

**THE INFLUENCE OF WORK MOTIVATION AND WORK
DISCIPLINE ON THE EFFECTIVENESS OF EMPLOYEE WORK
IN THE DIRECTORATE WORK UNIT AT POLTEKKES
MINISTRY OF HEALTH JAKARTA III**

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Abstract

In today's dynamic and competitive business environment, the effective functioning of employees plays a pivotal role in the success of organizations. This study aims to explore and establish explanatory insights regarding the influence of (1) Work Motivation on Employee Work Effectiveness, (2) Work Discipline on Employee Work Effectiveness, and (3) Work Motivation on Work Discipline. Employing a quantitative approach, the research encompasses the entire employee population of the Directorate work unit at Poltekkes Ministry of Health Jakarta III, with a sample size of 55 respondents. Data collection is conducted through a combination of questionnaires and interviews. The findings highlight significant relationships: Work Motivation (X1) demonstrates a substantial correlation with Work Effectiveness (Y) (T-Statistic: 2.206, $p > 1.96$). The positive original sample estimate of 0.370 underscores the link between Work Motivation (X1) and Work Effectiveness (Y). Similarly, Work Discipline (X2) and Work Effectiveness (Y) exhibit significance (T-Statistic: 3.568, $p > 1.96$), with an original sample estimate of 0.592 indicating their positive relationship. Notably, the relationship between work motivation (X1) and work discipline (X2) is profoundly significant (T-statistic: 94.559, $p > 1.96$), supported by an original sample estimate of 0.945, confirming their positive association. In conclusion, this study contributes valuable insights into the interplay of Work Motivation, Work Discipline, and Employee Work Effectiveness within the context of the Directorate work unit at Poltekkes Ministry of Health Jakarta III.

Keywords: Work Discipline, Work Effectiveness, Work Motivation

1. INTRODUCTION

Poltekkes Ministry of Health Jakarta III is an educational institution under the auspices of the Ministry of Health, as outlined in the Ministry of Health and Social Welfare of the Republic of Indonesia Decision No. 298/KEMENKES-KESOS/SK/IV/2001, governing the Organization and Work Procedures of Poltekkes. This decision formed the basis for the establishment of Poltekkes Ministry of Health Jakarta III. Subsequently, there was an update through the Ministry of Education and Culture No. 355/E/0/2012 dated October 10, 2012, regarding the transfer of program management from Poltekkes Ministry of Health.

In ensuring a smooth educational process, the institution relies on qualified human resources. The Directorate at Poltekkes Ministry of Health Jakarta III is responsible for managing processes, formulating policies, and setting technical standards within the institution. The Directorate operates under the framework of the Ministry of Education and Culture Regulation No. 45 of 2019, fulfilling functions such as policy formulation in higher academic education, implementing policies related to learning, student affairs, institutional matters, and higher academic education resources, evaluation, reporting, and

administrative activities. This fosters effective performance and progress within the institution.

High-quality human resources play a crucial role in work efficiency, contributing to institution development. Employee competence drives organizational performance towards desired outcomes. Motivation, as defined by (Djaya, 2021), serves as a driving force behind an individual's actions, often associated with propelling work-related behaviors. Work motivation enhances achievement-oriented behavior and nurtures a sense of responsibility, fostering a directed vision towards success. It is instrumental in shaping attitudes that increase productivity. Motivation directly impacts employee productivity and is influenced by harmonious work relationships and tasks aligned with individual capabilities (Alhayra et al., 2022). Enhancing company performance hinges on employee motivation, positioning employees as a cornerstone of an organization's success.

As for the importance of work discipline among employees, it will evoke a sense of responsibility for the assigned tasks. According to (Dewi & Trihudiyatmanto, 2020), work discipline is an employee's respectful attitude towards voluntarily adapting without coercion to follow the rules and regulations set by the institution. The more violations of established rules occur, the worse the employee's discipline can be considered. The significance of employee awareness in fulfilling their duties, combined with work discipline, ensures that the assigned tasks are completed effectively. On the other hand, according to (Holan & Marina, 2019), work discipline is a management activity to uphold organizational standards. Employee compliance with work time management and company regulations is essential since the established rules align with the company's intended direction.

Work discipline and work motivation go hand in hand to create effective performance outcomes, which lead to satisfaction for both the company and employees. Furthermore, the company should provide feedback to employees to foster a positive relationship between employees and the company. Employee satisfaction contributes to a positive work environment, enhancing the effectiveness of their work. Regarding theories, (Novriansya et al., 2022) propose that motivation shapes behavior through psychological processes, influenced by intrinsic and extrinsic factors, directing individuals toward their desired goals. The connection between work motivation and work discipline impacts employee work effectiveness, supported by empirical research by (Fianta et al., 2021), indicating that work motivation and discipline significantly influence the effectiveness of employees at the Regional Disaster Management Agency. Thus, increased work motivation and discipline enhance work effectiveness.

