

## THE INFLUENCE OF WORK DISCIPLINE AND WORK MOTIVATION ON NURSES WORK PRODUCTIVITY

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### ABSTRACT

*This study aimed to determine the effect of work discipline and work motivation on the productivity of nurses in the inpatient unit at RSIA Buah Hati Pamulang, either partially or simultaneously. The method used is quantitative. The sampling technique used the Slovin method, and the sample obtained in this study amounted to 55 respondents. Data analysis using validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The results of this study show that Work Discipline and Work Motivation significantly affect Work Productivity with the regression equation  $Y = 9,600 + 0,382X_1 + 0,385X_2$ . The correlation value of 0.601 means that the independent and dependent variables have a strong relationship level. The value of the coefficient of determination is 36.1%, while other factors influence the remaining 63.9%. The hypothesis test obtained a value of  $F$  arithmetic  $> F$  table or  $(14,671 > 2,780)$ . Thus,  $H_0$  is rejected, and  $H_3$  is accepted. This means there is a simultaneous significant influence between Work Discipline and Work Motivation on Work Productivity.*

*Keywords: Work Discipline, Work Motivation, Work Productivity, Nurses.*

### 1. INTRODUCTION

The development of service organizations in the healthcare sector has become a top priority for consumers seeking the best services to maintain their health quality. High work productivity is crucial, especially in hospitals, as it directly impacts the outcomes of patient care and treatment. To achieve optimal work productivity in nursing, nurses need to understand its complexity and how it affects patient care and their working hours. Work productivity is also one of the ten crucial indicators in nursing care. To achieve high work productivity, hospitals must have quality human resources and manage them effectively.

According to Eddy Sutrisno (2016), work productivity is the effectiveness of using labor and equipment to achieve the same goals. In the context of healthcare, the work productivity of nurses is measured based on patient health outcomes, such as increased Bed of Rate (BOR) and Length of Stay (LOS). Quality human resource management is crucial to achieving high work productivity, and work discipline is essential to productivity. The better the work discipline of employees, the higher the productivity that can be achieved.

Work discipline is a critical element in any corporate organization. Strong discipline makes it easier for a company to achieve its goals. According to Melayu S.P Hasibuan (2017), work discipline is the awareness and willingness of an individual to adhere to company regulations and social norms. Self-awareness is also important because individuals know their tasks and responsibilities and will carry out their duties well without needing external pressure.

Motivation also plays a significant role in work productivity. Motivation is the internal drive that compels individuals to work optimally and achieve their goals. Employee work motivation provides energy and direction to their activities during work, helping them achieve organizational and personal objectives. Motivation is not something fixed; it can grow, develop, and change over time.

Hospitals are healthcare institutions that have experienced rapid growth in the last decade, leading to intense competition. According to the Decree of the Indonesian Ministry of Health No. 340/MENKES/PER/III/2010, a hospital is a healthcare institution providing comprehensive health services, including inpatient, outpatient, and emergency care. As places where patients and the community gather, hospitals significantly impact disease transmission and their surrounding environment, making their roles and responsibilities crucial.

RSIA Buah Hati had its beginnings in 2005 at Jl. Aria Putra No. 399 Ciputat, initially serving as a medical clinic in RSIA Buah Hati Ciputat. With a growing awareness of the need for better and more comprehensive healthcare services, several specialist doctors came together to develop RSIA Buah Hati into a trusted hospital for the community. This laid the foundation for the establishment of RSIA Buah Hati Pamulang. Founded on April 19, 2011, RSIA Buah Hati Pamulang is a hospital that focuses on caring for mothers and children located in the Pamulang area of South Tangerang. The vision of RSIA Buah Hati is to become a hospital that provides high-quality, integrated, and family-oriented services. Their mission involves the development of hospital facilities, expanding the service network, enhancing human resources, and implementing effective, efficient, and professional performance. RSIA Buah Hati Pamulang can provide medical services from various specialists and accepts referrals from other hospitals.

The quality of service in a hospital is highly dependent on the quality of its nurses. When nurses perform well, the hospital's service will improve. The nursing profession, often called "the caring profession," is central to delivering quality healthcare in hospitals. The basic principles of hospital management are similar to general management principles. Therefore, every organization should design programs to enhance the capabilities and professionalism of its human resources to adapt to changing environments and grow with the organization.

