



## The Effects of Motivation, Job Satisfaction, and Discipline on Employee Performance in the Production Department of PT. Intracawood Manufacturing Tarakan City

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### ABSTRACT

The purpose of this study is to demonstrate the impact of discipline, job happiness, and motivation on the performance of employees in the production department of PT. Intracawood Manufacturing Tarakan City. Quantitative study was conducted utilizing the survey approach. Data collecting approaches based on observation (questionnaire and interview). The research sample was selected using probability sampling. Simple random sampling was used to select 190 personnel from PT. Intracawood Manufacturing's production department in Tarakan City. Hypothesis testing were also performed using multiple regression analysis models and partial t-tests with the SPSS software. The results prove that discipline has a positive and significant effect on employee performance, meaning that the higher the level of discipline, the higher the employee performance, the higher the job satisfaction, the higher the employee performance, the higher the level of job satisfaction, the higher the employee performance, the higher the level of motivation, the higher the employee performance.

## INTRODUCTION

Management is the art of planning, directing, and employing human and other resources to achieve specific objectives (Ruyatnasih & Megawati L., 2018). Management also encompasses the process of arranging, fostering, and guiding such that objectives are met in the desired manner. Management is a person's capacity to organize and lead others while using limited resources to achieve objectives and create value. Human resource management is the science and art of structuring worker connections and roles in an effective and efficient manner to help the firm, employees, and society achieve their goals. Management consists of six components: person (human), material (material), machine (machine), method (method), money/capital, and market (Rivai et al., 2018). The primary forces behind an organization's successful and acceptable goal-achieving are its human resources. In order to increase the productive contribution of human resources and more effectively and efficiently accomplish organizational goals, human resource management is a strategy to realize management functions like planning, organizing, implementing, and controlling (Azhari & Supriyatin, 2020).

The subjects of this study are 824 permanent employees of PT Intracawood Manufacturing. workers engaged in face/back, rotary, dryer, logcutting, assembling, finishing, inspection, and composition. This business is a member of the Central Cipta Murdaya Group (CCM) and is responsible for maintaining forest tenure rights (HPH) regions in Tarakan. The business manufactures products made of plywood. The quality of this manufacture is assured, and it satisfies the requirements of the Japanese Industrial Standard (JAS), the International Hardwood Products Association (IHPA), and the Indonesian Plywood Standard (IPS).

## THEORETICAL REVIEW REVIEW

### *Discipline*

Discipline is the sixth most crucial operational role of HR management, according to Hasibuan (2020). This is due to the fact that employee discipline enhances work performance, and without it, the firm would find it challenging to get its best outcomes. According to Rivai et al. (2018), leaders use discipline as a technique to communicate to their staff members in order to get them to modify their mindset and become more conscious of and motivated to follow corporate policies and procedures. Sutrisno (2009) defines discipline as the state and attitude that employees exhibit regarding organizational policies and procedures. According to Harlie (Tanjung, 2021), discipline is the awareness and desire of an individual to adhere to the social norms and standards that are present in an organization.

### *Job Satisfaction*

Job satisfaction refers to how a person feels about his job and the factors that comprise it. Sutisno (2009) defines job satisfaction as an employee's attitude to their work in terms of the work environment, employee cooperation, services obtained while working, and physical and psychological elements. Job contentment, also known as job satisfaction, is described as an employee's

