employee satisfaction.

In a competitive business environment, companies must differentiate themselves from competitors. One way to achieve this is by enhancing employee performance, which enables businesses to achieve goals effectively and efficiently. PT. Simponi Sigmanera (Westerindo Laboratory Clinic) was established in 1996 and operates in the healthcare sector, providing services such as clinical laboratories, in-house clinics, and public health services. Over time, the company has expanded to nine branches across Indonesia and manages 15 hospital laboratories. It also offers medical check-ups, home services, and in-house clinics, with customers nationwide.

The clinical laboratory industry is highly competitive and demanding. The need for accurate and quick results, along with increasing customer expectations, can lead to employee stress and decreased motivation. This research explores factors influencing employee performance in this industry and offers practical recommendations for improvement.

According to Fahmi (2014:127), performance is the result achieved by an organization, whether profit-oriented or non-profit, within a specific period. Employee performance measures how effectively and efficiently employees fulfill their responsibilities and contribute to company success. Companies can achieve their goals effectively by understanding and enhancing employee motivation and work discipline.

An analysis of PT. Simponi Sigmanera's employee performance (2021-2023) reveals a consistent decline in work discipline scores, dropping from 88 in 2021 to 73 in 2023. This decline affects overall performance and requires attention. Motivated employees tend to be more productive, accurate, and demonstrate positive behaviors, contributing significantly to the company. According to Afriandi (2018:23), motivation arises from internal desires inspired by enthusiasm, sincerity, and determination, leading to high-quality results.

Motivation is a complex psychological construct crucial to individual performance. Intrinsic and extrinsic factors influence employee motivation levels. This research indicates that highly motivated employees exhibit better performance, higher work quality, and greater job satisfaction. Furthermore, high work discipline contributes to improved overall performance.

According to Zainal et al. (2015:444), higher employee discipline correlates with better performance, while decreased discipline results in lower performance. Discipline serves as a managerial tool to modify behavior and enhance awareness and compliance with company regulations and social norms (Afandi, 2018:12). It forms the foundation of superior performance, reflecting professionalism and dedication.

However, work discipline remains a challenge for PT. Simponi Sigmanera, with issues like tardiness and absenteeism disrupting team productivity and operations. The company must prioritize employee motivation and discipline through regular enforcement to create a structured and comfortable environment.

Additionally, factors such as competence and corporate culture significantly influence performance. Higher competence enhances potential for superior performance, and a positive organizational culture fosters teamwork and motivation. Companies must invest in these areas to create a productive workplace.

In conclusion, motivation and work discipline significantly affect employee performance at PT. Simponi Sigmanera. Increasing employee motivation positively impacts productivity and work quality, while high discipline ensures adherence to company standards. This study emphasizes the need for consistent efforts to improve motivation, discipline, and competence, providing a roadmap for achieving long-term corporate success.

## **REVIEW OF LITERATURE**

### **Performance**

Performance is the result of individual or group work in a certain period that reflects the contribution to organizational goals. According to Michael Armstrong, performance is a systematic process to improve organizational performance through individual and team development. Optimal employee performance is the main factor in the success of the company. Productive and quality employees contribute to the achievement of company goals, increase productivity, efficiency, and effectiveness. According to Kasmir (2021), performance is the value of employee behavior that influences the achievement of organizational goals. Alfandi (2018) added that performance includes work results according to responsibilities, does not violate the law, and is ethical. Factors that influence performance include ability, knowledge, work design, personality, motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, commitment, discipline, and compensation.

### **Motivation**

The term "motivation" originates from the Latin word *\*\*movere\*\**, meaning "to move" or "to drive." Motivation is the internal or external force that prompts actions and behaviors. According to Edwin B. Flippo, motivation is a skill to direct employees and organizations to work effectively, achieving both employee and organizational goals. Nurjaya (2021) defines motivation as a driving force enabling individuals to dedicate their skills, time, and effort to accomplish organizational objectives. Ardhani et al. (2019) describe work motivation as a collection of energetic forces that influence efforts related to work, considering direction, intensity, and persistence. Motivation, as explained by Sunyoto (2016), involves fostering work enthusiasm to optimize employees' abilities for organizational success.

