



THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT SENTRAL CAWANG HOTEL EAST JAKARTA

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Abstract

The purpose of this study was to determine the partial and simultaneous effects of motivation and work discipline on employee performance at Sentral Cawang Hotel, East Jakarta. This research used a quantitative method. The sampling technique used was saturated sampling, yielding 61 respondents. Data analysis techniques included validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The results showed that motivation has a significant effect on employee performance with a coefficient of determination of 51.8%, and the hypothesis test indicated that $t_{count} > t_{table}$ ($4.587 > 2.001$). Work discipline also has a significant effect on employee performance, with a coefficient of determination of 61.7%, and the hypothesis test showed $t_{count} > t_{table}$ ($8.639 > 2.001$). Simultaneously, motivation and work discipline have a significant effect on employee performance, as indicated by the regression equation $Y = 33.374 + 0.080X_1 + 0.196X_2$. The coefficient of determination value is 82.7%, while the remaining 17.3% is influenced by other variables not examined in this study. Hypothesis testing resulted in an F-count value greater than the F table ($84.318 > 3.156$).

Keywords: Motivation, Work Discipline, Employee Performance

INTRODUCTION

The hospitality industry worldwide is growing year over year. It is driven by increases in foreign and domestic tourist visits, as well as the development of the modern hotel industry. Therefore, hotel companies are required to meet the needs of a community that continues to grow amid various obstacles, both due to technological innovation and competition.

In the ever-changing business environment, companies must respond to changes quickly and appropriately to remain competitive. This condition encourages businesspeople to develop effective strategies to achieve organizational goals. A critical factor in supporting this achievement is employee motivation. Good motivation will enable employees to work harder, be more responsible, and be oriented towards achieving optimal work results.

In the midst of modern economic development, human resources play a strategic role in determining a company's success. The effectiveness of human resource management is a key factor in ensuring the company's future sustainability and progress. The success of achieving organizational goals is not only determined by the amount of capital and sophistication teknologi, maupun kelengkapan fasilitas, tetapi sangat bergantung pada kualitas sumber daya manusia yang dimiliki. Oleh Therefore, efforts are needed to create high work motivation as well as optimal coordination and cooperation between individuals in the organization.

Some important aspects to consider in improving employee performance include motivation and discipline. Motivation, both internal and external, can increase employee morale, while work discipline reflects employees' compliance with established rules and responsibilities. All policies and initiatives implemented by human resource management are directed to support the improvement of employee performance and the achievement of organizational goals.

Sentral Cawang Hotel is one of the companies engaged in the hotel and food and beverage sector, located on Jl. Letjen M.T. Haryono No. 91, RT 1/RW 6, Cawang, Kramat Jati District, East Jakarta City. Based on initial observations at the research site, several problems were identified in the company's operational activities, particularly in employee performance, which was suboptimal. Indicators of these problems include low employee attendance, a less conducive work environment, work completion that falls short of targets, suboptimal work motivation, and low levels of work discipline.

This condition requires serious attention from management to improve employee performance. One of the fundamental steps is to increase employee motivation, accompanied by consistent application of work discipline, from the staff level to the leadership level.

Table 1. Cawang Hotel Central Employee Performance Assessment Data, East Jakarta, for the 2022 Period-2024

No	Assessment Components	Researcher Description	Target	Realization			
				2022	2023	2024	Average achievement
1	Quality of work	Be able to do a job with full calculation and in accordance with the ability Dimiliki	100%	80%	82%	80%	81%
2	Working quantity	Can provide development ideas to achieve work targets to generate more profits a lot for the company	100%	84%	87%	85%	85%
3	Work Knowledge	Be able to know the order of work or stages in carrying out their work	100%	79%	82%	81%	81%
4	Responsibilities	Providing superior service and responsibility for their work without having to be ruled	100%	78%	76%	72%	75%
5	Task Execution	Be able to carry out tasks according to the jobdesk	100%	82%	85%	80%	82%
Average				81%	2%	80%	81%

Source: Sentral Cawang Hotel 2022-2024

Refer to Table 1, which shows that employee performance at Sentral Cawang Hotel has not yet reached the optimal level. It can be observed from the presentation of achievements from 2022 to 2024 in the work quality indicator with an average value of 81%, the work quantity indicator reached an average of 81%, the work quantity indicator reached an average of 81% average of 85%, the work knowledge indicator reached an average of 81%, the responsibility indicator reached an average of 75%,

and the task execution indicator reached an average of 82%. From this data, it is evident that employee performance is still far from optimal, as the average for the period from 2022 to 2024 has not reached the target set by Sentral Caawang Hotel.