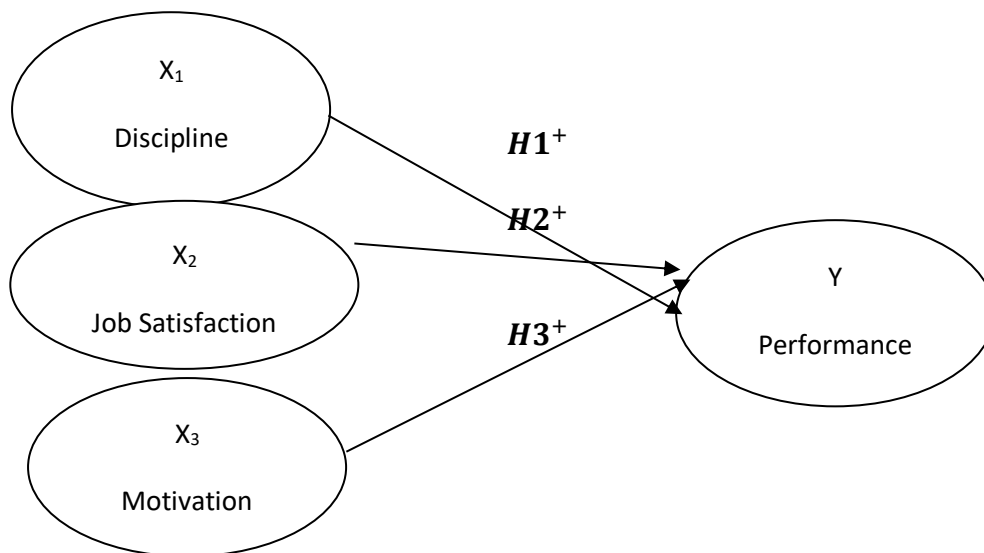
perception of their work and whether it is enjoyable or unpleasant. A person's job happiness is reflected by his attitude toward his work (Prasetyo and Marlina, 2019). Robbins and Judge (Rompas et al., 2022) describe job satisfaction as a worker's positive attitude toward his or her employment. If a worker is dissatisfied with his or her employment, they will acquire a negative attitude.

### **Motivation**

According to Rivai et al. (2018), motivation is a factor that drives individuals to improve their ability to direct themselves in order to produce positive outcomes for both the organization and themselves. According to Hasibuan (2020), motivation is defined as the process of directing the potential of employees to be able to work productively so as to realize the goals that have been set by the company. Supriyono (Dian, 2020) defines motivation as the ability to do something, while motivation is the need, desire, and drive to do something.

### **Research Outline**

The framework of this research is as follows:



H<sub>1</sub> : Discipline has a positive effect on employee performance, which means that if discipline grows, performance will increase, and vice versa, when discipline falls, performance will decrease.

H<sub>2</sub> : Job satisfaction has a positive effect on employee performance, which means that if job satisfaction grows, performance will increase, and if job satisfaction declines, performance would decrease.

H<sub>3</sub> : Motivation has a positive effect on employee performance, indicating that if motivation improves, performance will increase, and if motivation falls, performance would decrease.

## **RESEARCH METHODS**

This study uses a quantitative technique based on positivist ideology to explore a specific community or sample. The purpose of data collection is to test established hypotheses using quantitative or statistical data analysis. Survey

research collects data from the research location via questionnaires, interviews, or brief observations. The findings of the study are commonly generalized. Sugiyono (2022).

This research focuses on PT. Intracawood Manufacturing, which is located at Jl. Aki Pingka RT. 13 Juwata Permai and employs 824 permanent people. Sampling probability is a sampling method that assures that every element or member of the population has an equal chance of being selected. The simple sampling method, also known as simple random sampling, chooses sample members at random from the population without respect for strata (Hair et al. recommend a sample size of 5 to 10 times the indicator variable). This survey has 19 indicators multiplied by ten ( $10 \times 19 = 190$ ), hence the number of respondents is 190 employees.

The research design uses the Likert scale, which contains 5 levels of answer preference with the following choices:

**Table 1. Likert Scale**

Answer	Code	Score
Strongly Agree	SS	5
Agree	S	4
Neutral	N	3
Disagree	TS	2
Strongly disagree	STS	1

In this study, descriptive statistical analysis techniques are used with a testing tool, namely using SPSS (*Statistical Product and Service Solution*).

## RESEARCH RESULTS

### *Validity and Reliability Test Results*

#### *Validity Test*

To evaluate the validity,  $r$  calculates and compares to the  $r$  table if the degree of freedom ( $df$ ) is  $n - 2$ , where  $n$  is the number of samples. According to Ghozali (2018), the question or indicator is genuine if the calculated  $r$  is bigger than the table's  $r$ . However, if  $r$  calculates less than  $r$  table, the query or indicator is invalid.