Management is a complex yet structured activity, and its proper implementation will yield optimal results. Management also focuses on increasing nurses' productivity by considering work discipline and motivation. Nurses comprise the largest portion of the hospital's workforce and play a key role in shaping the public's perception of healthcare services, especially those in inpatient care units. Therefore, improving hospital productivity heavily relies on the contributions of nurses, which are crucial for the success of healthcare development in hospitals.

In the initial research conducted, the author noted that the work productivity of nurses at Buah Hati Pamulang Maternity Hospital could be measured by their ability to provide adequate nursing care to patients. Each nurse is responsible for attending to patients' needs during working hours and implementing nursing care according to established procedures. An essential aspect in this context is the nurses' ability to provide attention (caring) to patients, including ensuring that patients receive food and drink according to medication dosages and following the therapy as per doctor's instructions recorded in the patient's notes.

Regarding work productivity, it is crucial to achieve the set targets. Nurses play a vital role in maintaining the quality of healthcare services in the hospital, and they constitute the largest part of the healthcare workforce, making up 50% of the total staff. Therefore, nurses' productivity directly impacts the overall hospital productivity. In this regard, good hospital quality becomes a determining factor for quality nursing care, affecting nurse productivity.

Data shows that the work productivity of nurses at Buah Hati Pamulang Maternity Hospital fluctuated from 2017 to 2020 but remained below the set target. The highest productivity evaluation occurred in 2019, with an average of 91.83%. This included assessments of nurses' workability, nurses' work outcomes, nurses' motivation, nurses' self-development, nurses' work quality, and nurses' efficiency. However, in 2020, nurse work productivity decreased to 80%, with the most significant decline in motivation and efficiency.

Nurses' discipline and work motivation influence this decrease in work productivity. It indicates that the quality of nursing care has yet to reach the desired standards. If this issue is addressed promptly, it can positively impact the productivity of nurses in the Inpatient Unit of Buah Hati Pamulang Maternity Hospital.

The data indicates that the level of discipline among nurses in the Inpatient Unit of Buah Hati Pamulang Maternity Hospital has declined from 2017 to 2020. In 2017, the discipline level peaked at 27.78%, with issues such as tardiness, leaving early, inappropriate behavior, violations of work SOPs, and company regulations. However, in 2020, discipline levels dropped significantly to 21.74%, with an increasing frequency of problems. This reflects that the work discipline of the nurses could be more optimal, which can have a negative impact on patient care in the Inpatient Unit of Buah Hati Pamulang Maternity Hospital.

The author also noted that work motivation plays a crucial role in nurses' performance. *Motivation* is the driving force that encourages someone to work effectively and contribute to achieving organizational goals. Motivation is also linked to the fulfillment of individual needs. Data shows that nurses' motivation development levels decreased

from 2017 to 2020. In 2017, the motivation development level averaged 93.4%, which included incentives, communication, recognition, training, and coaching. However, in 2020, motivation levels dropped to 83%, significantly declining, especially in incentives, communication, recognition, and training. This decline in motivation can have a negative impact on nurses' work productivity. Thus, the combination of decreased discipline and motivation can decrease nurses' work productivity at Buah Hati Pamulang Maternity Hospital.

## **2. LITERATURE REVIEW**

### **2.1 Work Discipline**

Work discipline is a key factor in achieving optimal goals within a company. This is important because employee discipline enables them to work effectively and efficiently. According to Melayu S.P. Hasibuan (2017), work discipline encompasses an employee's willingness and awareness to comply with company regulations and social norms, including their tasks and responsibilities. This discipline should be voluntary, where employees carry it out without pressure. Compliance with company rules, whether written or unwritten, is the essence of work discipline. There are several types of disciplinary activities that can be applied in a company, such as preventive discipline (preventing violations by encouraging employees to follow the rules), corrective discipline (addressing violations that have occurred), and progressive discipline (imposing heavier penalties for recurring violations).

