THE INFLUENCE OF WORK MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT BANK BNI AMPERA BRANCH JAKARTA

Prasetyo Kurniawan[1], Priehadi Dhasa Eka[2], Henni Marlinah[3]
Pamulang University

Abstract: This research aims to evaluate the impact of motivation and work discipline on employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta. The method was quantitative, with a sampling technique using saturated sampling, resulting in 75 respondents. Data analysis includes validity testing, reliability testing, classical assumption testing, regression analysis, correlation coefficient, coefficient of determination, and hypothesis testing. The research results show that motivation has a significant influence on employee performance. Likewise, work discipline also has a significant influence on employee performance. Simultaneously, motivation and work discipline significantly affect employee performance, with the regression equation $Y = 7.274 + 0.402X1 + 0.438X2$. The coefficient of determination reached 65.3%, while other factors influenced the remaining 34.7%.

Keywords: Motivation, Work Discipline, Employee Performance

INTRODUCTION

In general, the banking industry is developing quite a lot. Of course, with this reasonably high development, its contribution to strengthening national economic stability is hoped to increase. The development of banking is reflected in the development of the number of banks or financial institutions themselves. One of the basics of banking development in Indonesia is the increase in employee performance from each bank. Because human resource management is part of management science, which studies relationships between humans as company assets and resources and how to manage them, humans as a dynamic resource that can continue to develop need to receive attention from the company. Having superior human resources will produce good work results.

PT Bank Negara Indonesia (BNI) Persero Tbk. is one of the organizations/companies in the economic sector that provides services or products of a financial nature in Indonesia; this can occur as a result of structured managerial processes, quality assurance, and high service quality, as well as employee/employee commitment in achieving the company/organization's vision and mission. The vision and mission of BNI bank itself is "To become a financial institution that excels in sustainable service and performance."

Human resources are one of the most valuable assets of an organization because, with good human resources, it is hoped that they will be able to answer all existing challenges, both from within and from outside the organization, to achieve organizational goals. The quality of resources needed can be fulfilled by carrying out development that leads to education and training of human resources.

In a company or organization, motivation is essential for someone to contribute to the company. In achieving organizational goals, employees need motivation to work more diligently. Therefore, the role of employees in the organization must be given more serious attention by the company. With high motivation, employees will work harder to carry out their work. On the other hand, with low work motivation, employees need more enthusiasm to work, give up quickly, and have difficulty completing their work.

Motivation will arise if people feel that all their needs are met. Therefore, if their needs are unmet, it will cause problems, leading to several cases that often occur in companies, for example, labor strikes, demands for wage increases, and so on; this is a sign of dissatisfaction employees feel about the company. The role of motivation is to intensify these desires and wishes. Therefore, efforts to increase a person's work

enthusiasm will always be related to efforts to motivate him. To provide good motivation, you need to know human needs.

Motivation should encourage enthusiasm for work within individuals to behave in order to find specific goals. Therefore, motivation is essential because it concerns individual needs, which must be by organizational goals. Primary needs cannot be separated from the need to fulfill the necessities of life. Thus, the salary factor is also often still an obstacle in companies. The aspect of fulfilling career advancement must also be considered, considering that employees must become better individuals than their community. With the position they aim for, they will continue improving their abilities and skills to support their career.

Every company wants its employees to be motivated to complete their respective jobs. Motivation is essentially the fundamental value of an organization, which will act as a basis for behaving and acting for all members. Motivation is how people behave in an organization, a set of norms consisting of beliefs, attitudes, core values, and shared behavior patterns in an organization. Motivation dramatically influences the behavior of company members because of the values contained in a company's culture. Companies can be used as a reference for the behavior of company members, so if a company's motivation is good, then it is not surprising that the company members are people of good quality.

Every company wants its employees to be motivated or encouraged to complete all work and responsibilities for each individual and group unit. However, the conditions for achieving motivation among employees at PT Bank Negara Indonesia (BNI) Persero Tbk, Ampera Branch, South Jakarta, for each indicator that is the basis for assessing motivation, still need to achieve the company's expected targets.

Based on field data, the aspects that are assessed include fulfillment of physiological needs, fulfillment of safety needs, fulfillment of social needs, fulfillment of esteem needs, and fulfillment of self-actualization needs. (self-actualization need). In 2018, an average of 75% was achieved in all aspects. Furthermore, in 2019, from all aspects, there was a slight increase from the previous year, which was only achieved on average at 76.2%. However, in 2020, from all aspects, there was another decline from the previous year, which was only achieved on average by 72.6%. Then, in 2021, from all aspects, it again experienced a decline from the previous year, which only achieved an average of 68.8%. Then, in 2022, from all aspects, it again experienced a decline from the previous year, which only achieved an average of 68.8%. Average of 67.6%. Paying attention to the explanation of the data above, the company still needs to improve aspects of motivation, considering that human resources play a vital role. The workforce has excellent potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible to provide maximum results.

