

Motivation, Training, and Discipline on Employee Performance in Star-rated Hotels in Bogor City

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ABSTRACT

This research focuses on assessing the impact of motivation, training, and discipline on employee performance in star-rated hotels in Bogor City. Employee motivation, training, and discipline are identified as key factors influencing employee performance and, consequently, the success of the hotels. A quantitative research approach was adopted, and data from 220 respondents working in star-rated hotels was collected using a questionnaire. The results reveal that training and discipline significantly impact employee performance, while motivation alone does not have a significant effect. Based on the findings, recommendations are made to prioritize training, foster a disciplined work environment, and consider motivation strategies to improve employee performance and enhance the overall competitiveness of the hospitality industry in Bogor City. By implementing these recommendations, hotels can excel in service delivery and achieve higher levels of customer satisfaction and loyalty.

INTRODUCTION

The hospitality business in Bogor faces a critical challenge: how to enhance and optimize its services to attract and satisfy tourists. Hotels play a crucial role in achieving this goal by emphasizing their strengths and advantages through the services they offer and the supporting facilities they provide. However, the success of these efforts heavily relies on effective human resource management within the hotel industry. Motivation, training, and discipline emerge as key factors that significantly impact employee performance and ultimately determine the success of the company.

Employee motivation stands out as a vital element in driving performance and achieving desired goals. Motivated employees exhibit higher levels of engagement, enthusiasm, and dedication in their work, leading to superior service delivery. By fostering a motivating work environment, hotels can encourage employees to consistently deliver exceptional experiences to guests, thereby enhancing customer satisfaction and loyalty. Understanding the drivers of motivation and developing strategies to sustain it is crucial for hotels in Bogor to excel in the competitive hospitality market.

Training assumes a pivotal role in unlocking the potential within employees and fueling their internal drive. Through targeted training programs, hotels can equip their employees with the necessary skills, knowledge, and competencies to excel in their roles. Effective training initiatives enable employees to provide high-quality service, adapt to evolving customer expectations, and handle various challenges with confidence. By investing in training, hotels can enhance employee performance, promote continuous learning, and gain a competitive edge in the industry.

Discipline is the key factor instrumental in enhancing employee performance, maintaining consistent service standards, ensuring adherence to established protocols and guidelines, and fostering a work environment that upholds professional conduct. By promoting discipline, hotels can minimize deviations, ensure reliable service delivery, and uphold a positive reputation. Implementing effective disciplinary measures also facilitates prompt resolution of performance issues, creating a harmonious work environment that nurtures employee growth and development.

To address the specific challenges faced by star-rated hotels in Bogor City, this research aims to assess the level of employee performance influenced by motivation, training, and discipline. Employee performance is considered the dependent variable, while motivation, training, and discipline serve as independent variables. By examining the relationship between these variables, the study seeks to uncover insights and identify strategies that can enhance employee performance. Recognizing the critical role of employee performance is imperative for hotels in Bogor, as it directly impacts their overall success, growth, and competitiveness.

Focusing on employee performance is of paramount importance for organizations aiming to advance and grow. Good employees serve as valuable assets that contribute to the organizational development and success. Hence, prioritizing motivation, training, and discipline can significantly bolster the

performance and productivity of employees, thereby fostering the advancement and growth of the organization. Through a comprehensive analysis of the interplay between motivation, training, discipline, and employee performance, this research aims to provide practical recommendations and valuable insights to support the continuous improvement of star-rated hotels in Bogor City.