Regulations related to work discipline include rules regarding working hours, dress code, workplace behavior, and other prohibitions that apply within the organization. It's important to understand that fairness and firmness in enforcing these rules affect employee discipline. Furthermore, some factors influencing employee work discipline include goals and capabilities, leadership, rewards, fairness, supervision, firmness, and sanctions. All these factors play a role in shaping the level of discipline within a company.

Indicators of work discipline include things like adherence to time rules, appropriate behavior at work, and compliance with company rules. Understanding these indicators helps leaders manage and enhance employee discipline within the organization.

### **2.2 Work Environment**

Anoraga (2014) describe work motivation is a factor that drives an individual's enthusiasm and impetus to work. According to Hasibuan, motivation is a driving force that creates enthusiasm for work, motivates individuals to work effectively, and achieves satisfaction. Work motivation affects employee behavior in achieving company goals. A positive and proactive understanding of the job will strengthen motivation to achieve maximum performance. Several motivation theories, such as those proposed by Herzberg, distinguish between intrinsic (internal) motivational and extrinsic hygiene factors. Motivational factors enhance job satisfaction, while hygiene factors prevent dissatisfaction (Hasibuan, 2015).

Factors that influence work motivation can be divided into internal and external factors. Internal factors include self-perception, self-esteem, achievement, expectations, needs, personality, education, and past experiences. External factors involve the work environment, leadership style, organizational development, and management support. Individual characteristics, including age, gender, marital status, dependents, years of service, personality, perceptions, learning abilities, values, attitudes, job satisfaction, and physical and intellectual capabilities also influence work motivation (Robbins & Judge, 2013).

The motivation process includes goal setting, understanding importance, effective communication, aligning individual and organizational goals, providing facilities, and promoting teamwork. Three main aspects drive work motivation: individual desires, needs, and security. Incentives, communication, recognition, coaching, and training are crucial work motivation indicators that significantly boost employee enthusiasm and performance.

### **2.3 Work productivity**

Work productivity is the comparison between the results achieved in a job and all the resources used. Work productivity plays a crucial role in achieving the company's goals, as effective and efficient work is the key to success (Sunyoto, 2015).

There are several factors that influence work productivity. These factors include aspects originating from the workers themselves, such as effective movement in work, as well as aspects related to employees, such as

motivation, adequate salary rewards, proper placement, education level, and physical and mental health. Aspects of work productivity encompass continuous improvement, challenging job tasks, and a good physical work environment (Sutrisno, 2016).

Work productivity is measured through several factors, including work quantity (the amount of work output), work quality (the quality of work output), timeliness (the extent to which work is completed on time), and a comparison of performance results with set targets. To measure work productivity, indicators such as capability, improved output, motivation, self-development, work quality, and efficiency are required, all of which contribute to the effectiveness and efficiency of performing tasks (Siagian, 2014).

### 3 RESEARCH METHODOLOGY

This research utilizes a quantitative research method based on the philosophy of positivism. This method aims to test established hypotheses by collecting data from a specific population or sample. The data collected is then analyzed quantitatively or statistically.

The research location was conducted at Buah Hati Pamulang Maternity Hospital, located at Jalan Raya Siliwangi No. 189 Benda Baru Pamulang, South Tangerang. The research variables are divided into two categories: independent variables and dependent variables. In this study, the independent variables are work discipline and work motivation, while the dependent variable is work productivity.

The research population includes all nurses working in the Inpatient Unit of Buah Hati Pamulang Maternity Hospital, totaling 122 individuals. The research sample was chosen using purposive sampling, which selects samples that align with the research's objectives with the help of the Slovin formula, resulting in 55 respondents.

Data was collected through non-participant observation, questionnaires filled out by the respondents, and a literature review to support the theoretical foundation of the research. After the data was collected, the next step was data analysis. Data analysis involved grouping data by variables and types, tabulating data, presenting data according to the variables being studied, performing calculations to answer the research questions, and conducting statistical calculations to test the hypotheses put forward.