**Table 2. Validity Test Results**

Variable	Statement Code	Person Corelation R Calculated Value	Table R value	Information
Discipline	X <sub>1.1</sub>	0,576	0,142	VALID
	X <sub>1.2</sub>	0,619		
	X <sub>1.3</sub>	0,649		
	X <sub>1.4</sub>	0,631		
	X <sub>1.5</sub>	0,579		
Job Satisfaction	X <sub>2.1</sub>	0,659	0,142	VALID
	X <sub>2.2</sub>	0,643		
	X <sub>2.3</sub>	0,641		

Variable	Statement Code	Person Correlation R Calculated Value	Table R value	Information
	X <sub>2.4</sub>	0,737		
	X <sub>2.5</sub>	0,707		
Motivation	X <sub>3.1</sub>	0,617	0,142	VALID
	X <sub>3.2</sub>	0,680		
	X <sub>3.3</sub>	0,638		
	X <sub>3.4</sub>	0,666		
Performance	Y <sub>1</sub>	0,683	0,142	VALID
	Y <sub>2</sub>	0,760		
	Y <sub>3</sub>	0,716		
	Y <sub>4</sub>	0,711		
	Y <sub>5</sub>	0,709		

Source: Data processed (2024)

Based on the results of the validity test that has been carried out, it shows that the variables of Discipline, job satisfaction, motivation and performance for each indicator so that all items are declared valid because the *Person Correlation R* value is calculated  $> 0.142$ .

#### Reliability Test Results

The reliability test determines the consistency of a series of measurements taken repeatedly on the subject and under the same conditions. Research is considered trustworthy if it yields consistent results for the same measurements. If the alpha value is more than 0.70, it indicates that the reliability is sufficient.

**Table 3. Reliability Test Results**

Variable	Cronbach's Alpha	N of Items
Discipline	0,858	19
Job Satisfaction		
Motivation		
Performance		

Source: Data processed (2024)

Based on the reliability test that has been carried out, it shows that the Cronbach alpha value of all statement items is 0.858 so that it can be said that the instruments in each variable have stability and consistency in respondents in answering the statement items in the questionnaire.

#### Results of the Classic Assumption Test

##### Normality Test Results

The normality test determines if the residual variable or distributed perturbator is normal. If the residual has a significance value greater than 0.05,

the Kolmogorov-Smirnov test indicates that the data is normally distributed. To evaluate the normally distributed residual variables, we employed the Kolmogorov-Smirnov one-sample technique.

**Table 4. Normality Test Results  
One-Sample Kolmogorof-Smirnov Test**

			Unstandardiz d Residual
N			190
Normal Parameters	Mean		0
	Std.Deviation		1
Most Extreme Differences	Absolute		0,092
	Positive		0,063
	Negative		-0,092
Kolmogorov-smirnov Z			1.262
Asymp.Sig. (2-tailed)			0,083
Monte Carlo Sig.(2-tailed)	Sig.		0,077
	99% Confidence interval	Lower Bound	0,070
		Upper Bound	0,084

Source: Data processed (2024)

Based on the tests performed using the One-sample Kolmogorov-Smirnov Test 190 sample, it can be seen through Asymp.Sig (2-tailed) when the Asymp sig value is greater than 0.05, showing a number of 0.083, indicating that the residual value is distributed regularly.

#### *Multicollinearity Test Results*

The multicollinearity test determines whether there is a correlation between independent variables. The magnitude of the inflation variable (VIF), which is the cut-off value commonly employed to detect the presence of multicollinearity, demonstrates the symptoms. Table 4.12 displays the results of the multicollinearity test, which reveal that no independent variables had tolerance values less than 0.10 or VIF larger than 10. The VIF value calculation results show that there is no VIF value > 10, and each independent variable has a value of <10, indicating that there is no multicollinearity between independent variables.

