

## THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. EXPRESS MAXIMUM SEMARANG BRANCH, CENTRAL JAVA

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### Article History

Received : Januari 2025

Revised : Januari 2025

Accepted : February 2025

Published : February 2025

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### No. Contact:

### Cite This Article:

### DOI:

<https://doi.org/10.56127/ijm1.v4i1.1927>

**Abstract:** This study investigates the impact of Organizational Commitment and Work Discipline on Employee Performance at PT. Express Maximum Semarang Branch, Central Java. The research employs a quantitative approach with multiple linear regression analysis. The population consists of 82 employees, and the entire population was used as the research sample (total sampling method). Data were collected through surveys and processed using statistical analysis to determine the relationship between organizational commitment, work discipline, and employee performance. The results reveal that both organizational commitment and work discipline significantly influence employee performance, with work discipline being the dominant factor. Employees with high commitment exhibit greater loyalty and responsibility, while those with strong discipline tend to be more productive and efficient. The study emphasizes the importance of enhancing commitment through leadership and career development while strengthening discipline through policies and performance evaluation to improve overall productivity.

**Keywords:** Organizational Commitment, Work Discipline, Employee Performance

## INTRODUCTION

Human resources are a crucial factor in an organization, regardless of its size. In large-scale organizations, human resources are considered a determining element in business development, as organizations are established with specific objectives to be achieved. Human resource management is a specialized field of management that studies relationships and roles within an organization. It also regulates the workforce within an organization to ensure that organizational goals are met while maintaining employee job satisfaction. Effective human resource management can enhance company performance through assessment and fair compensation based on individual performance. To achieve corporate objectives, it is essential to have responsible employees with strong performance capabilities.

Employee performance is closely related to the quality and quantity of work performed by an employee in a particular organization. Optimal performance aligns with organizational standards and supports the achievement of its objectives. Organizations consist of groups of individuals working together to realize shared goals. The purpose of organizing is to guide individuals to collaborate effectively, where actions taken in each activity are determined by the people within the company.

One of the primary factors influencing employee performance is organizational commitment. Organizational commitment refers to the bond between employees and the organization, manifested through employee loyalty and support for all organizational activities to achieve common goals. This commitment is vital because it aligns employees with the organization's vision and mission, ensuring that objectives are met. Many employees perceive their jobs merely as tasks to complete in exchange for a salary, lacking the motivation to contribute toward the organization's success. The absence of organizational loyalty is also evident when employees readily move to another company offering a

Another critical factor affecting employee performance is work discipline. Work discipline is an individual's awareness and willingness to adhere to all established rules and norms. Awareness implies a voluntary attitude of compliance with regulations, a clear understanding of responsibilities, and the dedication to completing tasks diligently without external pressure (Hasibuan, 2016:193). According to Hasibuan (2017:193), "Discipline is the sixth operative function (including planning, organizing, supervision, control,

and recruitment) of human resource management. It is the most crucial function, as higher employee discipline leads to better work performance. Without proper discipline, it is difficult for an organization to achieve optimal results." Similarly, Edy Sutrisno (2016:87) defines discipline as "an employee's respect for company regulations and policies, allowing them to comply voluntarily with corporate rules." Work discipline provides significant benefits both for the organization and for employees. For organizations, discipline ensures order and smooth task execution, leading to optimal results. For employees, it creates a structured work environment that enhances motivation and enthusiasm. Consequently, disciplined employees can perform their duties with full awareness and maximize their efforts and thoughts to achieve organizational goals.

Employees with a high level of discipline will maintain good performance even without direct supervision. A disciplined employee will not misuse work hours for unrelated activities. Such employees also comply with workplace regulations voluntarily, without coercion. Ultimately, highly disciplined employees tend to exhibit better performance as they utilize work hours efficiently to complete tasks within set targets.

PT. Express Maximum Semarang Branch, Central Java, located in South Tangerang, specializes in the production of electrical panel boxes. The company operates in a highly competitive industry, with increasing numbers of new firms entering the market. To maintain its competitive edge, PT. Express Maximum Semarang must enhance employee performance through organizational commitment and work discipline. By fostering a strong work discipline culture, the company aims to improve overall employee productivity, providing an added advantage over competitors in the same industry. Since PT. Express Maximum Semarang is engaged in manufacturing, human resources play a critical role in determining customer satisfaction. Work discipline is essential in achieving company targets, as employees with strong discipline are more likely to meet corporate objectives. Organizational commitment from leadership also plays a crucial role in motivating employees to complete their tasks effectively.

