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**THE INFLUENCE OF MOTIVATION, DISCIPLINE, AND JOB SATISFACTION  
ON EMPLOYEE PERFORMANCE AT UD. HIKMAT SEJAHTERA**

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**Abstract**

This study aims to determine the role of motivation, work discipline, and jobsatisfaction in predicting employee performance at UD Kebijakan Kemakmuran, Cirebon, West Java. The population in this study was all employees of UD Kebijakan Kemakmuran. The sampling technique used was saturated sampling, with all employees being sampled, resulting in a total of 50 respondents. Data collection was conducted through a survey using a questionnaire. The data analysis technique used in this study was multiple linear regression. The results showed that the three independent variables, namely motivation, work discipline, and job satisfaction, had a positive and significant effect on employee performance, both partially and simultaneously. This study also discusses the meaning of these findings, which are presented at the end of the paper.

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

## INTRODUCTION

UD Hikmat Sejahtera is a company based in Cirebon, West Java, Indonesia. Established in 2013, the company has grown into one of the leading distributors in agriculture and food. With 50 employees, but since 2016 it has turned into a non-food distributor. UD Hikmat Sejahtera has served thousands of customers and continues to strive to improve the quality of services and products offered.

The products and services provided at UD Hikmat Sejahtera offer a variety of products and services that focus on the non-food sector. The main products offered include various types of cosmetics and skincare. In addition, the company also provides various non-food products such as hanasui, you, pigeon, sensi, etc. With a focus on quality and customer satisfaction, UD Hikmat Sejahtera ensures that all products offered have gone through a rigorous selection process.

Located on Jl. Raya Mundu Pesisir 38, Cirebon Regency, UD Hikmat Sejahtera has adequate facilities to support daily operations. This strategic location provides easy access for customers and business partners. In addition, the facilities owned by this company are also equipped with modern technology to ensure efficiency and effectiveness in the product distribution and storage process.

Based on reviews from several employees who have worked at UD Hikmat Sejahtera, the work environment in this company is considered very supportive and pleasant. Employees feel that there are many coworkers who support each other in work, thus creating a positive work atmosphere. In addition, the company is also known to have a strong religious custom, which helps create a harmonious work environment.

Responses from several company employees have the advantage that employees feel that the work environment at UD Hikmat Sejahtera is very supportive, with many coworkers who help and support each other. The company is also known to provide good career development opportunities for employees. The facilities and benefits provided by the company are sufficient to meet the needs of employees.

On top of that, employees also have challenges such as how they communicate with colleagues who have different opinions, and also sudden work due to changes in customer requests.

Reputation and Customer Reviews at UD Hikmat Sejahtera has a good reputation among customers and business partners. Based on reviews on various platforms, this company gets a fairly high rating from customers who are satisfied with the products and services offered. Customers appreciate the consistent product quality and responsive customer service.

Many customers have given positive reviews about the quality of the products offered by UD Hikmat Sejahtera. In addition, responsive and friendly customer service is also one of the factors that make customers feel satisfied. Criticism received from customers is that product availability is sometimes inconsistent. There are also reviews that mention that delivery times are sometimes delayed.

UD Hikmat Sejahtera is committed to continuously improving the quality of products and services offered. The company always strives to meet high quality standards and ensures that all products sold have gone through a rigorous selection process. In addition, UD Hikmat Sejahtera also strives to continue to innovate and keep up with technological developments

to improve operational efficiency and effectiveness. That delivery times are sometimes delayed.

This study aims to discuss the role of motivation, work discipline and job satisfaction in predicting employee performance at UD Hikmat Sejahtera Cirebon. The reason researchers took these three variables is because motivation, work discipline and employee job satisfaction are three important characteristics and must exist within employees in achieving company goals, objectives and performance. Achieving these goals, objectives and company performance can be achieved through excellent employee performance.