**Table 5. Multicollinearity Test Results**

It	Variable	Collinearity Statistics		Information
		Tolerance	VIF	
1	Discipline	0,687	1,456	There is no multicollinearity
2	Job satisfaction	0,614	1,628	There is no multicollinearity

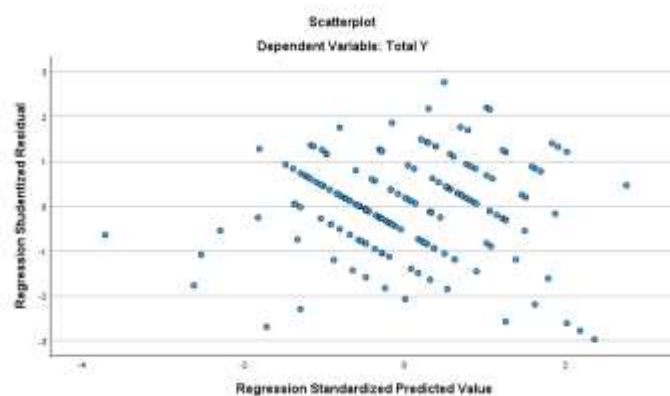
3	Motivation	0,701	1,427	There is no multicollinearity
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Source: Data processed (2024)

### Heteroscedasticity Test Results

To see the heteroscedasticity test, the plot graph should show that the distribution of the dots is random and does not follow a certain pattern. The spread direction might also be above or below the Y axis zero point. Thus, the absence of a distinct pattern shows that heteroscedasticity does not occur (Ghozali, 2018).

**Figure 1. Heteroscedasticity Test Results**



Based on the image above, it can be seen that the distribution of the points created is randomly formed and does not form a specific pattern, and the direction of distribution is above or below the number 0 on the Y axis.

### Hypothesis Test Results

#### Multiple Linear Regression Test Results

The goal of multiple linear regression analysis is to determine if two or more independent variables (X) influence the bound variable (Y). In this study, the independent variables are the Discipline Variable (X1), the Job Satisfaction Variable (X2), the Motivation Variable (X3), and the Performance Variable (Y).. The results of the multiple linear regression test are:

**Table 6. Multiple Linear Regression Test Results Coefficientsa**

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Mr.
1	(Constant)	2,966	1,350		2,197	0,029
	Total X <sub>1</sub>	0,167	0,066	0,158	2,523	0,012
	Total X <sub>2</sub>	0,480	0,068	0,466	7,058	0,001
	Total X <sub>3</sub>	0,263	0,075	0,217	3,510	0,001

Source: Data processed (2024)

Based on the results of the calculations in the table above, the multiple linear regression equation can be shown as follows:

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

$$Y = 2,966 + 0,167X_1 + 0,480X_2 + 0,263X_3$$

Information:

1.  $a = 2.966$  is a constant number, which means that if the variables Discipline ( $X_1$ ), Job Satisfaction ( $X_2$ ), and Motivation ( $X_3$ ) are regarded constant or zero, the performance ( $Y$ ) of the personnel in the production department of PT. Intracawood Manufacturing in Tarakan city has a value of 2,966.
2.  $b_1 = 0.167$  is the positive regression coefficient for the Discipline variable ( $X_1$ ). This illustrates that increasing variable  $X_1$  increases variable  $Y$  by 0.167.
3. The regression coefficient for the Job Satisfaction variable ( $X_2$ ) is  $b_2 = 0.480$ , which is positive. This demonstrates that increasing the  $X_2$  variable causes the  $Y$  variable to grow by 0.480..
4. The regression coefficient of the Motivation variable ( $X_3$ ) with a positive value (+) is  $b_3 = 0.263$ . This demonstrates that the increase of the  $X_3$  variable will raise the  $Y$  variable by 0.263.

*Test Results t (Partial)*

The t-test is used to determine whether there is a partial influence of the independent variable ( $X$ ) on the dependent variable ( $Y$ ).