Based on initial observations, the measurement of organizational commitment at PT. Express Maximum Semarang Branch, Central Java, yielded the following data:

**Table 1. Measuring Organizational Commitment**

No	Measurement Indicator	Frequency	Percentage
1	Lack of strong desire to remain a member of the organization among employees	37	45%
2	Lack of willingness to work hard in accordance with organizational goals	29	35%
3	Lack of belief in accepting organizational values and objectives	16	20%
<b>Total</b>		<b>82</b>	<b>100%</b>

From the table above, it is evident that organizational commitment at PT. Express Maximum Semarang Branch, Central Java, is low. Out of 82 respondents, 37 employees (45%) lack a strong desire to remain members of the organization, 29 employees (35%) have no willingness to work hard in alignment with organizational goals, and 16 employees (20%) do not have confidence in accepting the organization's values and objectives. Issues related to work discipline also persist at PT. Express Maximum Semarang Branch, Central Java. This is evident from the high rate of employee tardiness, frequent absenteeism, and instances where employees are not at their designated workstations during working hours. Communication between employees is not functioning effectively, and there is a lack of responsibility for assigned tasks, leading to the failure to achieve set targets efficiently.

Based on the results of field observations and research conducted at PT. Express Maximum Semarang Branch, Central Java, employee attendance data for the 2023-2024 period indicates fluctuations in absenteeism and tardiness rates. With a total of 82 employees in both years, the findings highlight persistent challenges in maintaining work discipline, as reflected in the variations in unauthorized absences (alfa) and tardiness each month. The data collected in 2023 shows that cases of tardiness reached their highest point in January, with 44 incidents, while unauthorized absences peaked in September, with 26 cases. The number of employees taking sick leave, both with and without a doctor's note, also varied, with the highest count recorded in November at 16 cases. Meanwhile, employees who were officially on leave (cuti) reached a peak of 10 cases in September.

In 2024, the trend remained inconsistent, with some months showing an increase in tardiness and absenteeism. January recorded the highest number of tardiness cases at 50, while May saw the most

unauthorized absences, reaching 26 cases. Additionally, employees who were absent without explanation and those who left workstations during working hours continued to be a significant issue.

These findings indicate that discipline-related issues, such as lateness, absenteeism, and lack of adherence to work schedules, remain prevalent at PT. Express Maximum Semarang Branch. Poor communication among employees, lack of responsibility for assigned tasks, and inconsistent enforcement of company regulations have contributed to these ongoing challenges. As a result, productivity targets have not been met effectively. To address these issues, the study suggests that strengthening work discipline policies is necessary. The implementation of stricter attendance monitoring, performance-based incentives, and increased employee engagement initiatives are expected to improve work commitment and reduce absenteeism rates. Additionally, leadership support in fostering a disciplined and accountable work culture will play a crucial role in ensuring that employees remain committed to their responsibilities. By reinforcing work discipline and organizational commitment, PT. Express Maximum Semarang Branch can enhance overall employee performance, leading to improved productivity and a more competitive position in the industry. The next section presents further analysis of employee performance measurements based on field observations and research findings.

Based on field observations and collected data, the performance of employees at PT. Express Maximum Semarang Branch, Central Java, has not yet reached optimal levels. The data indicates that several key performance components, such as compliance with regulations, assertiveness, integrity, teamwork, discipline, and work achievement, have not met the established targets. With an average performance achievement of only 53%, categorized as "moderate," it is evident that many employees are struggling to meet expected performance standards. Particularly concerning are the areas of integrity and discipline, which scored below 50%, indicating a significant gap in adherence to company regulations and ethical work practices.

These performance shortcomings can have a direct impact on the organization's overall effectiveness and goal attainment. The inability to consistently achieve targets may result in operational inefficiencies, reduced service quality, and lower productivity. If not addressed, these issues could hinder the company's competitiveness in the market. Therefore, improving employee motivation, strengthening organizational commitment, and implementing stricter work discipline policies are essential steps toward enhancing overall workforce performance. By addressing these challenges, PT. Express Maximum Semarang Branch can work towards creating a more efficient, productive, and goal-oriented work environment.