### 4. RESULTS AND DISCUSSION

#### 4.1 Respondent Characteristics

Based on the research findings, there were 28 respondents (50.9%) who were male, while 27 respondents (49.1%) were female. In terms of age range, 27 respondents (49.1%) were between 18-25 years old, and an equal number were in the 26-35 age group. There was only 1 respondent (1.8%) in the 36-45 age range. Regarding educational level, 40 respondents (72.7%) had education equivalent to high school or vocational school (SMA/SMK). While 4 respondents (7.3%) had a D3 level of education, and 11 respondents (20.0%) had a Bachelor's degree (S1). In terms of years of work experience, 6 respondents (10.9%) had less than 1 year of experience. 25 respondents (45.5%) had worked for 1-3 years, 16 respondents (29.1%) had work experience between 4-6 years, and 8 respondents (14.5%) had been working for 7-10 years.

#### 4.2 Validity and Reliability Test

**Table 1. Validity Test**

Dicipline (X1)			
No	R Count	R Table	Info
1	0.852	0.266	valid
2	0.807	0.266	valid
3	0.471	0.266	valid
4	0.546	0.266	valid
5	0.896	0.266	valid

6	0.821	0.266	valid
7	0.675	0.266	valid
8	0.868	0.266	valid
9	0.877	0.266	valid
10	0.896	0.266	valid
<b>Motivation (X2)</b>			
<b>No</b>	<b>R Count</b>	<b>R Table</b>	<b>Info</b>
1	0.718	0.266	valid
2	0.397	0.266	valid
3	0.773	0.266	valid
4	0.397	0.266	valid
5	0.889	0.266	valid
6	0.889	0.266	valid
7	0.884	0.266	valid
8	0.809	0.266	valid
9	0.899	0.266	valid
10	0.889	0.266	valid
<b>Productivity (Y)</b>			
<b>No</b>	<b>R Count</b>	<b>R Table</b>	<b>Info</b>
1	0.882	0.266	valid
2	0.416	0.266	valid
3	0.882	0.266	valid
4	0.808	0.266	valid
5	0.854	0.266	valid
6	0.416	0.266	valid
7	0.453	0.266	valid
8	0.882	0.266	valid
9	0.836	0.266	valid
10	0.854	0.266	valid

Source: SPSS 24.00, 2023

Based on Table above, the variables Dicipline (X1), Motivation (X2), and Productivity (Y) have correlation coefficients (r count) that are above the value of 0.266, which means (r count > r Table). This indicates that they have a good level of validity and are considered valid.

**Table 2. Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Standar Cronbach's Alpha</b>	<b>Info</b>
Dicipline	0.925	0.600	Reliable
Motivation	0.909	0.600	Reliable
Productivity	0.901	0.600	Reliable

Source: SPSS 24.00, 2023

Based on the data, it is evident that all the items for the variables Discipline (X1), Motivation (X2), and Productivity (Y) are considered reliable. This reliability is confirmed by the Cronbach's Alpha value being greater than 0.60.

### 4.3 Classic Assumption Test Results

#### 4.3.1 Normality Test

**Table 3. Normality Test Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Productivity (Y)	0,106	55	0,189	0,964	55	0,100

a. Lilliefors Significance Correction

Source: SPSS 24.00, 2023

Based on the test results in the table above, a significance value of 0.189 was obtained, which is greater than the typically used significance level (0.050). Therefore, it can be concluded that the test results indicate that the assumption of normal distribution in this test is met. This means that the data used in this study has a distribution that approximates a normal distribution, and thus, the assumption of normality is satisfied. This allows for the use of statistical methods that require the assumption of a normal distribution in data analysis.

#### 4.3.2 Multicollinearity Test

**Table 4. Multicollinearity Test**

	Collinearity Statistics	
	Tolerance	VIF
Dicipline	0,186	5,363
Motivation	0,186	5,363

Source: SPSS 24.00, 2023

Based on the results of the multicollinearity test in the table above, the tolerance value for the Work Discipline variable is 0.186. Work Motivation is 0.186, where both values are less than 1, and the Variance Inflation Factor (VIF) value for the Work Discipline variable is 5.363. The Work Motivation variable is 5.363, where the value is less than 10. Thus, this regression model is declared to have no multicollinearity interference.

#### 4.3.3 Autocorrelation Test

**Table 5. Autocorrelation Test Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,247 <sup>a</sup>	0,061	0,025	2,50526	2,174

a. Predictors: (Constant), Motivation, Dicipline

Source: SPSS 24.00, 2023

Based on the test results in the table above, this regression model has no autocorrelation, this is proven by the Durbin-Watson value of 2,174 which is in the interval 1,550 – 2,460.