Apart from being influenced by a person's motivation, employee performance can also be influenced by employee discipline. If someone has a leader with a good leadership style and is given work discipline that is commensurate with the job, then the employee will provide the best performance results, too. Thus, it is clear that motivation is an important variable that needs to receive significant attention for companies to improve the Performance of their employees because motivation is a desire that arises in a person that causes that person to take action, in this case, carrying out their duties and work.

Apart from the motivational factor that can create employee performance, namely employee discipline in obeying the rules made by the company. Employees who are disciplined will ensure the achievement of company goals. Undisciplined actions will have an impact on the growth of the company organization. An employee, for example, can comply with the regulations set by the company. Company regulations are made to ensure employees can comply with them, including keeping to work hours, obeying all existing rules within the company, obedience regarding behavior in carrying out their duties and obligations, obedience in upholding legal norms, and other rules.

It is also essential for companies to socialize all company rules and regulations so that employees can understand them, monitor them, and control them properly so that no obstacles can slow down the achievement of company goals. In this way, employees can carry out their duties with full awareness and develop their energy and thoughts as fully as possible to realize the organization's goals. Employee indiscipline occurs at PT Bank Negara Indonesia (BNI) Persero Tbk Ampera Branch.

Field data shows fluctuating levels of absenteeism with an upward trend. In 2018, employees who were late, truant, excused, and leaving early reached 17.0%; in 2019, there was a decrease but still reached 14.8%; in 2020, there was an increase, reaching 17.4%; in 2021, there was another increase to 18, 9%, and in 2022 it will again increase to 20.1% so that on average every year it reaches 17.7%.

Based on the author's observations at PT Bank Negara Indonesia (BNI) Persero Tbk Ampera Branch, South Jakarta, several problems can affect employee performance, including workload and job satisfaction. The results of the pre-research conducted regarding the Performance of PT Bank Negara Indonesia (BNI) Persero Tbk, Ampera Branch, South Jakarta, show a trend that tends to decline.

The results of the employee performance assessment evaluation in the form of production achievements at PT Bank Negara Indonesia (BNI) Persero Tbk Ampera Branch, South Jakarta, for the period

2018 to 2022 show that in 2018, the average achievement was 78.3%, 2019, the average increase was achieved. Amounting to 78.8%; in 2020, there was a decrease, reaching an average of 77.8%; in 2021, there was another decrease, reaching an average of 77.1%; and in 2022, there was another decrease, reaching an average of 75.9%. %.

Every company must make efforts so that its employees can provide optimal work results and realize their goals. Several factors cause the decline in performance achievements, such as employees needing more motivation to do their work and a lack of discipline. Every activity or effort carried out by humans in a company cannot be separated from personal motives to fulfill their needs. Through work, humans hope to obtain rewards or work discipline that will be used to fulfill these needs. Human needs are diverse and vary from one person to another. This can be interpreted as if the needs of employees in a company can be met; they will support and obey the orders of their leaders.

Organizations or companies exist because of specific goals, and the achievement of organizational or company goals is measured by Performance, effectiveness, Performance, and job satisfaction. Performance is a manifestation of the work done by employees, which is usually used to evaluate employees or organizations. Hence, efforts need to be made to improve work. Moreover, factors that influence work discipline include Performance, quality of Performance, and work motivation. Thus, it is clear that Performance, in this case, is not only seen from good attitudes and behavior in daily life but also that what is meant by performance results is greatly influenced by work discipline factors and having a leader who has good motivation. Both successfully created a conducive work situation and provided assessments based on the results of the work done.

RESEARCH METHODS

This research is a type of quantitative research based on the philosophy of positivism. This research method examines a particular population or sample by collecting data using research instruments and quantitative or statistical data analysis. The main aim of this research is to test the hypotheses that have been established. This empirical study aims to examine the influence of motivation and work discipline on employee performance. The research location was at Bank BNI Ampera Branch, South Jakarta, at Jalan Ampera Raya No.62A Kel. Cilandak Timur. This study's population was all employees on Bank BNI, Ampera Branch totaling 75 employees. The sample used in this research is all employees, per the concept of saturated sampling or census.