## **METHODS**

This study uses a quantitative research method, based on positivism philosophy, to examine a specific population or sample. The data collection involves using instruments, and the analysis is quantitative/statistical to test the established hypotheses. Data refers to factual information or a collection of facts such as numbers, graphs, tables, or symbols that represent thoughts, objects, conditions, or situations. The research is descriptive quantitative, as it aims to explore the behavior of individuals and groups. The study is conducted at PT. Express Maximum in Semarang, Central Java, over six months, from September 2023 to February 2024.

The study investigates three main variables: independent variables (Organizational Commitment and Work Discipline) and the dependent variable (Employee Performance). Operational definitions for these variables were derived from previous research. Organizational commitment includes indicators such as employee willingness, loyalty, pride, and personal and job characteristics. Work discipline is assessed through indicators like leadership example, rewards, fairness, penalties, and decisiveness. Employee performance is evaluated by quality, quantity, task execution, responsibility, and initiative.

The population for this study consists of 82 employees at PT. Express Maximum, and the sampling method used is saturated sampling, where all members of the population are included. Data is collected through questionnaires, observations, and literature studies. Quantitative analysis is performed using descriptive methods and multiple regression with the aid of SPSS and Excel software.

To ensure data quality, validity and reliability tests are performed. The data is analyzed through editing, coding, scoring, and tabulating processes. Ordinal data is transformed into interval data for parametric analysis. Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity, are conducted to ensure the validity of the regression model. The regression analysis uses the coefficient of determination, F-test, and t-test. The multiple regression equation helps predict how changes in independent variables affect the dependent variable. If the significance level is below 0.05, the hypothesis is accepted; otherwise, it is rejected. The regression equation provides insights into the relationship between organizational commitment, work discipline, and employee performance.

## RESULT AND DISCUSSION

### A. Profile

PT. Express Maximum Semarang Branch, Central Java, was established in Indonesia approximately 15 years ago by three South Korean entrepreneurs: Yoo Sookhe, Jeoung Jong Jin, and Park Young Min. Today, PT. Express Maximum Semarang Branch continues to grow at an extraordinary pace. It has now positioned itself as a global market leader in the express shipping and international logistics industry. Over the years, PT. Express Maximum Semarang Branch has expanded its network, gradually reaching customers all over the world. At the same time, as the market becomes increasingly complex, PT. Express Maximum Semarang Branch continues to adapt to meet customer needs on both global and local scales.

PT. Express Maximum Semarang Branch focuses its services as a document and package delivery company through air, sea, and land transportation for both domestic and international destinations. In providing its services, PT. Pertama Logistic Service always prioritizes customer satisfaction by striving to meet all customer needs efficiently. To achieve these objectives, PT. Express Maximum Semarang Branch is supported by skilled human resources and an adequate fleet.

### B. Descriptive Statistics

In PT. Express Maximum Semarang Branch, there are 82 respondents, consisting of both male and female employees. The majority of respondents, 62 individuals or 76%, are male, while 20 respondents, or 24%, are female. This indicates that the workforce at PT. Express Maximum is predominantly male. Regarding age distribution, most of the respondents fall within the 26-35 year age range, with 49 individuals or 60%. Employees under 25 years old account for 22 individuals or 27%, while 9 employees or 11% are aged between 36-45 years. Only 2 individuals, or 2%, are aged between 46-50 years, and there are no respondents above 50 years of age. Therefore, the majority of employees are in the 26-35 year age group.

In terms of educational background, 62 employees, or 76%, have completed their education at the high school or vocational school level (SLTA/SMK). Additionally, 18 respondents, or 22%, hold a bachelor's degree (S1), and 2 respondents, or 2%, have a master's degree (S2). No employees have a doctorate (S3). Therefore, the majority of employees have completed their education at the SLTA/SMK level.