## **REVIEW OF LITERATURE**

### **Work Motivation**

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does are good and quality, Afandi, 2018. (in Andriyani & et al., 2021) Work motivation can encourage employees to behave efficiently and effectively in accordance with their duties and obligations, Yusuf 2023. Motivation as a process to explain the determination and tenacity of a person in an effort to be mobilized and directed to achieve a predetermined goal, Suswati 2022. Work motivation has a direct and significant effect on performance, work motivation affects job satisfaction, Husniati 2022. According to Afandi (2021: 23) which states that motivation is a desire that arises in a person or individual because someone is inspired, encouraged, and encouraged to carry out activities sincerely, feeling happy, and earnestly so that the results of the activities carried out get good results and quality.

### **Work Discipline**

Discipline is an attitude of obedience and compliance with applicable rules or norms. Discipline can also be interpreted as training yourself to do everything in an orderly and organized manner. Discipline is an operative function of human resources, where the higher a person's work discipline, the higher the work performance that person achieves. Work discipline is a worker's compliance with the rules, norms, benchmarks, laws, rules that apply in the work environment that have been agreed upon and become a joint commitment where the worker devotes himself to work, Achmad 2018. Work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained, Utomo 2022. Work discipline can be in the form of punctuality at work and obedience to tasks that are their responsibility, Rifa'I 2025. Discipline shows a condition or respectful attitude that exists in employees towards company rules and accuracy, Sutrisno 2017.

### **Job Satisfaction**

Job satisfaction is an emotional attitude or feeling of employees towards their work that is pleasant or not. These feelings can be reflected in employee behavior, such as work morale, discipline, and work performance.

Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work, Wicaksono 2021. Job satisfaction is a person's feeling towards his job which is produced by his own efforts (*internal*) and which is

supported by things from outside himself (external), on work conditions, work results and work itself, Sinambella 2021. Job satisfaction concerns how workers feel about their jobs and expectations of the organization where they work, Mulyadi 2022.

Absolute job satisfaction benchmarks to each individual employee differ in satisfaction standards. Indicators of job satisfaction are only measured by discipline and high morale, so relatively employee job satisfaction will be better. Conversely, if the discipline and morale of employees is small, the job satisfaction of employees in the company decreases.

### **Employee Performance**

Performance is the work achieved by a person, agency, or organization in carrying out their duties. Performance is a person's overall level of success during a certain period in carrying out tasks compared to various possibilities, such as agreed standards of work results, targets, or goals:

Performance can be seen from the achievement of targets given by the company to employees during the period of time given by the company, Simbolon 2022. Hasibuan states that performance appraisal is an activity for managers to evaluate the behavior of employees, followed by determining future policies. Matters relating to performance appraisals such as assessing loyalty, honesty, leadership, teamwork, dedication and participation.

## **RESEARCH METHOD**

The research method used in this research is quantitative method because this research tries to test the hypothesis proposed by using statistical tests on quantitative data. In presenting the data, this research uses the associative method which is to determine the relationship between the variables tested, namely competence, motivation and work discipline on employee performance.

Quantitative research according to Sugiyono (2019), is a method research based on the philosophy of positivism, as a scientific method or scientific because it has met scientific principles concretely or empirically, Objective, measurable, rational, and systematic.

According to Sugiyono (2018:15), the quantitative method is method based on positivist philosophy aims to describe and test hypothesis made by the researcher. Quantitative research contains a lot of numbers. from data collection, processing, to results dominated by numbers.

### **Sampling Strategy**

The population used as the object in this study was employees of UD Hikmat Sejahtera Cirebon. The employees who became the population were 50 employees. These 50 employees are the total number of employees at UD. Hikmat Sejahtera Cirebon. Saturated samples (50 employees) were taken by researchers because it was still possible to take them all.

According to Sugiyono (2018:81), a sample is a portion of the quantity and characteristics possessed by that population. The researcher uses a technique in this study that is non-probability sampling.

With the purposive sampling technique. The definition of purposive sampling is a technique for determining samples with specific considerations. (Sugiyono, 2018:138).

The consideration used in this study is a sample of 50 employees at UD Hikmat Sejahtera aged 18-30 years.

### Questionnaire Structure

The questionnaire consists of close-ended questions structured using a Likert scale (ranging from 1 to 5) to measure key constructs such as social media marketing activities, emotional response, brand resonance, and online impulse buying intentions. The survey items are adapted from established scales in prior literature to enhance validity and reliability (Taherdoost, 2021).