Data was collected using several techniques: observation, questionnaires, documentation, and literature study. Observations are carried out by direct company observation, primarily focused on the main problem being studied. Questionnaires were distributed to employees, and the questions were designed based on a Likert scale. Documentation is used to obtain company historical data and other information. Meanwhile, a literature study was carried out to find a theoretical basis relevant to the research title. The data analysis technique uses multiple linear regression with SPSS 26.00

RESULTS AND DISCUSSION

A. Respondent Characteristics

Based on the characteristics of the respondents in this study, the majority of respondents were 46 men (61.3%) and 29 women (38.7%). Most of the respondents were in the 36 to 50 year age range, with 29 people (38.7%) between 46 and 50 years old. Meanwhile, in terms of education, the majority of respondents had a bachelor's degree (S1), namely 60 people (80.0%), followed by 11 people (14.7%) who had a diploma degree. Regarding length of work, most respondents have worked for more than six years, with 29 people (38.7%), followed by 23 people (30.7%) who have worked for 5-6 years.

Based on an analysis of the characteristics of respondents, the majority of them are men aged between 36 and 50 years, have a bachelor's degree (S1), and have worked for more than six years. This shows that in this study, most respondents were employees with sufficient work experience and a high educational background. Therefore, the data obtained from these respondents is expected to provide reasonably representative insight regarding the influence of motivation and work discipline on employee performance at Bank BNI Ampera Branch, South Jakarta.

B. Validity and Reliability

Table 1. Validity Test of Motivational Variables

No	Questionnaire	r count	r table	Information
1	The salary provision from Bank BNI Ampera Branch, South Jakarta is in accordance with the employees' wishes	0.321	0.227	Valid

No	Questionnaire	r count	r table	Information
2	The salary provided by the company is in line with employee expectations	0.521	0.227	Valid
3	To ensure peace of mind at work, Bank BNI Ampera Branch, South Jakarta provides appropriate insurance to all employees	0.332	0.227	Valid
4	Bank BNI Ampera Branch, South Jakarta provides appropriate work equipment to ensure the work safety of its employees	0.525	0.227	Valid
5	Leaders always involve employees in every decision making that concerns employee interests	0.744	0.227	Valid
6	Superiors always encourage employees to be able to collaborate with other work units	0.596	0.227	Valid
7	Leaders give appreciation to employees in carrying out their work	0.767	0.227	Valid
8	The company gives rewards to employees who have good work performance	0.786	0.227	Valid
9	Bank BNI Ampera Branch, South Jakarta places employees in certain work units according to their abilities	0.711	0.227	Valid
10	Bank BNI Ampera Branch, South Jakarta provides opportunities for employees to develop their potential	0.358	0.227	Valid

Source: Data processed with SPSS 26

Table 2. Validity Test of Work Discipline Variables

No	Questionnaire	r count	r table	Information
1	Bank BNI, Ampera Branch, South Jakarta, has made rules regarding entry hours, rest hours and leaving work which employees must adhere to	0.659	0.227	Valid
2	Bank BNI, Ampera Branch, South Jakarta, makes regulations for applying for permits and leave rights to employees fairly.	0.441	0.227	Valid
3	The company implements regulatory policies without favoring certain groups.	0.399	0.227	Valid
4	Bank BNI Ampera Branch, South Jakarta created a company rule book which was distributed to all employees	0.475	0.227	Valid
5	Bank BNI Ampera Branch, South Jakarta provides clear operational work standards	0.511	0.227	Valid
6	Bank BNI Ampera Branch, South Jakarta provides uniforms and work equipment in accordance with the provisions made	0.551	0.227	Valid
7	Bank BNI Ampera Branch, South Jakarta encourages employees to adhere to legal norms	0.538	0.227	Valid
8	Bank BNI Ampera Branch, South Jakarta provides counseling to employees to have a good moral attitude	0.600	0.227	Valid
9	Behavior at work is always supervised by BNI Bank Ampera Branch, South Jakarta	0.511	0.227	Valid
10	Bank BNI Ampera Branch, South Jakarta encourages divisions within the company to be able to work together well	0.408	0.227	Valid

Source: Data processed with SPSS 26

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Table 3. Validity Test of Performance Variables

No	Questionnaire	r count	r table	Information
1	Employees are able to achieve the work targets given by the company	0.431	0.227	Valid
2	Employee performance results exceed the results set by the company	0.495	0.227	Valid
3	Employees are able to do work according to the standards set by the company	0.595	0.227	Valid
4	Employees are able to complete work in a predetermined order	0.330	0.227	Valid
5	Employees have knowledge related to the work they are responsible for	0.526	0.227	Valid
6	Employees have good abilities in every stage of their work	0.431	0.227	Valid
7	Employees are able to carry out tasks according to their job description	0.694	0.227	Valid
8	Employees are able to carry out their duties and obligations within the specified time	0.642	0.227	Valid
9	Employees are fully responsible for the work assigned to employees	0.516	0.227	Valid
10	Employees are used to not delaying their work	0.538	0.227	Valid