### C. Validity and Reliability Test

Table 2. Organizational Commitment Validity Test

Statement	Organizational Commitment		
	r count	r table	Info
1	0,871	0,300	Valid
2	0,802	0,300	Valid
3	0,837	0,300	Valid
4	0,775	0,300	Valid
5	0,841	0,300	Valid
6	0,712	0,300	Valid
7	0,898	0,300	Valid
8	0,850	0,300	Valid
9	0,853	0,300	Valid
10	0,882	0,300	Valid

Table 2. Validity Test of Work Discipline Variables

Statement	Work Discipline		
	r count	r table	Info
1	0,876	0,300	Valid
2	0,856	0,300	Valid
3	0,882	0,300	Valid
4	0,915	0,300	Valid
5	0,898	0,300	Valid
6	0,898	0,300	Valid
7	0,903	0,300	Valid
8	0,896	0,300	Valid
9	0,917	0,300	Valid
10	0,887	0,300	Valid

**Table 3. Performance Variable Validity Test**

Statement	Performance		
	r count	r table	Info
1	0,921	0,300	Valid
1	0,918	0,300	Valid
3	0,870	0,300	Valid
4	0,926	0,300	Valid
5	0,913	0,300	Valid
6	0,908	0,300	Valid
7	0,898	0,300	Valid
8	0,913	0,300	Valid
9	0,932	0,300	Valid
10	0,944	0,300	Valid

The table above shows that the Correlated Item-Total Correlation value for each statement item across all variables is greater than 0.300. Therefore, based on the validity test results, all variables are valid.

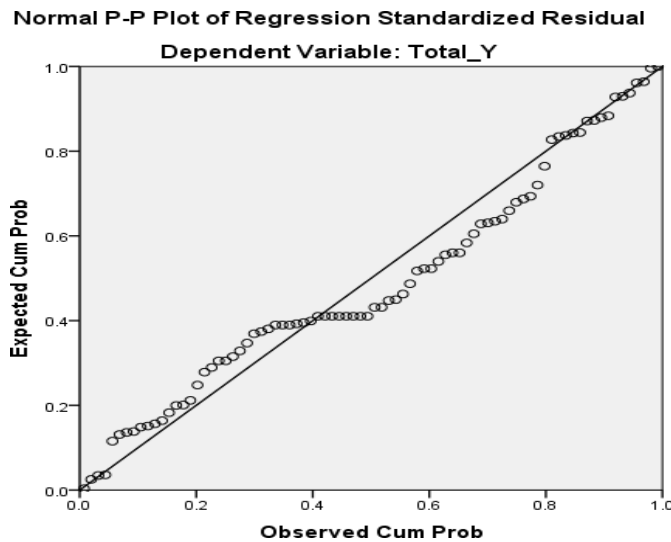
**Table 4. Reliability Test Results**

Variable	Cronbach's Alpha	Standar	Info
Organizational Commitment	0,820	0,600	Reliable
Work Discipline	0,825	0,600	Reliable
Performance	0,829	0,600	Reliable

The output for the three variables indicates that the Cronbach's Alpha value for each research instrument exceeds 0.60. Therefore, it can be concluded that the instruments for Organizational Commitment, Work Discipline, and Employee Performance are reliable.

**D. Classic Assumption Test**

**1. Normality Test**



From the graph above, it can be observed that the points are scattered around the line and follow the diagonal line, indicating that the residual values are normal.

**2. Multicollinearity Test**

According to Ghazali (2013:106), multicollinearity can be detected using the variance inflation factor (VIF) and tolerance values. A regression model is considered to have multicollinearity if the tolerance value is  $\leq 0.10$  or the VIF is  $\geq 10$ . The regression output shows that both variables have tolerance values greater than 0.10 and VIF values less than 10, indicating that there is no multicollinearity between the independent variables.

### 3. Heteroscedasticity Test

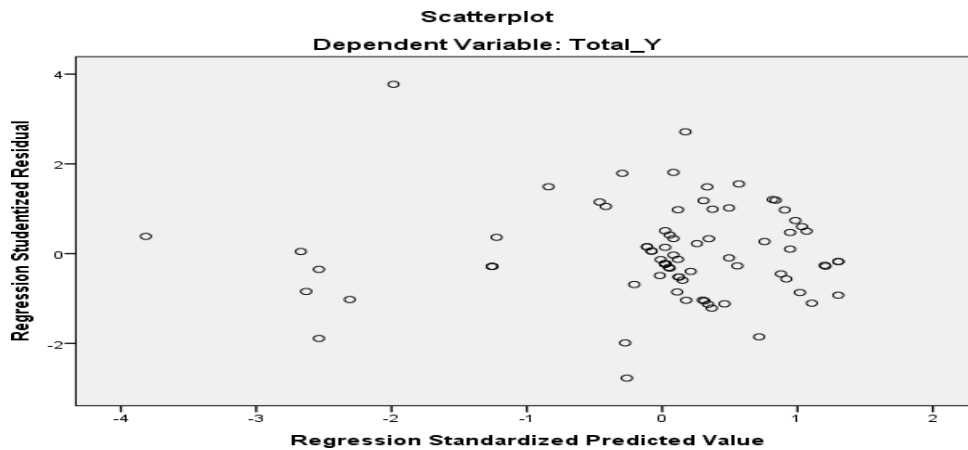


Figure 2. Heteroscedasticity Test

The regression output indicates that the points do not form a clear pattern and are spread above and below zero on the Y-axis, concluding that there is no heteroscedasticity in the regression model.