Maslow's hierarchy of needs outlines five levels: physiological needs, safety, social belonging, esteem, and self-actualization. Each reflects human requirements, from survival basics to achieving one's full potential. Herzberg's Two-Factor Theory divides motivation into motivational factors (intrinsic, such as achievements and recognition) and **\*\*hygiene factors\*\*** (extrinsic, like workplace conditions and interpersonal relationships). Both significantly influence motivation but are complex and vary individually.

Motivation enhances employee performance, fostering productivity and goal achievement. A supportive work environment and intrinsic drive maximize potential, benefiting both employees and organizations.

### **Work Discipline**

Discipline, according to Moenir (in Tollardi, 2012), refers to compliance with rules, while disciplinization involves efforts to create an orderly, efficient, and effective work environment through a well-organized system. The term "discipline" originates from "disciple," symbolizing a loyal follower of a teacher or leader. Initially, it emphasized obedience to authority, but modern interpretations focus on self-awareness in adhering to rules and social norms. In workplaces, discipline is often viewed as following company policies, such as punctuality.

Afandi and Bahri (2020) define work discipline as a managerial tool to foster awareness and willingness to comply with company regulations and social norms. Afandi (2018) identifies three types of work discipline: preventive discipline, aimed at avoiding violations and encouraging self-discipline; corrective discipline, addressing rule violations and promoting compliance; and progressive discipline, involving escalating penalties for repeated offenses, such as verbal warnings, suspensions, or termination.

Agustini (2019) explains work discipline as adherence to rules and norms to strengthen employee commitment to achieving organizational goals. Factors influencing work discipline include fair compensation, exemplary leadership, clear rules, decisive actions against violations, supportive habits, and employee involvement. Positive habits, like mutual respect and recognition, foster a disciplined workplace environment.

## **RESEARCH METHOD**

This research employs a quantitative method based on numerical data to analyze the information collected through questionnaires or interviews. The study begins with a theory that forms a hypothesis, which is tested using the data. The population of this research consists of 60 employees of PT. Simponi Sigmanera, all of whom are included as the sample due to the population size being less than 100 (saturated sampling). Primary data is directly collected from respondents via Google Form-based questionnaires, while secondary data is obtained from literature, journals, and related documents. The data collection technique involves questionnaires using a Likert scale to measure respondents' attitudes, opinions, and perceptions. The data analysis techniques used include descriptive and inferential statistical analyses to examine the relationship between the independent variables, namely work motivation and work discipline, and the dependent variable, namely employee performance. The data is analyzed using statistical software to assess validity, reliability, and the influence between variables, aiming to draw conclusions based on empirical evidence.

## RESULTS AND DISCUSSION

The primary data for this research was collected through a questionnaire distributed to 60 employees of PT. Simponi Sigmanera. This data, supported by secondary data from field observations and literature sources, forms the basis for analysis. The participants' demographic characteristics were analyzed in terms of age, gender, education level, and work experience. Regarding age, the majority of respondents (51.7%) were between 21-30 years old, followed by 31-40 years (21.7%), 41-50 years (18.3%), and those over 50 years old (8.3%). In terms of gender, 53.3% of the respondents were female and 46.7% were male. The education levels varied, with the majority having a Bachelor's degree (53.3%), followed by Master's degree holders (28.3%), Diploma holders (10%), and a few with Doctoral degrees (8.3%). Regarding work experience, the majority had 1-5 years of service (48.3%), followed by 11-15 years (28.3%), 6-10 years (16.7%), and a small portion with over 16 years of experience (6.7%). These demographic details provide insights into the sample population and form the foundation for analyzing the relationship between motivation, work discipline, and employee performance at PT. Simponi Sigmanera

### Validity Test

A valid instrument means that the measuring instrument used to obtain data (measure) is correct. Valid means that the instrument can be used to measure what should be measured. A question is said to be valid if the question is able to reveal what is to be measured. The reason the questionnaire was submitted to 60 respondents with a total of 25 question items, where all question items were categorized as valid on the condition that the calculated  $r$  value in the Corrected Item Total Correlation column is greater than the  $r$  table Product moment. In this case, the  $r$  table is set at 0.252. The results of the validity test can be seen in the table below:

**Table 1.**  
**Performance Validity Test Results Employee (Y)**

Instrument	r count	r table	Information
1	0,641	0,252	Valid
2	0,666	0,252	Valid
3	0,552	0,252	Valid
4	0,621	0,252	Valid
5	0,754	0,252	Valid
6	0,657	0,252	Valid
7	0,752	0,252	Valid
8	0,681	0,252	Valid
9	0,732	0,252	Valid

Source: Data processed by SPSS 25

Based on Table 1 above, all Employee Performance statements are valid. This is because all questions have  $r_{hitung} > r_{Tabel}$  0,252.

**Tabel 2**  
**Motivation Validity Test Results (X1)**

Instrument	r count	r table	Information
1	0,809	0,252	Valid
2	0,786	0,252	Valid
3	0,839	0,252	Valid

4	0,675	0,252	<b>Valid</b>
5	0,700	0,252	<b>Valid</b>
6	0,697	0,252	<b>Valid</b>

Source: Data processed by SPSS 25

Based on the results of Table 2. above, all motivation questions are valid. This is because all questions have  $r_{hitung} > r_{Tabel}$  0,252.

**Table 3.**  
**Work Discipline Validity Test Results (X2)**

<b>Instrument</b>	<b>r count</b>	<b>r table</b>	<b>Information</b>
1	0,667	0,252	<b>Valid</b>
2	0,668	0,252	<b>Valid</b>
3	0,719	0,252	<b>Valid</b>
4	0,790	0,252	<b>Valid</b>
5	0,560	0,252	<b>Valid</b>
6	0,696	0,252	<b>Valid</b>
7	0,789	0,252	<b>Valid</b>
8	0,766	0,252	<b>Valid</b>
9	0,828	0,252	<b>Valid</b>
10	0,720	0,252	<b>Valid</b>

Source: Data processed by SPSS 25

Based on the results of Table 3 above, all questions from Work Discipline are valid. This is because all questions have  $r_{hitung} > r_{Tabel}$  0,252.

### **Reliability Test**

Instrument reliability testing using the Cronbach Alpha formula because this instrument is in the form of a questionnaire and a Likert scale. The Cronbach's Alpha formula is as follows: If the Alpha value is  $> 0.600$  means sufficient reliability, while if the Alpha  $> 0.600$ , this suggests that all items are reliable and all tests consistently have strong reliability. Or there is also if Alpha  $< 0.600$ , then reliability is low. If Alpha is low, likely, one or several items are not reliable. The results of the reliability test can be seen in Table 4 as follows:

**Table 4.**  
**Instrument Reliability Test Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Limitation</b>	<b>Information</b>
X1	0,847	0,600	<b>Reliabel</b>
X2	0,896	0,600	<b>Reliabel</b>
Y	0,849	0,600	<b>Reliabel</b>

Source: Data processed by SPSS 25

Table 4 above shows that Cornbach's Alpha is greater than 0.600, which means that all questions related to Motivation, Work Discipline, and Employee Performance are declared good and reliable.

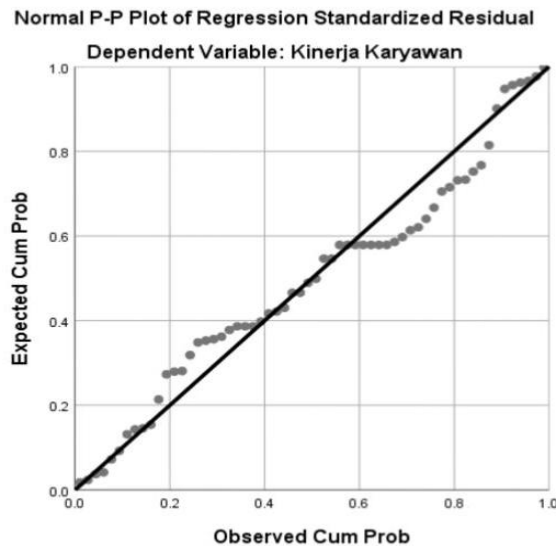
### **Classical Assumption Test**

In this study, multicollinearity testing was carried out by looking at the Varance Inflation Factor (VIF) value and tolerance value in the regression model.