#### 4.3.4 Heteroscedasticity Test

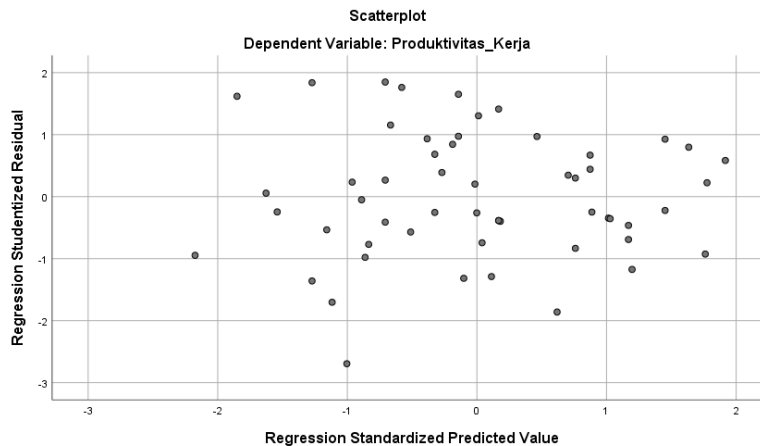

**Figure 1. Heteroscedasticity Test**

Figure 1 depicts the results of the heteroskedasticity test using a scatterplot, where the spread of residuals appears to be random and without any discernible pattern. Therefore, it can be concluded that the model is free from heteroskedasticity.

#### 4.4 Multiple Linear Regression Analysis

**Table 6. Multiple Linear Regression Test Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,600	3,656		2,626	0,011
	Dicipline (X1)	0,382	0,098	0,429	3,876	0,000
	Motivation (X2)	0,385	0,102	0,417	3,768	0,000

a. Dependent Variable: Productivity(Y)

Based on the analysis of regression calculations in the table above, the regression equation  $Y = 9,600 + 0.382X1 + 0.385X2$  can be obtained. From the equation above, it can be concluded as follows:

1. The constant value has a positive value of 9.600. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables, which include Work Discipline (X1) and Work Motivation (X2), have a value of 0 percent or have not changed, then the Work Productivity (Y) value is 9,600.
2. The regression coefficient value for the Work Discipline variable (X1) has a positive value of 0.382. This shows that if work discipline increases by 1%, work productivity will increase by 0.382, assuming other independent variables are considered constant. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.
3. The regression coefficient value for the Work Motivation variable (X2) is positive at 0.385. This shows that if work motivation increases by 1%, work productivity will increase by 0.385, assuming other independent variables are considered constant. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

**Table 7. Simultaneous Test ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	591,416	2	295,708	14,671	.000 <sup>b</sup>
	Residual	1048,111	52	20,156		
	Total	1639,527	54			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Motivation, Dicipline

The calculated F value > F table or (14.671 > 2.780) is obtained based on the test results in the table above. This is also confirmed by the  $\rho$  value < Sig.0.05 or (0.000 < 0.05). Thus, H<sub>0</sub> is rejected, and H<sub>3</sub> is accepted. This shows a significant simultaneous influence between Work Discipline and Work Motivation on Work Productivity.

**Table 8. Correlation and Coefficient of Determination  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 <sup>a</sup>	0,361	0,336	4,490

a. Predictors: (Constant), Motivation, Dicipline

Based on the test results presented in the table above, the coefficient of determination (R-squared) is found to be 0.361. This indicates that the variables Dicipline and Motivation have an influence of 36.1% on Employee Productivity.

#### 4.5 Discussion

The research results indicate a significant correlation between the level of Work Discipline and Work Productivity. In this context, an increase in the level of Work Discipline consistently has a positive impact on the improvement of nurses' Work Productivity. This means that the higher the level of work discipline, the more efficient and effective nurses are in providing patient care. These findings indicate that Work Discipline plays a crucial role in enhancing nurses' Work Productivity, and its impact is stronger than other unexamined factors in this study. With these findings, it is recommended that healthcare organizations and nurse managers pay more attention to improving the level of work discipline among their employees. Measures to encourage and maintain a high level of discipline can have a positive impact on the quality of patient care and the overall organizational goals' achievement.