### C. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to examine the relationship between two or more independent variables and a dependent variable.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,207	1,608		0,751	0,455
Organizational Commitment	0,258	0,100	0,236	2,580	0,012
Work Discipline	0,727	0,092	0,723	7,886	0,000

Dependent Variable: Employee Performance

The regression analysis results illustrate the influence of Organizational Commitment and Work Discipline on Employee Performance at PT. Express Maximum Semarang Branch. The constant value in the regression model is 1.207, with a standard error of 1.608 and a t-value of 0.751, resulting in a significance level of 0.455. Since this value exceeds the commonly used threshold of 0.05, the constant is not statistically significant, implying that without the influence of the independent variables, employee performance cannot be reliably predicted.

The analysis further reveals that Organizational Commitment has a positive and significant impact on employee performance. The coefficient value (B) of 0.258 suggests that an increase in organizational commitment will lead to an improvement in employee performance by 0.258 units, assuming other factors remain unchanged. The standardized coefficient (Beta) of 0.236 indicates that while Organizational Commitment contributes to employee performance, its influence is moderate. The t-value of 2.580 and a significance level of 0.012 confirm that this variable significantly affects employee performance, as the p-value falls below 0.05. In contrast, Work Discipline exhibits a more dominant influence on employee performance. The coefficient value (B) of 0.727 suggests that for every one-unit increase in work discipline, employee performance improves by 0.727 units. With a standardized coefficient (Beta) of 0.723, it is evident that Work Discipline has the strongest impact compared to Organizational Commitment. The t-value of 7.886 and a significance level of 0.000 further reinforce that this variable is highly significant, as its p-value is well below 0.05, indicating a very strong relationship between work discipline and employee performance.

These findings emphasize that while both Organizational Commitment and Work Discipline play crucial roles in shaping employee performance, work discipline exerts a more substantial impact. This suggests that efforts to improve employee discipline—such as reinforcing adherence to company policies, enhancing punctuality, and fostering a culture of accountability—would yield more significant improvements in overall performance. Strengthening organizational commitment remains important, but prioritizing initiatives that enhance work discipline is expected to be more effective in achieving the company's performance goals.

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4805,459	2	2402,730	322,3520	0,000 <sup>b</sup>
	Residual	588,845	79	7,454		
	Total	5394,305	81			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Organizational Commitment

The analysis results show that the calculated F-value (Fhitung) is 322.352, while the critical F-value (Ftabel) at a 0.05 significance level is 3.11 (df1 = 2, df2 = 79). Since  $F_{hitung} > F_{tabel}$  ( $322.352 > 3.11$ ) and the significance value (0.000) is less than 0.05, it can be concluded that Organizational Commitment and Work Discipline jointly have a significant effect on Employee Performance.

#### D. Discussion

The findings of this study reveal that Organizational Commitment plays a crucial role in shaping Employee Performance. Employees who feel a strong connection to their organization tend to exhibit higher levels of dedication and responsibility. They are more likely to work with enthusiasm and a sense of purpose, contributing significantly to the company's success. A committed workforce ensures stability and fosters a culture of engagement, where employees are motivated to perform at their best.

Organizational commitment is often reflected in employees' willingness to align their personal goals with those of the company. When employees feel valued and recognize their role in achieving organizational objectives, they develop a stronger attachment to their workplace. This sense of belonging leads to increased job satisfaction, reduced turnover rates, and improved performance. Employees who are committed to their organization also tend to show greater resilience in facing workplace challenges, as they are driven by a shared vision and long-term career aspirations. These findings are consistent with research conducted by Nur Haliza (2021), which highlighted the significant influence of organizational commitment on employee performance. The study emphasized that employees who perceive their organization as a place that values and supports them are more likely to be proactive and dedicated in their roles. When organizations invest in building commitment through effective leadership, career development, and a supportive work culture, employee performance improves, benefiting both the organization and its workforce.