### **Normality Test**

The Normality Test is to see whether the residual value is normally distributed or not. A good regression model has a normally distributed residual value. So the normality test is not carried out on each variable but on its residual value. The test is carried out using a normal probability plot curve, with the provision that if the points on the graph are spread and squeezed around the diagonal line, then the data used is normally distributed. The following are the results of the normality test that was conducted:

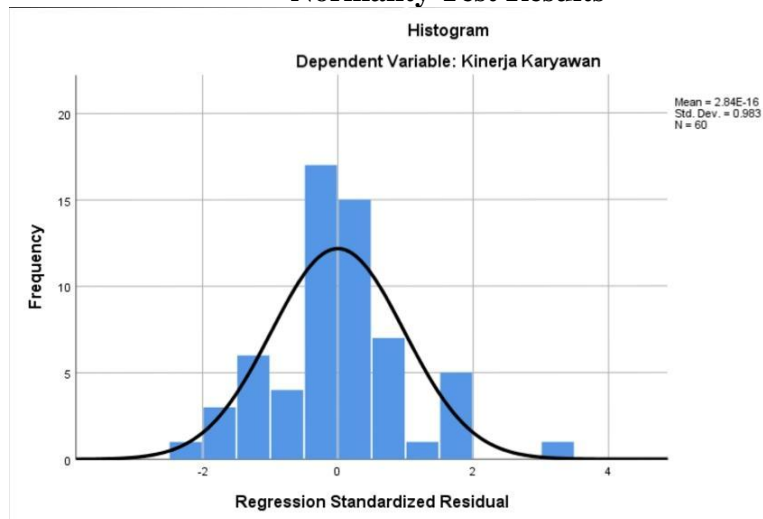
**Figure 1.**  
**Normality Test Results**



Source: Data processed by SPSS 25

Based on Figure 1. above shows that the points on the P-P Plot graph spread around the diagonal, and the distribution of data on the histogram graph approaches the normal line. So it can be concluded that the data in this study has a normally distributed regression model.

**Figure 2.**  
**Normality Test Results**



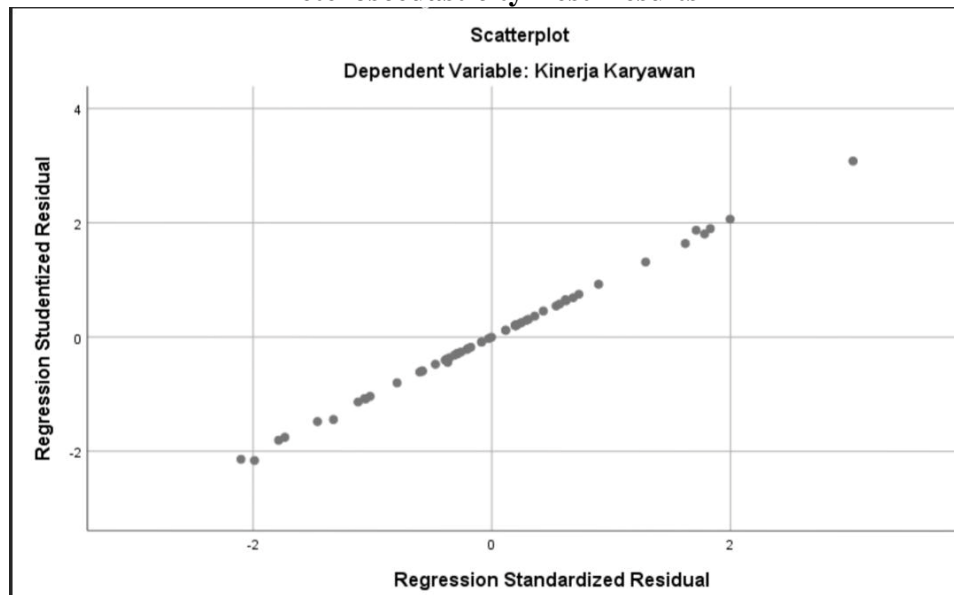
Source: Data processed by SPSS 25

Judging from the normal probability, it shows that the data or points are spread around the diagonal line; likewise, with the histogram graph, a normal curve line is obtained, meaning that the data studied is above normal.