THEORETICAL REVIEW

Employee Performance

Scholars have looked deeply into the relationship between corporate success and employee performance in the ever-evolving field of academic study. Research by Shaikh et al. (2017) highlights the importance of putting a premium on employee performance and devoting resources to it. They push for big-picture changes that will boost productivity for the good of everyone at the organization. (Shaikh, Tunio, & Shah, 2017) Gitongu, et al. (2016) agree that investing in training and development programs can boost a company's success by enhancing employees' competence, motivation, and productivity. (Gitongu, Kingi, & Uzel, 2016)

Harter et al. (2002) examine the connection between happy workers and productive businesses. Their findings stress the significance of creating a pleasant workplace to increase employees' enthusiasm for their work, their sense of belonging to the firm, and their commitment to its success. (Harter, Schmidt, & Hayes, 2002)

Employee performance is impacted by a wide variety of factors, and Siddiqi and Tangem (2018) explore into these in depth. Their research shows that increased performance and productivity may be achieved when businesses place a premium on training and education for their employees. (Siddiqi & Tangem, 2018)

To sum up, studies have shown how important it is for an organization to have productive workers. For success, businesses need to teach their staff, make sure they like working there, and treat their employees well. By responding to these shifting conditions, businesses can boost employee output and catapult themselves to new heights of development and success.

Employee Performance and Motivation

In the pursuit of unlocking the true potential of employee performance, Tumilaar conducted research that places a strong emphasis on the vital role of motivation. (Tumilaar, 2015) The study not only highlights the significance of motivation but also underscores the importance for organizations to comprehend and address the underlying motivational factors that can enhance employee productivity and effectiveness. It is observed that motivated employees demonstrate higher levels of engagement, commitment, and proactivity, ultimately leading to improved performance outcomes.

Simatupang and Saroyeni embark on a journey to unravel the complex interplay between motivation and employee performance. (Simatupang & P, 2018) Their study uncovers a fascinating revelation - employees fueled by a blend of intrinsic and extrinsic factors soar to new heights of performance and

job satisfaction. To unlock this powerful potential, the study urges organizations to embrace a holistic approach to motivation, considering both internal and external factors, igniting a spark that propels employee performance to unprecedented levels.

In the realm of the hospitality industry, Tho'in casts a spotlight on the profound impact of motivational factors on employee performance. (Tho'in, 2018) The study unveils a treasure trove of influences - recognition, rewards, and career development opportunities - that wield remarkable sway over employee performance and job satisfaction in this industry. Armed with this understanding, organizations within the hospitality sector possess the keys to craft an inspiring haven, where high employee performance and satisfaction flourish in harmonious symphony.

Journeying through the tapestry of motivation and employee performance, Shahzadi et al. (2014) provide a unique lens - the Expectancy Theory. Illuminating their research findings, they shed light on a pivotal truth - aligning employee expectations and rewards unlocks the gateway to enhanced motivation and performance. (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). A clear, unbreakable link between performance and rewards becomes the elixir that fuels employees to transcend boundaries and achieve the pinnacle of performance excellence.

The collective literature highlights the critical role of motivation in propelling employee performance. Motivation serves as a catalyst, influencing employees' commitment, engagement, and productivity, ultimately impacting the overall performance of the organization. By gaining a comprehensive understanding of motivational factors and implementing appropriate strategies, organizations can cultivate an environment that fosters high levels of employee performance, leading to organizational success.

Employee Performance and Training

The importance of training in maximising worker performance was illuminated by (Elnaga & Imran, 2013). Their findings show that effective training programmes can considerably increase productivity and contentment on the job. Employee performance can be enhanced through training, which provides them with the tools they need to do their jobs better.

The complex connection between training and worker output is explored by Sultana et al. (2012). Their research shows that training programmes significantly improve workers' abilities and, in turn, business results. The study highlights the significance of training and education programmes in improving productivity on the workplace. (Sultana, Irum, Ahmed, & Mehmood, 2012)

Suci and Idrus (2015) investigate how training affects bank workers' productivity. Their research shows that training programmes lead to improved productivity in the workplace. According to the findings, training has a multiplicative effect on performance by boosting employees' motivation and happiness at work. (Suci & Idrus, 2015)

Thaief et al. (2015) conduct a thorough analysis of the connection between hotel training and performance. The results of their studies show that effective training programmes have a beneficial effect on workers' understanding, proficiency, and productivity. According to the results, companies who want to help their employees grow and improve their performance should put a lot of money into long-term training programmes. (Thaiefi, Baharuddin, Priyono, & Idrus, 2015)

Tho'in (2018) examines the impact of training on workers' productivity in the tourist business. The results show that training programmes have a favourable and significant effect on productivity in the workplace. It demonstrates the importance of carefully planned training programmes in boosting staff enthusiasm and productivity. (Tho'in, 2018)

Training has been shown to have a significant impact on increasing productivity in the workplace. Training programmes serve as catalysts, providing workers with the knowledge, abilities, and inspiration they need to do their jobs well. The results of this study highlight the importance of organisations investing in comprehensive and continuous training programmes that help employees build their skills and knowledge and lead to better business results.