The method used is the survey method where the author distributes questionnaire for data collection. The approach used in the research this is a quantitative approach. According to Sugiyono, (2019: 17) research quantitative is defined as a research method based on the philosophy positivism, used to research a specific population or sample, data collection using research instruments, data analysis is quantitative or statistical quantitative or statistical, with the aim of testing the hypothesis that has applied.

### Multiple Linear Regression Analysis

Regression analysis is used to measure how much influence between the independent variable and the dependent variable. If there is only one independent variable and one dependent variable, the regression is called simple linear regression (Juliandi, Irfan, & Manurung, 2014). Conversely, if there is more than one independent variable or dependent variable, it is called multiple linear regression. Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis is performed to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018).

The influence of work motivation (X1), work discipline (X2), job satisfaction and employee performance (Y) on UD employees. Hikmat Sejahtera using multiple regression analysis.

## RESULTS AND DISCUSSION

### Respondent Profile

**Table 1**  
**Respondent Characteristics**

Category	Description	Total	Percent %
Gender	Men	30	60
	Women	20	40
Age	<25th	40	80
	>30th	10	20
Education	Junior High School / Equivalent	18	16
	High School / Equivalent	32	84

Based on the results of data processing, the characteristics of respondents consisting of 30 male employees or 60% of the total number of respondents and 20 female employees or 40% of the total number of respondents were obtained. Based on age, the majority of

respondents are aged > 38 years, while based on the level of education the majority of respondents have a high school education level equivalent.

**Validity Test**

**Table 2**  
**Instrument Validity Test Results**

Motivation		Discipline		Satisfaction		Performance	
No.	R Count	No.	R Count	No.	R Count	No.	R Count
1	0,788	1	0,663	1	0,833	1	0,783
2	0,818	2	0,791	2	0,870	2	0,830
3	0,783	3	0,713	3	0,820	3	0,796
		4	0,826				

To determine the accuracy of the instrument in measuring the variables studied, the researcher tested the validity of the instrument, namely the variables of motivation, work discipline, job satisfaction and employee performance.

Respondents in this study amounted to 50 people, to obtain rtable using the formula  $df = n-2$ ,  $50-2 = 48$  was obtained and  $\alpha = 0.05$ . Based on the r ProductMoment correlation coefficient table, the r table = 0.279 is obtained. Then the statement is said to be valid must  $r_{count} > r_{table} = 0.279$ .

Based on the results of validity testing, it is known that the instrument in the Motivation variable is valid, the instrument in the Discipline variable is valid, the instrument in the Job Satisfaction variable is valid, and the instrument in the Employee Performance variable is valid, because it has a value of r count greater than r table, all r count values > 0.279. See Table 2, validity test results.

**Reliability Test**

**Instrument Validity Test Results**

Variable Name	Cronbach'sAlpha	N of Items
Motivation	0,712	3
Discipline	0,737	4
Job Satisfaction	0,781	3
Employee Performance	0,714	3

To determine the degree of consistency of the research instrument, the researcher conducted an instrument reliability test. The results of this reliability test show that all research instruments are reliable because the Cronbach'sAlpha value is above 0.70. See Table 3, the results of the reliability test.

To find out the amount of influence of competency and motivation variables on employee performance, it can be seen by looking at the summary model table in the table below:

**Classical Assumption Test**

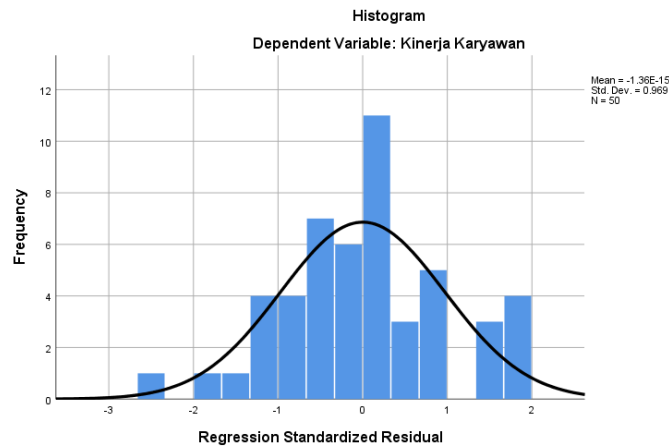
**Normality Test with Graph**

Through the graph, the normality test is measured with two observation images including:

- Histogram

The measurement requirements for the normality test with the histogram graph can be decided with the following criteria:

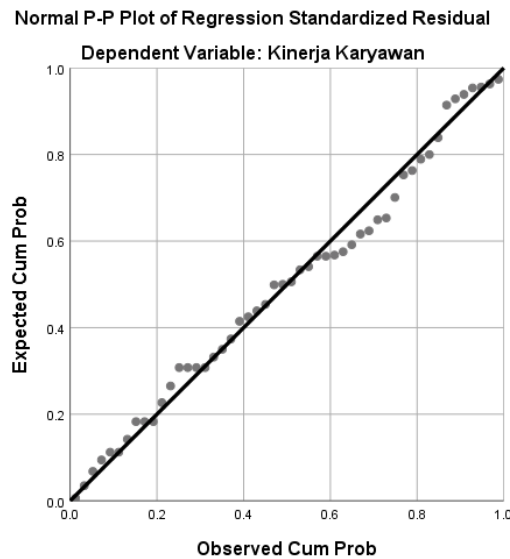
- 1) Data is normally distributed if the line curves like a bell through the entire diagram and does not show any lines sloping to the left or right and produces a mean > standard deviation.
- 2) Data is abnormally distributed if the line curves like a bell through the entire diagram and shows a line that tilts to the left or right and produces a mean < standard deviation.



Source: Research Data Processing (2025)

Based on the observations through the picture and information above, the normality test with the histogram states that the data is normally distributed.

P-P Plot



Source: Research Data Processing (2025)

The results in the P-Plot normality test produce a diagonal line, so it can be said that the pattern is normally distributed.

### Normality Test With Statistics

The results of the normality test using the graph have proven that the distribution of data is normal, but data normality testing must be completed with a statistical test so that the

results decided are more accurate and can be proven with certainty through criteria using numbers. Statistical testing uses the Kolmogorov Smirnov test with the test criteria, namely:

- a. Data is confirmed to be normally distributed if the value of A.Symp. Sig > 0.05
- b. Data is not normally distributed if the value of A.Symp. Sig < 0.05

**Table 4.**  
**Normality Test Kolmogorov Smirnov Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.90409919
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.062
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Research Data Processing (2025)

Based on the results of statistical tests using the Kolmogorov Smirnov test above, the A.symp.Sig value (0.200) > significance (0.05) so it can be concluded that the research data is normally distributed and fulfills the assumption of normality as shown in the Histogram and P-P Plot graph tests.

**Multicollinearity Test**

Multicollinearity test is the identification of some of the same values in a regression form of independent variables consisting of motivation, discipline, and job satisfaction on employee performance research symptoms indicated by the dependent variable. If all independent variables produce values according to these predetermined conditions, then the data avoids the Multicollinearity problem.

In order for the data to avoid multicollinearity problems, the tolerance and VIF (variance inflation factor) values are compared with the conditions:

- 1. The tolerance value of each independent variable produces a number > 0.1.
- 2. VIF value of each independent variable < 10.

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

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	.568	1.761
	Discipline	.618	1.619
	Job Satisfaction	.523	1.911

a. Dependent Variable: Employee Performance

Source: Research Data Processing (2025)