Beyond commitment, Work Discipline emerges as another key factor affecting employee performance. Employees who demonstrate strong discipline are more likely to be punctual, adhere to company policies, and complete their tasks efficiently. Discipline ensures that employees remain focused, reducing delays, errors, and inefficiencies in daily operations. A well-disciplined workforce fosters a productive work environment where employees can maximize their potential and contribute effectively to the organization's goals. A lack of discipline, on the other hand, can lead to serious operational challenges. Employees who frequently arrive late, neglect their responsibilities, or fail to adhere to company regulations may disrupt workflows and negatively impact team dynamics. Poor discipline can result in missed deadlines, decreased work quality, and even conflicts within the organization. Therefore, ensuring that employees maintain a strong sense of discipline is essential for sustaining a high-performance work culture.

The findings of this study align with research by Sari Hestini & Haryani (2020), which also emphasized the impact of work discipline on employee performance. Their study demonstrated that employees who maintain strong discipline are more productive, reliable, and contribute positively to workplace efficiency. The study also suggested that organizations should implement structured policies and reward systems to reinforce a disciplined work culture. This approach encourages employees to stay accountable, take ownership of their tasks, and maintain professionalism in their roles. When examined together, Organizational Commitment and Work Discipline collectively have a substantial impact on Employee Performance. A work environment that nurtures both commitment and discipline creates a

balanced and productive workforce. Employees who are both loyal to their organization and disciplined in their approach to work are more likely to meet performance expectations and contribute to overall business success. This combination fosters a work culture that prioritizes efficiency, responsibility, and long-term organizational growth.

A lack of commitment and discipline, however, can result in declining employee performance. When employees do not feel a sense of belonging to the organization, their motivation decreases, leading to disengagement and reduced productivity. Similarly, poor work discipline can disrupt operational efficiency, leading to inconsistencies in work output and unmet performance targets. Addressing these challenges requires a proactive approach from management, focusing on enhancing both commitment and discipline.

The research findings suggest that organizations should develop strategic initiatives to improve both employee commitment and discipline. Strengthening organizational commitment can be achieved through leadership engagement, professional development opportunities, and fostering a culture of trust and recognition. When employees see clear career growth prospects and feel appreciated for their contributions, they are more likely to stay committed to the organization. At the same time, reinforcing work discipline requires the implementation of clear company policies, structured work schedules, and accountability measures. Organizations can introduce performance-based incentives to encourage employees to maintain high levels of discipline. Regular monitoring and feedback mechanisms can also help identify areas for improvement and ensure that employees adhere to expected workplace standards.

Ultimately, the study concludes that organizations that prioritize both Organizational Commitment and Work Discipline are more likely to achieve higher levels of employee performance. These two factors not only enhance individual productivity but also contribute to a more cohesive and goal-oriented work environment. By fostering a workplace culture that values both dedication and responsibility, companies can drive long-term success and maintain a competitive edge. Moving forward, businesses must recognize the importance of continuously evaluating and improving these key aspects of employee performance. Implementing strategies that support both commitment and discipline will enable organizations to build a workforce that is motivated, engaged, and aligned with corporate objectives. By doing so, companies can ensure sustainable growth, improve employee satisfaction, and achieve greater overall efficiency in their operations.

## CONCLUSION

This study concludes that Organizational Commitment and Work Discipline significantly impact Employee Performance at PT. Express Maximum Semarang Branch, Central Java. Employees with high commitment demonstrate greater loyalty, responsibility, and motivation, contributing positively to organizational goals while reducing turnover rates. Work Discipline emerges as the dominant factor in boosting productivity. Disciplined employees adhere to company policies, work efficiently, and meet targets, whereas poor discipline leads to absenteeism, tardiness, and reduced performance. Strengthening both factors simultaneously enhances employee effectiveness, fostering a productive work environment where employees feel a sense of belonging while maintaining high responsibility and discipline. To improve performance, the company should enhance organizational commitment through leadership, career development, and a fair reward system. Simultaneously, reinforcing work discipline through stricter policies, training, and performance monitoring will further optimize results. By focusing on these key areas, PT. Express Maximum Semarang Branch can improve workforce productivity, maintain competitiveness, and create a professional and efficient work environment that supports long-term business success.

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