Employee Performance and Discipline

Discipline plays an essential part in influencing employee performance in the workplace. When discipline is lacking, performance may fall short of goals. Therefore, it is critical for organisations to develop a culture of discipline in order to reach their objectives (Tumilaar, 2015).

According to Simatupang and Saroyeni (2018), implementing discipline within an organisation is critical since it becomes difficult for a company to achieve its goals without strong employee discipline. Therefore, discipline is one of the most important things that ensures a company's success. (Simatupang & P, 2018)

There is a strong beneficial relationship between discipline and performance, as shown in numerous previous research. Anah et al. (2020), Suci & Idrus (2015), Thaief et al. (2015), & Tumilaar (2015) are only a few of the studies that have been undertaken on this topic. The impact of disciplinary measures on workers' productivity was studied by Anah et al. (2020). The results showed that workers who constantly practise self-control at work have better productivity levels. The findings stress the need of creating and encouraging a disciplined workplace for optimal productivity.

The effects of discipline on manufacturing workers' productivity were studied by Suci and Idrus (2015). The results of their research showed a positive correlation between workplace discipline and employee performance, suggesting that a regulated workplace is associated with better results. Thaief et al. (2015) investigated the connection between discipline and performance in the hospitality business. According to the results of the study, productivity increases significantly when workers are held to disciplinary standards. The research highlights the significance of developing a culture of discipline to

improve hospitality workers' productivity. (Thaiefi, Baharuddin, Priyono, & Idrus, 2015)

Tumilaar (2015) investigated the impact of discipline on productivity in the workplace. The findings of this study highlight the importance of discipline in inspiring workers to reliably provide results that meet or exceed their targets. (Tumilaar, 2015)

In a nutshell, discipline is crucial in the workplace since it determines how well workers accomplish their assigned tasks. The findings highlight the significance of establishing a disciplined workplace to boost employee productivity and overall performance by illuminating the positive association between discipline and performance results.

METHODOLOGY

The research methodology employed in this study utilizes a quantitative approach, aiming to gather data through the analysis of numerical information and subsequent statistical procedures. The research focuses on employees working in star-rated hotels located in Bogor City. The sample size for this study consists of 220 respondents, and data collection is carried out using a questionnaire distributed in the form of a Google Form link via email.

The distributed questionnaire includes general questions related to respondent demographics and specific inquiries pertaining to the variables under investigation. The research questionnaire is disseminated to employees in star-rated hotels through popular social media platforms such as WhatsApp, Line, and LinkedIn. The sampling technique used is a gradual process, designed to obtain responses from employees working in different hotels, aiming to understand the answers provided by each employee in varying hotel contexts. The data collection process spans approximately one month.

The chosen research methodology, which is quantitative in nature, enables a systematic collection and analysis of numerical data. This approach allows for an objective examination of the relationships between motivation, training, discipline, and employee performance within the context of star-rated hotels in Bogor City. By using a questionnaire distributed through electronic means, such as email and social media platforms, the research seeks to capture responses from a diverse range of employees working in various hotels, enhancing the validity and generalizability of the findings. The one-month data collection period ensures sufficient time to gather an adequate number of responses and ensures the accuracy of the collected data.