Table 2. Data on Motivation Variables Observation Results in Employees

No	Work Motivation Indicator	Field Conditions	Remarks
1	Employee work enthusiasm	Still low among some employees	Not optimal
2	Willingness to complete tasks on time	Some employees are not consistent	Less optimal
3	Responsibility toward work	There are still employees who lack responsibility	Poor
4	Initiative at work	Employee initiative is still low	Not optimal
5	Enthusiasm in achieving work targets	Has not shown high motivation	Poor

Source: Results of observations conducted by researchers, 2025

Based on the observations, the work motivation of employees at Sentral Cawang Hotel East Jakarta remains suboptimal. It can be seen from the low morale of some employees, the lack of initiative in carrying out tasks, and the inconsistency of employees in completing work according to the targets set. In addition, employees' levels of responsibility and enthusiasm at work need improvement. Low motivation can lead to decreased employee performance, as employees tend to work without a strong drive to achieve maximum results. Therefore, companies need to pay more attention to efforts to increase employee motivation through awards, career development, and a supportive work environment, so that employee performance can be optimally improved.

Based on the Sentral Cawang Hotel Employee Attendance Data Table for East Jakarta, employee attendance increased in 2022, then decreased in 2023, and decreased again in 2024. Although the decline is not significant, this condition warrants attention because it can affect employee performance. The level of attendance reflects the employee's work discipline; decreased attendance indicates low compliance with company regulations. This condition shows a lack of optimal work discipline, which can ultimately affect employee performance and the achievement of organizational goals.

Based on this description and given the existing problems, the researcher was interested in conducting a study titled **"The Influence of Motivation and Work Discipline on Employee Performance at Sentral Cawang Hotel East Jakarta."**

LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2017:67), employee performance is the result of the quality and quantity of work an employee achieves in carrying out his duties in accordance with the responsibilities assigned to him.

Motivation

According to Hasibuan (2017:141), motivation is the driving force that creates a person's work enthusiasm, making them willing to work together, work effectively, and integrate their efforts to achieve organizational goals and satisfaction.

Work Discipline

According to Sinambela (2017:335), work discipline is a tool leaders use to communicate with employees, encouraging them to change their behavior and to obey the organization's rules and norms.

METHOD

This research is a quantitative study using a descriptive method. The research method used is the associative method, which aims to determine the causal relationship between two or more variables. In this study, motivation and work discipline were independent variables, and employee performance was the dependent variable.

The research was carried out at Sentral Cawang Hotel, which is one of the companies engaged in hospitality and food and beverage, located on Jl. Letjen M.T. Haryono No. 91, RT 1/RW 6, Cawang, Kramat Jati District, East Jakarta City. The population in this study comprises all employees of Sentral Cawang Hotel in East Jakarta, totaling 61 individuals. The sampling technique used is a saturated sample, so the entire population is used as a research sample. However, one manager also serves as an employee performance assessor.

The data collection method in this study comprises primary and secondary data. Primary data were obtained through the distribution of questionnaires to employees and through interviews to strengthen the research data. Secondary data were obtained from company documents and literature relevant to the research. Data processing and analysis in this study were carried out using SPSS version 30 for Windows. The methods used in this study are quantitative, namely Research Instrument Tests (Validity and Reliability Tests) and Classical Assumption Tests such as Normality Tests, Multicollinearity Tests, Heteroscedasticity Tests, and Autocorrelation Tests. In addition, multiple linear regression, correlation coefficients, determination coefficients, and hypothesis tests were performed.

RESULTS AND DISCUSSION

Classic Assumption Test

a. Normality Test

The normality test determines whether the data follow a normal distribution. In this study, the normality test was carried out using the Normal P-P Plot of Regression Standardized Residual graph and the Kolmogorov-Smirnov statistical test, as shown in the following figure.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		61	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.47972978	
Most Extreme Differences	Absolute	.068	
	Positive	.062	
	Negative	-.068	
Test Statistic		.068	
Asymp. Sig. (2-tailed) ^c		.210 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.694	
	99% Confidence Interval	Lower Bound	.682
		Upper Bound	.706

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS Data Processor Version 30, 2025

Refer to Table 3, which indicates a p-value of 0.210, which is greater than 0.050, so it can be inferred that the data tested follows a normal distribution.