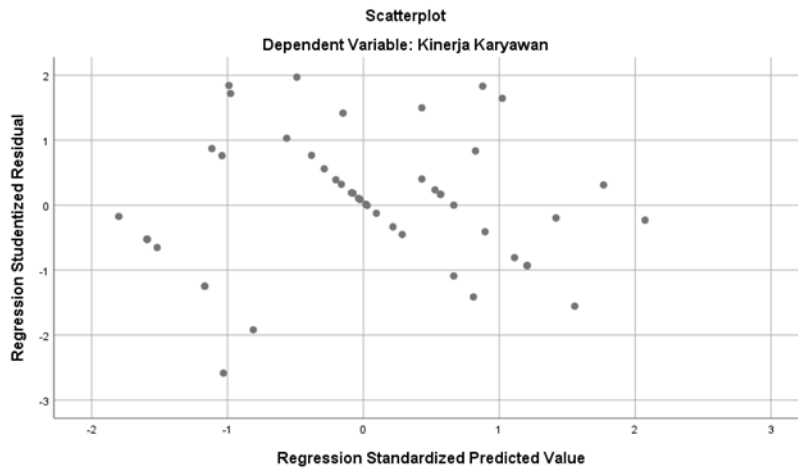
Through the statistical output of the multicollinearity test values in the table above, it can be explained that the results of the tolerance value of each independent variable include Motivation (0.568), Discipline (0.618), Job Satisfaction (0.523) > 0.01. While the VIF value of Motivation (1.761), Discipline (1.619), Job Satisfaction (1.911) < 10.

Based on the tolerance and VIF values generated in each independent variable, it can be explained that the data in this study avoid multicollinearity symptoms because these values are on the path or criteria that have been set.

**Heteroscedasticity Test**

**Heteroscedasticity Test Scaterplot**

Heteroscedasticity shows a close relationship between one variable and another or it can be said that the variables that are factors in the emergence of a symptom have a positive relationship or correlation.



Source: Research Data Processing (2025)

Based on the results of the heteroscedasticity test in the figure above, it shows that the points between the straight line below and above at point 0.0 (X and Y axes) are visible data distribution points, it can be explained that the research data avoids heteroscedasticity problems.

**Glesjer Heteroscedasticity Test**

**Table 6.**  
**Glesjer Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.142	.562		2.032	.048
	Motivation	.014	.057	.047	.246	.807
	Discipline	-.044	.043	-.189	-1.020	.313
	Job Satisfaction	.001	.056	.004	.022	.983

a. Dependent Variable: abs\_res

Source: Research Data Processing (2025)

The results of the heteroscedasticity test using the Glejser test, the output shows that there is no significant relationship between all independent variables on the absolute residual

value indicated by the Sig value greater than 0.05, meaning that this model avoids heteroscedasticity.

**Hypothesis Test Results**

**Simultaneous Test Results (Test - F)**

Simultaneous test (F-test) is a test conducted by looking at the correlation of all independent variables consisting of motivation, discipline, and job satisfaction on employee performance. The F-test decision can be seen based on the following criteria:

1. If the value of  $F_{count} > F_{tabel}$  and the significance value  $< 0, 05$  then  $H_0$  is rejected and  $H_1$  is accepted, motivation, discipline, and job satisfaction jointly affect employee performance.
2. If the value of  $F_{count} < F_{tabel}$  and the significance value  $> 0.05$ , then  $H_0$  is accepted and  $H_1$  is rejected, meaning that motivation, discipline, and job satisfaction do not jointly affect employee performance.

**Table 7.**  
**Simultaneous Test (F Test)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.868	3	39.956	45.889	.000 <sup>b</sup>
	Residuals	40.052	46	.871		
	Total	159.920	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Discipline, Motivation

Source: Research Data Processing (2025)

The value of  $F_{count}$  is based on the statistical *output* in the table above, while the value of  $F_{tabel}$  is through the percentage point of the distribution (F) with a probability (significance level) of 5% (0.05).

$$\text{Value } F_{tabel} = (n - k) - 1$$

Where:

n= number of samples

k = constant (number of independent variables)

1 = number of dependent variables

$$\text{Value } F_{tabel} = (n - k) - 1$$

$$= (50 - 3) - 1$$

$$= 47 - 1$$

$$= 46 \text{ so the value of } F_{tabel} \text{ is } 2.81$$

(Based on the percentage point value of the F distribution)

Based on the table and information above, the F-test results explain that the value of  $F_{count}$  (45.889)  $> F_{tabel}$  (2.81) and significance (0.000  $< 0.05$ ) then  $H_0$  is rejected and  $H_1$  is accepted, meaning that motivation, discipline, and job satisfaction jointly affect employee performance.