Hypothesis Formulation

H1: Motivation has a significant effect on employee performance

H2: Training has a significant effect on employee performance

H3: Discipline has a significant effect on employee performance

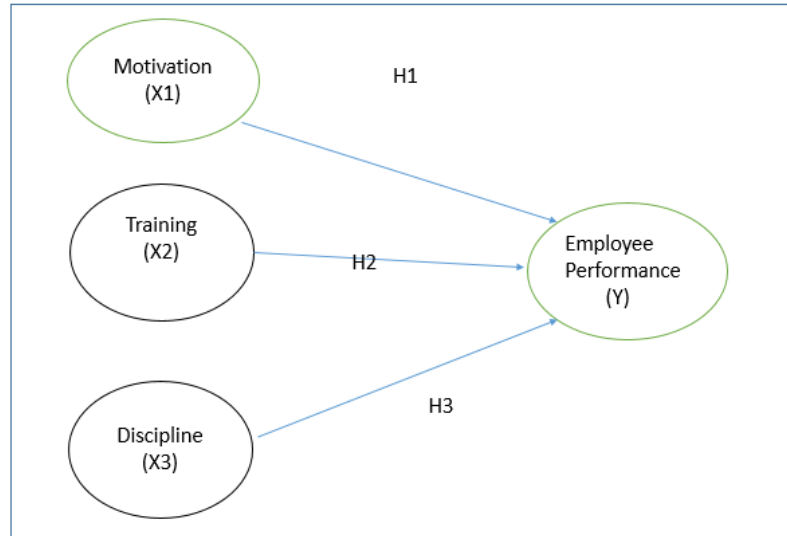


Figure 1. Research Model

RESULTS AND DISCUSSION

Normalization Test

In this study, a graphical approach was employed to assess the normality assumption of the data. The purpose of the normality test was to evaluate the distribution pattern of errors. One method utilized involved examining the error histogram, which indicates a bell-shaped distribution (normal distribution), as well as the Normal P-P plot. By employing these techniques, the study aimed to analyze the normality of the data and assess its suitability for further statistical analysis.

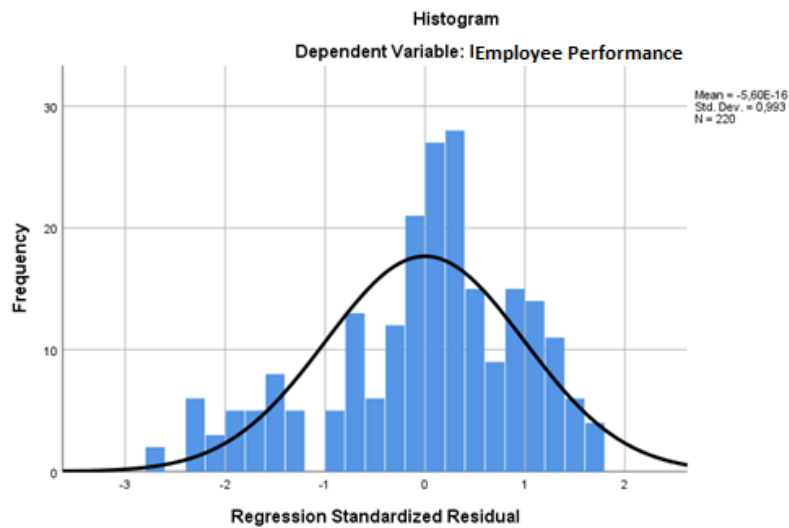


Figure 2. Histogram

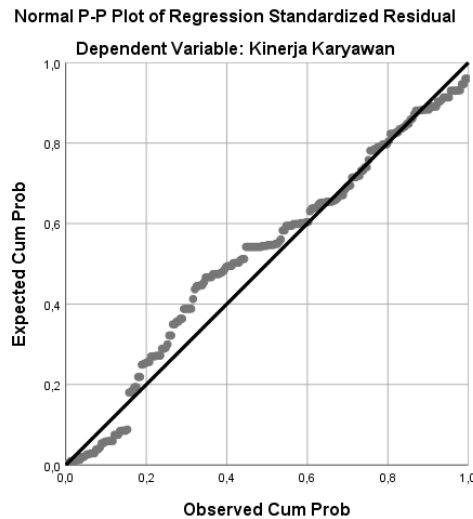


Figure 3. Normal PP-Plot

Multicollinearity Assessment

To examine the presence of multi collinearity, researchers employ the use of tolerance and VIF (Variance Inflation Factor) values. Tolerance serves as an indicator of the degree of multi collinearity in the regression equation. The commonly accepted threshold for tolerance is 0.10. If the tolerance value falls below 0.10, it indicates the existence of multi collinearity. Similarly, VIF can also detect multi collinearity in the regression equation. A frequently used threshold for VIF is 10. If the VIF value exceeds 10, it suggests the presence of multi collinearity in the regression model. By utilizing these statistical measures, the study aimed to assess the extent of multi collinearity and its potential impact on the regression analysis.