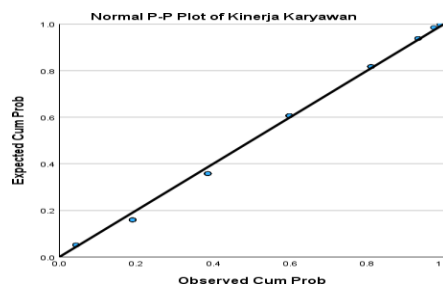


Figure 1. P-P Plot Chart of Normality Test Results

Source: SPSS Data Processor Version 30, 2025

From the image, the probability plot appears to follow a normal distribution, with points clustering along the diagonal. Therefore, it can be concluded that the regression model used has met the bag-normalization assumption.

b. Multicollinearity Test

The multicollinearity test was performed to assess whether the independent variables in the regression model were strongly correlated. To identify multicollinearity, two indicators were used: Tolerance and *Variance Inflation Factor* (VIF). One way to detect multicollinearity is to examine the VIF (*Variance Inflation Factor*) and Tolerance values.

Table 3. Multicollinearity Test Results

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	33.473	.723		46.263	<.001		
	Motivation	.085	.020	.347	4.590	<.001	.788	1.277
	Work Discipline	.197	.028	.649	8.640	<.001	.788	1.277

a. Dependent Variable: Employee Performance

Source: SPSS Data Processor Version 30, 2025

Based on the multicollinearity test, the variables Motivation (X1) and Work Discipline (X2) had tolerance values of 0.788 and 1.277, respectively, and VIF values of 1.277 and 1.277, respectively.

These values remain within the accepted limits (tolerance < 1 and VIF < 10), indicating that there is no multicollinearity in this regression model.

c. Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the regression model exhibits heteroscedasticity. This test was performed using a scatter plot of SRESID and ZPRED values in IBM SPSS version 30. Based on the scatter plot results, the heteroscedasticity test for the variables Motivation (X1) and Work Discipline (X2) with respect to Employee Performance (Y) is shown in Table 4.

Table 4. Results of the Heteroscedasticity Test with the Glejser Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.927	.631		3.061	.003
Motivation	-.030	.022	-.192	-1.535	.168
Work Dicipline	-.028	.015	-.221	-1.741	.087

a. Dependent Variable: Abs_Res

Source: SPSS Data Processor Version 30, 2025

Referring to the results of the Glejser test shown in the table, the Motivation variable (X1) has a significance value of 0.168, and the Work Discipline variable (X2) has a significance value of 0.087. Since the two significance values (Sig.) are higher than 0.05, it can be concluded that this regression model does not experience heteroscedasticity problems, making it suitable for use in research.

d. Autocorrelation Test

The Durbin–Watson Autocorrelation Test is a test in regression analysis that assesses whether there is a correlation between the residuals of one observation and those of another in the regression model, especially in time-series data.

Table 5. Autocorrelation Test Results with Durbin-Watson

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.431 ^a	0,184	0,157	1,340	2,192
a. Predictors: (Constant), Work Disicipline, Motivation					
b. Dependent Variable: Employee Performance					

Source: SPSS Data Processor Version 30, 2025

Autocorrelation analysis indicates that this regression model does not exhibit autocorrelation, as shown by the Durbin-Watson value of 2,192, which falls within the range of 1,550–2,460.

Multiple Linear Regression Test

Multiple linear regression is a statistical method for determining the influence of two or more independent variables on a single dependent variable. This test helps assess the relationship and contribution of each independent variable, both together and in part.

Table 6. Results of Multiple Regression Test: Communication and Work Discipline Variables Affecting Employee Performance

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	33.374	.721		46.263	<.002
	Motivation	.085	.020	.347	4.590	<.002
	Work Discipline	.197	.028	.649	8.640	<.002

a. Dependent Variable: Employee Performance

Source: SPSS Data Processor Version 30, 2025

Based on the test results presented in the table above, the regression equation is obtained as follows.

$$Y = 33.473 + 0.085X_1 + 0.197X_2$$

From the regression equation, it can be explained as follows:

1. The constant of 33.473 indicates that if the variables of Motivation (X_1) and Work Discipline (X_2) do not have a value or are considered constant, then Employee Performance (Y) remains at the base value of 33.473 points.
2. A Motivation regression coefficient (X_1) of 0.085 indicates that, assuming the Work Discipline variable (X_2) is constant, every 1-point increase in Motivation (X_1) will increase Employee Performance (Y) by 0.085 points.
3. The Work Discipline regression coefficient (X_2) of 0.197 indicates that, assuming the Motivation variable (X_1) is constant, every 1-point increase in Work Discipline (X_2) will increase Employee Performance (Y) by 0.197 points.

Correlation Coefficient Test

The Correlation Coefficient test was conducted to determine the direction and degree of the relationship between the independent variables, namely Motivation (X_1) and Work Discipline (X_2), and the dependent variable, Employee Performance (Y). The criterion used in this test was a significance value of < 0.05 . This test aims to determine whether there is a significant relationship between Motivation, Work Discipline, and Employee Performance, and to assess its strength.