**Heteroscedasticity Test**

In this study, the heteroscedasticity test was conducted using the Scatter Plot graph, through the Scatter Plot graph, to detect the presence or absence of a certain pattern between SRESID and ZPRED in the graph. The following are the results of the heteroscedasticity test:

**Figure 3.**  
**Heteroscedasticity Test Results**



Source: Data processed by SPSS 25

Based on Figure 3 above, it can be seen that the points in the graph are spread randomly and do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. This shows that the variables in the study do not experience heteroscedasticity problems.

**Multicollinearity Test**

The multicollinearity test is used to see whether or not there is a high correlation between independent variables in a multiple linear regression model. If there is a correlation between the independent variables, then the relationship between the independent variables and the dependent variables is disturbed. As an illustration, is a regression model with independent variables, Motivation and Work Discipline, with the dependent variable Employee Performance. Based on the results of the calculation of this model, there is no multicollinearity as seen in Table 4.9 as follows:

**Table 5.**  
**Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Motivasi	.323	3.094
Disiplin Kerja	.323	3.094

a. Dependent Variable: Kinerja Karyawan

Source: Data processed by SPSS 25

Based on Table 5 above, it shows that the VIF (variance inflation factor) value of 3.094 is less than 10, and the tolerance value of 0.323 is above 0.10 in all variables used in the study. This shows that there is no perfect or near-perfect linear relationship between the independent variables. So that the regression model in this study did not find multicollinearity problems and has met the requirements of a good regression model.

### **The Influence of Motivation on Employee Performance**

Motivation Variable has a significant effect on Employee Performance at PT. Simponi Sigmanera, because the t-count value is 2.696 where the t-count value is smaller than the t table (df = 59,  $\alpha = 0.05$ ) of 1.671 or  $2.696 > 1.671$ , in addition it is known that the sig value is 0.009 where the sig value is greater than 0.05 or  $0.009 > 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected, meaning that motivation has a positive and significant effect on Employee Performance at PT. Simponi Sigmanera. The results of this study are in line with research conducted by Nina Shabarina (2020), that the motivation variable has a positive and significant effect on employee performance.

### **The Influence of Work Discipline on Employee Performance**

The Work Discipline variable has a significant effect on Employee Performance at PT. Simponi Sigmanera, because the known value of the t count is 5.007 where the t count is greater than the t table (df = 68  $\alpha = 0.05$ ) of 1.671 or  $5.007 > 1.671$ , in addition it is known that the sig value is smaller by 0.000 where the sig value is smaller than 0.05 or  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, meaning that Work Discipline has a positive and significant effect on Employee Performance at PT. Simponi Sigmanera. The results of this study are in line with research conducted by Lagda Aditya Wijaya (2021), that Work Discipline has a Positive and Significant Effect on Employee Performance.

### **The Influence of Motivation and Work Discipline Together on Employee Performance.**

Motivation and Work Discipline variables have a positive and significant effect on Employee Performance at PT. Simponi Sigmanera. Based on the results of the F Test above, it is known that the calculated F value is 84.376 where the calculated F value is greater than the F table (df1 = 2, df2 = 6,  $\alpha = 0.05$ ) of 3.15 or  $84.376 > 3.15$  besides that the sig value is known to be 0.000 where the sig value is smaller than 0.05 or  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that Motivation and Work Discipline together have a significant effect on Employee Performance at PT. Simponi Sigmanera. The results of this study are in line with the research conducted by Siti Aniqoh Shofwani (2019), that the influence of Motivation and Work Discipline together has a Positive and Significant effect on Employee Performance.

## **CONCLUSION**

Basically, there are many factors that can affect employee performance, and each company may have different dominant factors influencing it. In the case of this study, based on the results of data analysis and the discussion conducted, it can be concluded that motivation has a positive and significant influence on employee performance at PT. Simponi

Sigmanera. Likewise, work discipline also has a positive and significant effect on employee performance at the same company. Furthermore, motivation and work discipline collectively have a significant impact on improving employee performance at PT. Simponi Sigmanera.

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