Table 1. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	,768	1,302
	Training	,817	1,224
	Discipline	,656	1,523

Dependent Variable: Employee Performance

Autocorrelation Test

The Durbin-Watson (D-W) value was 2.144 after the data was processed in SPSS. In a range from 1.74 to 2.26, the measured value is. The absence of autocorrelation in the regression model supports this conclusion. The statistical methods used in this study effectively checked for autocorrelation and found none, establishing the validity of the regression findings.

Table 2. Durbin Watson Test

Model	R	R Square	Durbin-Watson
1	,567 ^a	,321	2,144

Predictors: (Constant), Discipline, Training, Motivation,
 Dependent Variable: Employee Performance

Heteroskedasticity Test

To assess the homogeneity of residual data observations, a heteroskedasticity test was conducted. One of the methods employed is the graphical approach, which helps identify any heteroskedasticity patterns in the data. By visually examining the scatter plot or other graphical representations of the residuals, the presence of heteroskedasticity can be detected. This method allows for a comprehensive evaluation of the variability in the residuals across different levels of the independent variables. The utilization of graphical techniques ensures a thorough analysis of heteroskedasticity, contributing to the accuracy and validity of the research findings.



Figure 4. Residual Std Scatter Diagram with Std Predicted

Upon examination of the provided graph, it is evident that the residuals within the observed data do not exhibit a uniform pattern. Hence, it may be inferred that the regression equation satisfies the assumption of heteroskedasticity. The presence of an irregular residual distribution pattern implies that the degree of error variability is not uniform across all levels of the independent variables. The aforementioned discovery underscores the significance of taking heteroskedasticity into account during the study, as it could potentially impact the precision and dependability of the regression outcomes.

Multiple Linear Regression

The goal of this study is to deduce which factors have the most impact on the dependent variable. Employee Performance serves as the dependent variable, while Motivation, Training, and Discipline serve as the independent factors in this analysis. The formula for the regression model looks like this:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Employee Performance

X1 = Motivation

X2 = Training

X3 = Discipline

a = Constant

b1 - b2 = Regression Coefficient

e = Interference Error

In performing multiple linear regression calculations, IBM-SPSS version 25.0 software is used. After processing the data using SPSS, the results obtained are as follows:

Table 3. Multiple Regression Analysis of Motivation, Training and Discipline on Employee Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,567 ^a	,321	,311	1,864	2,144

a. Predictors: (Constant), : Discipline, Training, Motivation

b. Dependent Variable: Employee Performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	354,614	3	118,205	34,027	,000 ^b
	Residual	750,345	216	3,474		
	Total	1104,959	219			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Training, Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,676	1,350		4,205	,000
	Motivation	,012	,068	,011	,171	,864
	Training	,271	,066	,253	4,083	,000
	Discipline	,566	,097	,404	5,844	,000

From the table above, it can be observed that collectively, the variables Motivation, Training, and Discipline yield significant results as indicated by the F-test significance value (Sig = 0.000) being smaller than the error level of 0.05. However, in terms of individual significance, the Motivation variable shows insignificant results as the t-test significance value (0.864) is greater than 0.05. On

the other hand, Training and Discipline exhibit significant results ($\text{sig} < 0.05$). Therefore, the regression equation derived from the calculations is as follows:

$$Y = 5,676 + 0,012 X1 + 0,271 X2 + 566 X3$$

A correlation coefficient of 0.567 indicates a very strong association between employee performance and the three factors of motivation, training, and discipline. Training and reprimanding together account for 32.1% of the variance in employee performance, according to the coefficient of determination (R Square).