**Table 7. Test Results t**

	Type	t-count	t-table	Sig	Information
1	Discipline	2,523	1,972	0,012	Supported
	Job satisfaction	7,058	1,972	0,001	Supported
	Motivation	3,510	1,972	0,001	Supported

*Source: Data processed (2024)*

Based on the table above, it can be concluded that:

$H_1$ : Discipline variable ( $X_1$ ) affects employee performance ( $Y$ ). This can be seen from the t-value of  $2.523 > t\text{-table } 1.972$  with a significance level of  $0.012 < 0.05$ , thus the first hypothesis is supported.

$H_2$ : The Job Satisfaction variable ( $X_2$ ) affects the performance ( $Y$ ) of employees. This can be seen from the t-value of  $7.058 > t\text{-table } 1.972$  with a significance level of  $0.001 < 0.05$ , thus the second hypothesis is supported.

$H_3$ : Motivation variable ( $X_3$ ) affects employee performance ( $Y$ ). This can be seen from the t-value of  $3.510 > t\text{-table } 1.972$  with a significance level of  $0.001 < 0.05$ , thus the third hypothesis is supported.

**DISCUSSION**

***Discipline Improves the performance of personnel in PT. Intracawood Manufacturing Kota Tarakan's Production Department***

The results of the discipline variable test show that hypothesis 1 is supported and has an impact on the performance of employees in the production department of PT. Intracawood Manufacturing in Tarakan City; according to the

descriptive analysis, respondents who work in the production department of PT. Intracawood Manufacturing Kota Tarakan have more than 10 years of work experience. Because of their acquaintance with the company's regulations, their level of discipline is high. According to the questionnaire results, 138 employees agreed with the statement "I come and go to work on time," and 64 employees strongly agreed with the statement "I always respect each other at work." This demonstrates that the ordinary employee is willing to obey the company's guidelines for coming and leaving work..

Research conducted on employees of PT Intracawood Manufacturing's production department in Tarakan discovered that discipline has a favorable and significant impact on performance, implying that the more discipline, the better the work performance (Hasibuan, 2020). This finding is consistent with prior research (Prasetyo & Marlina, 2019), which revealed that discipline has a favorable and significant impact on performance. According to research (Suryawan & Salsabilla, 2022), discipline has a favorable and significant effect on employee performance at PT. KWS, According to research (Ichlapio Fitrianto, 2020), discipline has a favorable and considerable effect on the performance of employees at PT. Bumi Rama Nusantara..

### ***Employees in the Production Department at PT. Intracawood Manufacturing Kota Tarakan Perform Better when They are Satisfied with Their Jobs***

The results of the test of the job satisfaction variable show that hypothesis 2 is supported and affects the performance of employees of the production department of PT. Intracawood Manufacturing Tarakan City. Based on a descriptive analysis, 135 employees from the production department of PT. Tarakan City According to Intracawood Manufacturing, higher levels of job satisfaction lead to better performance. Respondents gave the perception that 135 employees agreed with the questionnaire statement "I am satisfied with the responsibilities that exist in my current job" and as many as 48 employees who responded strongly agreed with the questionnaire statement "I am satisfied with my job because it is in accordance with expectations" so that it can be concluded that there is evidence that employees in the production department of PT. Intracawood Manufacturing in the city of Tarakan is satisfied with the responsibility given by the company. Respondents, who on average had the last level of high school/vocational education and have worked for more than 10 years, indicated that they were committed to their work and did not decide to resign because they were satisfied with their job and the responsibilities given in accordance with the employee's expectations and expectations of the income and facilities provided.

According to research conducted on employees of PT Intracawood Manufacturing's manufacturing department in Tarakan, job satisfaction has a favorable and significant impact on performance. The findings indicate that higher employee satisfaction has a bigger impact on performance (Rivai et al., 2018). This research is consistent with the findings of prior research (Prasetyo & Marlina, 2018).