Source: Data processed with SPSS 26

Based on the table data above, all variables obtained a calculated r value > r table (0.227), so all questionnaire items are said to be valid, so

Table 4. Reliability Test

Variable	Cronbach Alpha	Critical Value	Decision
Motivation (X1)	0.765	0.600	Reliable
Work Discipline (X2)	0.676	0.600	Reliable
Employee Performance (Y)	0.692	0.600	Reliable

Source: Data processed with SPSS 26 (2023)

Based on the test results in the table above, it shows that the variables motivation (X1), work discipline (X2) and employee performance (Y) are declared reliable, this is proven by each variable having a cronbatch alpha value greater than 0.600.

C. Classic Assumption Test
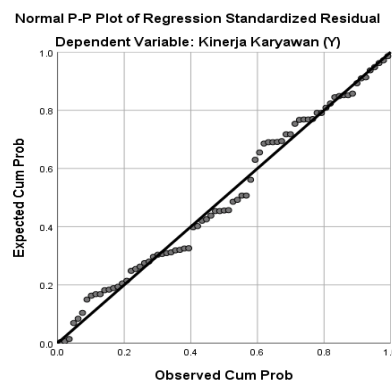**1. Data Normality Test**

Figure 1. Normality Test

In the image above, it can be seen that the average probability plot graph shows a regular graphic pattern. This can be seen from the points scattered around the diagonal line, and the distribution follows the diagonal line. Therefore, it can be concluded that the regression model meets the normality assumption.

2. Multicollinearity Test

Table 6. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Motivation (X1)	,767	1,303
Work Discipline (X2)	,767	1,303

a. Dependent Variable: Employee Performance
Source: SPSS 26 Data Processing Results (2023)

Based on the results of the multicollinearity test in the table above, the tolerance value for the motivation and work discipline variables is 0.767 (0.767 < 1). The Variance Inflation Factor (VIF) value for the motivation and work discipline variables is 1.303, less than 10 (1.303 < 10), indicating that there are no significant multicollinearity problems in the regression model.
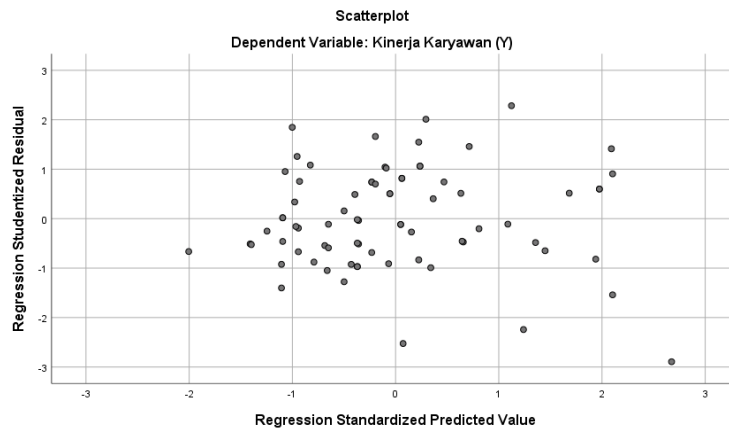
3. Heteroscedasticity Test

Figure 2. Heteroscedasticity Test

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form specific patterns. Thus, it is concluded that there is no heteroscedasticity interference in the regression model, so this regression model is suitable for use.

4. Autocorrelation Test

Table 7. Autocorrelation Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.808a	,653	,644	2,122	1,693

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)
b. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, this regression model does not have autocorrelation; this is proven by the Durbin-Watson value of 1.693, which is in the interval of 1,550 – 2,460.