The following conclusion can be drawn about the hypothesis based on the t-test results:

H1: Motivation does not have a significant impact on Employee Performance.

The study shows that the motivation variable has a Sig. of 0.864, which is more than the threshold of significance (α) of 0.05. Therefore, the null hypothesis H1 is rejected, showing that motivation has little to no effect on productivity in the workplace. The results of the questionnaire indicate that some employees in the Bogor City star-rated hotels are unmotivated, as they are less confident when their work does not go well and are dissatisfied when their work does not meet the expected standards. This finding is in line with studies by Irawan et al. (2020) and Anah et al. (2020), which show that motivation does not have a significant effect on employee performance, but it contradicts studies showing a significant impact of motivation on employee performance, (Simatupang & P, 2018)

H2: Training has a significant impact on Employee Performance.

The results reveal that the significance level (Sig.) for the training variable is 0.00 0.05. As a result, we accept H2, which states that training has a substantial effect on productivity in the workplace. Businesses invest in training for their staff members in the hopes that doing so will have a positive effect on their outlook, level of expertise, and ultimately, the quality of their job. Gaining new knowledge and skills through training helps workers do their jobs better and faster, leading to higher productivity and more favourable reviews from superiors (Elnaga & Imran, 2013). In line with earlier research by (Tho'in, 2018), this finding implies that training has a considerable impact on employee performance.

H3: Discipline has a significant impact on Employee Performance.

The significance level for the variable "discipline" is 0.00 0.05. Research supports accepting H3 as true, which means that discipline has a large impact on productivity in the workplace. According to the data, those with greater self-control at work are more productive than those with less discipline. That's why it's so important to keep the discipline levels where they are and maybe even raise them. Disciplined workers consistently give their all in every assignment, which benefits the business immensely. This reveals that discipline is the single

most important factor in determining productivity in the workplace. The results are in line with those found by Anah, Suci and Thaiefi (Anah, Widayati, & W, 2020; Suci & Idrus, 2015; Thaiefi, Baharuddin, Priyono, & Idrus, 2015), who all found that disciplinary measures have a major impact on productivity.

CONCLUSIONS AND RECOMMENDATIONS

Upon completion of the analysis and subsequent discussion, the researcher presents the following conclusions based on the research findings:

1. The influence of motivation on employee performance is not found to be statistically significant. The rejection of Hypothesis H1 is based on the lack of significance observed between the motivation variable and the employee performance variable.
2. The impact of training on employee performance is substantial. The acceptance of Hypothesis H2 is based on the finding that the training variable has a statistically significant impact on employee performance.
3. The influence of discipline on employee performance is substantial. The acceptance of Hypothesis H3 indicates that the discipline variable has a considerable impact on employee performance.

Based on the research, Bogor City star-rated hotels can improve employee performance by:

1. **Prioritise Training:** Hotels should provide extensive and ongoing employee training. These training programmes should help staff perform well and meet evolving client expectations.
2. **Establish and promote a disciplined workplace.** Encourage staff to follow protocols to maintain service standards and consistency.
3. **Consider Motivation methods:** While motivation may not affect employee performance in this case, motivation methods are still important. To motivate employees, recognise and reward their accomplishments.
4. **Regular Performance Evaluations:** Evaluate employee performance to discover opportunities for improvement. Performance assessments and constructive criticism help employees identify their strengths and flaws and evolve.

By implementing these recommendations, star-rated hotels in Bogor City can enhance employee performance, leading to improved service quality, increased customer satisfaction, and ultimately contributing to the success of the hospitality industry in the region.

FURTHER STUDY

For future research, it is recommended to examine the practises of employee engagement in the hospitality industry and their effects on performance and customer satisfaction. Additionally, it would be beneficial to compare the performance of employees in premium, boutique, and economy hotels. Furthermore, exploring the influence of organisational culture in star-rated hotels on employee discipline and the cultivation of a disciplined culture to meet performance expectations would be valuable.

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