*Motivation has a Positive Effect on the Performance of Department Employees Production of PT. Intracawood Manufacturing Kota Tarakan*

The results of the motivation variable test show that hypothesis 3 supports and has an impact on the performance of employees of the production department of PT. Intracawood Manufacturing of Tarakan City; 131 employees from the production department of PT. Intracawood Manufacturing Kota Tarakan stated that they agreed with the questionnaire's statement. Employees of the production department at PT. Intracawood Manufacturing Kota Tarakan gave a response that agreed as many as 131 employees to the questionnaire statement "I feel motivated to do the work appropriately and quickly according to the production target" and as many as 80 employees who responded strongly agreed with the questionnaire statement "I am able to work with a sense of responsibility" so that it can be concluded that the employees of the production department of PT. Intracawood Manufacturing of Tarakan city feels encouraged or motivated to complete its tasks and responsibilities quickly and precisely in accordance with the production targets set by the company. Furthermore, employees are motivated to work hard in order to complete the work assigned to them. Both male and female employees have strong determination and motivation, as well as a fairly productive age range of 35-49 years, demonstrating that the age factor greatly supports a person's potential to develop more advanced in determining a job. As a result, motivation increases and staff performance improves.

According to a study of employees at PT Intracawood Manufacturing's Tarakan production department, motivation has a large and favorable impact on productivity. When an employee is motivated, their performance improves. Motivation is the power that drives people to do everything they can to obtain good achievements (Rivai et al., 2018). Previous research (Azhari & Supriyatin, 2020) found that motivation has a positive and significant effect on the performance of employees of PT. Pos Indonesia Kebon Rojo Surabaya; previous research (Azhari & Supriyatin, 2020) found that motivation has a positive and significant effect on the performance of employees of PT. Tirta Investama; and subsequent research (Paramitha & Liana, 2022). According to research (Suryawan & Salsabilla, 2022), motivation has a positive and significant effect on the performance of PT. KWS employees, while research (Ichlapio Fitrianto, 2020) states that motivation has a partial positive and significant effect on the performance of PT. Bumi Rama Nusantara employees.

According to the findings of research conducted on personnel in the manufacturing department of PT. Intracawood Manufacturing in Tarakan, motivation has both a good and negative impact on performance. Employee motivation has an impact on performance improvement; motivation is the energy that generates motivation in themselves, and skill in leading employees so that they provide good outcomes (Rivai et al., 2018). According to research (Azhari & Supriyatin, 2020), motivation has a positive and significant impact on the performance of employees at PT. Pos Indonesia Kebon Rojo Surabaya. Additionally, a study (Paramitha & Liana, 2022) found that motivation has a positive and significant impact on employee performance at PT. Tirta Investama.

The performance of employees at PT. Rattan House Furniture Semarang is positively and significantly impacted by motivation, according to research (Suryawan & Salsabilla, 2022); employees at PT. KWS are positively and significantly impacted by motivation; and employees at PT. Bumi Rama Nusantara are positively and significantly impacted by motivation, according to research (Ichlapio Fitrianto, 2020).

## CONCLUSION

The purpose of the research was to determine the influence of discipline, job satisfaction and motivation on the performance of employees of the production department of PT. Intracawood Manufacturing Tarakan City. Based on the research and discussion of the results of hypothesis testing on all questions, the following conclusions can be drawn:

1. Employee performance in the production department of PT. Intracawood Manufacturing in the city of Tarakan is favorably and significantly impacted by discipline, therefore a company with high discipline will have better employee performance.
2. Employee performance in the production department of PT. Intracawood Manufacturing in the city of Tarakan is favorably and considerably influenced by job happiness; thus, a high degree of job satisfaction inside the firm would boost employee performance.
3. Staff performance in the production department of PT. Intracawood Manufacturing in Tarakan is favorably and considerably influenced by motivation; thus, a company with high levels of motivation will experience an improvement in staff performance.

## RECOMMENDATION

Based on the results of hypothesis testing and discussion of the research results that have been carried out, there are a number of suggestions that the author can give, namely this research as a reference for more research related to the title of this research, especially in the area of human resource management (HRM).

## FURTHER STUDY

Future researchers utilizing the same study are urged to develop a research model by modifying or adding multiple factors to increase the outcomes of the research, and using new research objects to gain findings and updates in this research.

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