D. Multiple Linear Regression

Table 9. Multiple Linear Regression
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,274	2,675		2,719	,008
	Motivation (X1)	,402	,067	,477	6,018	,000
	Work Discipline (X2)	,436	,075	,462	5,832	,000

a. Dependent Variable: Employee Performance (Y)

Based on the table above, multiple regression test calculations show that the regression equation formed is Y = 7.274 + 0.402X1 + 0.436X2. Based on the multiple linear regression equation above, it can be interpreted as follows:

1. A constant value of 7.274 means that if the variables of motivation (X1) and work discipline (X2) are not considered, then employee performance (Y) will only be worth 7.274 points.
2. A motivation value (X1) of 0.402 means that if the constant remains and there is no change in the work discipline variable (X2), then every 1 unit change in the motivation variable (X1) will result in a change in employee performance (Y) of 0.402 points. The calculated t value > t table or (6,018 > 1.991) is obtained based on the test results in the table above. This is also reinforced by the significance value < 0.050 or (0.000 < 0.050). Thus, there is a significant influence on motivation and employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta.
3. The work discipline value (X2) of 0.436 means that if the constant remains and there is no change in the motivation variable (X1), then every 1 unit change in the work discipline variable (X2) will result in a change in employee performance (Y) of 0.436 points. The calculated t value > t table or (5,832 > 1.991) is obtained based on the test results in the table above. This is also reinforced by the significance value <0.050 or (0.000 < 0.050). Thus, there is a significant influence between work discipline and the performance of PT Bank Negara Indonesia (Persero) Tbk, Ampera Branch, South Jakarta employees.

Table 10. Simultaneous Test
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	610,843	2	305.422	67,808	,000b
	Residual	324,303	72	4,504		
	Total	935.147	74			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

The calculated F value > F table or (67.808 > 2.730) is obtained based on the test results in the table above. This is also reinforced by the significance of <0.050 or (0.000 < 0.050). Thus, H0 is rejected, and H3 is accepted; this shows a significant simultaneous influence between motivation and work discipline on the performance of PT Bank Negara Indonesia (Persero) Tbk, Ampera Branch, South Jakarta.

Table 11. Coefficient of Determination
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.808a	,653	,644	2,122	1,693

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)
b. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, a correlation coefficient value of 0.808 is obtained, where this value is in the interval 0.800 - 1.00, meaning that the two variables have an extreme level of relationship. The coefficient of determination value is 0.653. It can be concluded that the motivation (X1) and discipline (X2) variables influence the employee performance variable (Y) by 65.3%, while other factors influence the rest.

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E. Discussion

The analysis results show a positive relationship between motivation and employee performance; motivation has a significant influence on employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta. This finding aligns with previous research, such as research by Sri Mardiana (2020) on the Influence of Motivation on Employee Performance in East Ciputat District. The results of his research show a significant influence of motivation on employee performance, which is also supported by the findings of Retno Wulansari (2020) in her research on the Influence of Motivation on Employee Performance at Hana Bank, Jakarta Head Office. The conclusions from these two studies show that motivation significantly influences employee performance, which is in line with the findings of this study.

Based on the analysis results, it is concluded that there is a strong relationship between work discipline and employee performance. Work discipline significantly influences employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta. This finding aligns with previous research, such as that conducted by Angga Pratama (2020) regarding the Influence of Work Discipline on Employee Performance at PT. Angkasa Permai Tourism. The research concluded that work discipline has a significant influence on employee performance. The results of this research are also consistent with the findings of Baliyah Munadjat and Muliahadi Tumanggor (2019) in their research on the Influence of Discipline on Employee Performance at PT—Subur Makmur Semesta Cikupa Branch, where work discipline has also been proven to affect employee performance significantly.

Based on the research results, work motivation and discipline significantly influence employee performance; the correlation coefficient between the independent and dependent variables is 0.808, indicating a strong relationship between them. In addition, the coefficient of determination value of 65.3% indicates that most of the variation in employee performance can be explained by motivation and work discipline. At the same time, the remainder is influenced by other factors not included in the model. Hypothesis testing shows that the calculated F value > F table (67.808 > 2.730), so it is concluded that there is a significant simultaneous influence of motivation and work discipline on employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta. The results of this research support the findings of previous research, such as that conducted by Wahyudi (2019) regarding the Influence of Discipline and Motivation on Employee Performance at PT. Bank BCA Syariah Mangga Dua. This research concludes that discipline and motivation simultaneously significantly affect employee performance. This finding is also consistent with research conducted by Kenny Astria (2018) on the Influence of Work Discipline and Motivation on Employee Performance at PT. Bank Rakyat Indonesia Pamulang Branch, which shows that work discipline and motivation together have a significant effect on employee performance.

CONCLUSION

Based on the results of the analysis, motivation, and work discipline significantly influence employee performance at PT Bank Negara Indonesia (Persero) Tbk Ampera Branch, South Jakarta. Simultaneously, work motivation and discipline have a significant effect on employee performance; the coefficient of determination of 65.3% shows that most of the variation in employee performance can be explained by work motivation and discipline; thus, work motivation and discipline have an essential role in improving performance employees in various organizational contexts.

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