Based on the research results with a sample of 55 nurses, data was obtained from respondents who answered based on the Work Discipline Variable, which had the highest value of 4.36, namely in questionnaire number 1: Employees come to work before working hours begin—respondents' responses to the statement. Meanwhile, the lowest statement, namely 4.00, was in questionnaire number 3: Employees have ever gone home early due to certain reasons. So for the Work Discipline variable, an average score of 4.16 was obtained, including a scale range of 3.40-4.19 with the criteria of agreeing, meaning that most respondents gave an agreeing answer.

In practical terms, a high level of work motivation among nurses or in the health sector significantly increases productivity and the quality of services provided to patients. Highly motivated nurses tend to perform tasks better, provide better care, work more efficiently, and have better attendance rates. In addition, strong work motivation also encourages nurses to invest in developing skills and knowledge, which benefits their future career growth. Thus, work motivation is a key element in increasing nurse productivity and has a positive impact on patient outcomes, reduction of internal problems, and professional advancement of healthcare staff. Therefore, efforts to maintain and increase the work motivation of health staff are an important step for health institutions to achieve their success and goals.

Based on the research results with a sample of 55 nurses, data obtained from respondents who answered based on the Work Motivation Variable had the highest score of 4.22, namely in questionnaire number 1: The Company gives bonuses if work reaches or exceeds predetermined targets. Meanwhile, the lowest statement is in questionnaire numbers 5, 6, and 10, 4.05. In questionnaire number 5, the Company appreciates every employee who has worked well. In questionnaire number 6, the Company provides regular training to all employees... and in questionnaire



number 10, the Company evaluates the training given to employees. So for the Work Motivation variable, an average score of 4.12 was obtained, including a scale range of 3.40-4.19 with the criteria of agreeing, meaning that most respondents gave an agreeing answer.

## 5. CONCLUSIONS

The research results show a significant relationship between Work Discipline and Work Productivity. In this context, increasing the level of work discipline consistently has a positive impact on increasing nurse work productivity. This means that the higher the level of work discipline, the more efficient and effective the nurse will be in providing services to patients. These findings indicate that Work Discipline plays a vital role in increasing nurses' Work Productivity, and its impact is more substantial than other factors that have not been examined in this research. With these findings, it is recommended that healthcare organizations and nurse managers pay more attention to increasing work discipline among their employees.

In practical terms, a high level of work motivation among nurses or in the health sector significantly increases productivity and the quality of services provided to patients. Highly motivated nurses tend to perform tasks better, provide better care, work more efficiently, and have better attendance rates. In addition, strong work motivation also encourages nurses to invest in developing skills and knowledge, which is beneficial for their future career growth. Thus, work motivation is a crucial element in increasing nurse productivity and has a positive impact on patient outcomes, reduction of internal problems, and professional advancement of healthcare staff. Therefore, efforts to maintain and increase the work motivation of health workers is an essential step for health institutions to achieve their success and goals.

Work Discipline and Work Motivation have a significant effect on Work Productivity. A high correlation coefficient indicates a strong relationship between the independent and dependent variables. Apart from that, the results of the hypothesis test show that there is a significant simultaneous influence between Work Discipline and Work Motivation on Work Productivity. The coefficient of determination value of 36.1% indicates that Work Discipline and Work Motivation influence 36.1% on Work Productivity, while the rest is influenced by other factors not examined in this research.

## Suggestions

The following are suggestions based on research results:

1. In the Work Discipline variable, there needs to be increased supervision and implementation of regulations regarding work leaving times, and there needs to be more clarity in determining the reasons that can justify permission to go home early.
2. For the Work Motivation variable, it is recommended that companies appreciate employees who excel more often, provide regular training following the needs of the employee's position, and carry out a comprehensive evaluation of the effectiveness of the training provided.
3. In the Work Productivity variable, hospital management should provide incentives or recognition to employees to encourage increased productivity. In addition, task assignments must be adjusted to the abilities of each employee, and it is necessary to ensure that work is completed within the specified time limits.

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