**Partial Test Results (T Test)**

Partial test (t-test), which is a test conducted to see the relationship of independent variables individually to the dependent variable. Partial testing (t-test) has criteria based on the hypothesis that has been proposed, namely:

1. If the value of  $t_{count} > t_{tabel}$  and the significance value  $< 0.05$ , then  $H_0$  is rejected and  $H_2$  is accepted, meaning that motivation, discipline, and job satisfaction partially affect employee performance.
2. If the value of  $t_{count} < t_{tabel}$  and the significance value  $> 0.05$ , then  $H_0$  is accepted and  $H_2$  is rejected, meaning that motivation, discipline, and job satisfaction partially affect employee performance.

**Table 8.**  
**Partial Test (T Test)**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.534	.900		1.704	.095
	Motivation	.297	.091	.321	3.282	.002
	Discipline	.332	.069	.454	4.837	.000
	Job Satisfaction	.215	.090	.244	2.389	.021

a. Dependent Variable: Employee Performance

Source: Research Data Processing (2025)

The value of  $t_{count}$  is based on the statistical output in the table above, while the value of  $t_{tabel}$  is through the distribution percentage point (t) with a probability (significance level) of 5% (0.05) which is guided by the formula as below:

$$\text{Value } t_{tabel} = (n - k) - 1$$

Where:

n = number of samples

k = constant (number of independent variables)

1 = number of dependent variables

$$\begin{aligned} \text{Value } T_{tabel} &= (n - k) - 1 \\ &= (50 - 3) - 1 \\ &= 46 \end{aligned}$$

so that the value of  $t_{tabel}$  is 2.012 (Based on the percentage point value of the t distribution)

Based on the table and information above, the partial test results will be described as follows:

1. The value of  $t_{count}$  (3.282)  $>$   $t_{tabel}$  (2.012) and the significance value (0.002  $<$  0.05), then  $H_0$  is rejected and  $H_1$  is accepted, so that partially motivation has a significant positive effect on employee performance.
2. The value of  $t_{count}$  (4.837)  $>$   $t_{tabel}$  (2.012) and the significance value (0.000  $<$  0.05), then  $H_0$  is rejected and  $H_2$  is accepted, so that partially discipline has a significant positive effect on employee performance.
3. The value of  $t_{count}$  (2.389)  $>$   $t_{tabel}$  (2.012) and the significance value (0.021  $<$  0.05), then  $H_0$  is rejected and  $H_3$  is accepted so that partially job satisfaction has a significant positive effect on employee performance.

The independent variable that provides the most dominant influence on Employee Performance is Discipline ( $X_2$ ) because it produces the largest value  $t_{count}$  (4.837) among other independent variables.

### Coefficient of Determination (Test - ) $R^2$

The coefficient of determination ( $R^2$  test) is a test conducted to see how much regression influence all independent variables consisting of motivation, discipline, and job satisfaction on employee performance by looking at the percentage given through the correlation of all independent variables. The determination of the value is adjusted to the *adjusted R square* value, namely:

1. If the *adjusted R square*  $< 0.5$ , the results are not good.
2. If *adjusted R square*  $= 0.5$  then the result is declared moderate.
3. If *adjusted R square*  $> 0.5$  then the results are declared accurate.

**Table 9.**  
**Test Coefficient of Determination**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 <sup>a</sup>	.750	.733	.933

a. Predictors: (Constant), Job Satisfaction, Discipline, Motivation

Source: Research Data Processing (2025)

Based on the results of the coefficient of determination in the table above, it can be explained that the value generated through the adjusted R square is 0.733, meaning that the influence produced by the independent variables consisting of motivation, discipline, and job satisfaction partially affects employee performance is 73.3%, while 26.7% is influenced by other variables not included in this study.

### CONCLUSION

Based on the discussion, it can be concluded that competence, motivation, and work discipline are predictors that significantly influence employee performance at UD Hikmat Sejahtera. This finding provides managerial implications that improving these three factors can encourage optimal employee performance. In the context of motivation, companies are advised to create a supportive work environment, provide training, guarantee job security, and offer appropriate rewards. Work discipline needs to be maintained through the implementation of consistent rules and a responsible work culture. Job satisfaction can be improved through fair compensation, placement according to expertise, and a conducive work environment. The results of this study can be used as a reference for further studies and the development of HR management policies.

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