Table 7. Results of the Simultaneous Correlation Coefficient Test of Motivation (X_1) and Work Discipline (X_2) Towards Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.630	.619	.972
a. Predictors: (Constant), Work Dicipline, Motivation				

Source: SPSS Data Processor Version 30, 2025

The test results indicated a correlation coefficient of 0.796, indicating a strong relationship between the two variables, as it falls within the 0.600-0.799 range.

Coefficient Determination Test

The determination coefficient test was used to assess the extent to which the independent variables, namely Motivation (X1) and Work Discipline (X2), influenced the dependent variable, Employee Performance (Y). The value of the determination coefficient (R^2) indicates the ability of independent variables to explain variations in changes in dependent variables. The higher the R^2 value, the greater the contribution of Motivation and Work Discipline in influencing Employee Performance.

Table 8. Results of Simultaneous Determination Test of Motivation (X1) and Work Discipline (X2) Towards Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.824	.824	.676
a. Predictors: (Constant), Work Dicipline Kerja (X2), Motivation (X1)				

Source: SPSS Data Processor Version 30, 2025

The table shows a determination coefficient of 0.824, indicating that communication and work discipline explain 82.4% of the variance in employee performance. The remaining 17.6% was contributed by external factors not covered in this study.

Uji Hypothesis

a. Partial test (t-test)

A partial test (t-test) is conducted to determine whether each independent variable has a positive or negative influence on the dependent variable. In this study, the test was carried out separately on Motivation (X1) and Work Discipline (X2) on Employee Performance (Y). This test aims to determine the significance of each independent variable's influence on the dependent variable at the 0.05 significance level. The t-test results indicate whether each variable individually has a significant impact on Employee Performance.

Table 9. Results of Hypothesis Test (t-test) Motivation Variables (X1) and Work Discipline (X2) Towards Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	33.374	.721		46.263	<.002
Motivation	.085	.020	.347	4.590	<.002
Work Discipline	.197	.028	.649	8.640	<.002

a. Dependent Variable: Employee Performance

Source: SPSS Data Processor Version 30, 2025

The following is an explanation of the results of the hypothesis test (t-test) of motivation variables (X1) and work discipline (X2) on employee performance (Y) below:

1. Hypothesis analysis indicates the significant influence of the Motivation variable (X1) on Employee Performance (Y). It is confirmed by a t-calculated value of 4.590 (exceeding the t-table of 2.001) and a significance value of 0.002 (below the threshold of 0.050). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.
2. Hypothesis analysis indicates the significant influence of the variable Work Discipline (X2) on Employee Performance (Y). It is confirmed by a t-count value of 8.640 (exceeding the t-table of 2.001) and a significance value of 0.002 (below the threshold of 0.050). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

b. Simultaneous Test (F Test)

Simultaneous testing was conducted to determine whether the independent variables, namely motivation (X1) and work discipline (X2), jointly affected the dependent variable, employee performance (Y). The test results showed that the F value exceeded the table value at the 0.05 significance level, indicating that motivation and work discipline simultaneously have a significant effect on employee performance.

Table 10. Results of Hypothesis Test (F Test) Simultaneously Motivation (X1) and Work Discipline (X2)

Towards Employee Performance (Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.255	2	16.629	84.321	<.001 ^b
Residual	11.440	64	.198		
Total	44.690	61			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Work Discipline, Motivation

Source: SPSS Data Processor Version 30, 2025

Hypothesis analysis indicates that communication variables significantly influence employee performance. It is confirmed by an F-count value of 84.321 (exceeding the F-table of 3.156) and a significance value of 0.001 (below the threshold of 0.050). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

CONCLUSION

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn: 1) Motivation (X1) partially has a positive and significant effect on Employee Performance (Y) at Sentral Cawang Hotel East Jakarta, which is evidenced by a calculated t value of 4.590 greater than t table .002 and a significance value below 0.05, so that H_{01} is rejected and H_{a1} is accepted, with a contribution of 51.5% to the variation in employee performance; 2) Work Discipline (X2) also partially has a positive and significant effect on Employee Performance (Y), which is shown by a calculated t value of 8.640 greater than t table 2 .002 with a significance level below 0.05, so that H_{02} is rejected and H_{a2} is accepted, and contributes 61.6% to employee performance; and 3) simultaneously, Motivation (X1) and Work Discipline (X2) had a positive and significant effect on Employee Performance (Y), which was evidenced by the calculated F value of 84.321 greater than the F of table 3.156 and the significance value of less than 0.05, so that H_{03} was rejected and H_{a3} was accepted, with a joint contribution of 82.4%, while the remaining 17.0% were influenced by other factors outside the study.

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