Employees, as human resources within institutions, play a crucial role. Therefore, institutions must nurture employee work motivation to achieve optimal work results. Similarly, Robbins (Arifudin et al., 2020) states that motivation leads to high effort levels directed towards organizational goals, conditioned by individual needs. Fostering employee work motivation is challenging, but by meeting employee needs through feedback and incentives, motivation can be nurtured. Each institution has its performance benchmarks as indicators of success, and the continuity between work motivation and discipline results in the best work effectiveness.

Employees, as benchmarks of institutional progress, should naturally possess workplace motivation. They are expected to balance their capabilities to complete work tasks. In the Directorate work unit at Poltekkes Ministry of Health Jakarta III, there is a

need to align individual abilities with job requirements for smooth performance. Employee capabilities significantly contribute to the work process. Challenges in the workplace are normal, given the importance of an individual's ability in job execution. However, misalignment between task assignments and capabilities can lead to reduced work motivation among employees.

Furthermore, work motivation and work discipline should align; the emergence of discipline stems from already established work motivation within employees. This alignment involves adhering to set tasks and responsibilities. Non-compliance among employees in the Directorate work unit leads to decreased discipline, affecting the progress of tasks and causing work delays. This disruption hinders work flow. The connection between work motivation and discipline directly impacts work effectiveness. While the Poltekkes Ministry of Health Jakarta III has made efforts to address work motivation challenges, such as providing training to enhance employee skills, issues still arise due to incomplete task understanding. Similarly, challenges in work discipline persist. Efforts, such as performance assessments every three months, have been made, yet are considered ineffective.

Efforts to enhance work effectiveness involve institutions and supervisors creating a conducive environment for employees, fostering motivation. To instill work enthusiasm, supervisors should build comfort among subordinates and foster a positive work atmosphere. Supportive facilities, such as well-maintained work tools, applications, and comfortable workspaces, contribute to higher work motivation. These efforts significantly influence work motivation and discipline, ultimately leading to optimal work effectiveness, particularly in the Directorate work unit at Poltekkes Ministry of Health Jakarta III. Considering the mentioned issues and phenomena, the author intends to investigate the topic titled "The Influence of Work Motivation and Work Discipline on Employee Work Effectiveness in the Directorate Work Unit at Poltekkes Ministry of Health Jakarta III."

2. LITERATURE REVIEW

2.1. Work Motivation

Motivation is a condition that can drive or propel an individual to utilize their abilities and skills in an activity to achieve a goal. Motivation is also defined as a stimulus that urges an individual to perform a task in order to fulfill their life's needs. Linguistically, motivation comes from the Latin root "*Movore*," meaning movement or impetus to move. In English, it is referred to as "Motive," which signifies drive or reason. Thus, from these definitions, motivation is an inner desire or drive within a person to engage in an activity with a specific purpose.

According to (Maruli, 2020), work motivation encompasses everything that arises from an individual's desires, creating enthusiasm and internal drive that influence, guide, and maintain behavior towards achieving goals and desires within the scope of work.

Pratiwi (2019) states that motivation is a set of energetic forces originating from within and outside individuals, initiating work-related behaviors in terms of form, direction, intensity, and duration. Motivation can also arise from external influences, generating positive energy from within an individual, transforming it into motivation to reach a goal, thus propelling one towards specific actions that lead to optimal outcomes. Supported by (Ferdinatus, 2020), work motivation is seen as anything arising from an

individual's desires, generating enthusiasm and inner desires that influence, guide, and maintain behavior to achieve goals within the work context.

According to Hasibuan (Febrianti & Triono, 2020), work motivation is the driving force that creates work enthusiasm within an individual, leading them to work together effectively and integrate their efforts to achieve satisfaction. While (Andika et al., 2019) points out that motivation is one of the factors influencing human behavior, also referred to as an impetus, desire, support, or needs that can drive an individual to reduce and fulfill their own impulses, enabling specific actions that lead to optimal outcomes. Herzberg's indicators of work motivation (Hasibuan & Silvy, 2019) include:

- a. Achievement
- b. Recognition
- c. The Work Itself
- d. Responsibility
- e. The Possibility of Growth

2.2. Work Discipline

Employee discipline is a crucial factor in work execution; rules are established for employees to follow, ensuring a smooth workflow. According to (Ridwan & Muharomi, 2019), work discipline is interpreted as an attitude of respect, honor, obedience, and adherence to existing rules, whether written or unwritten, and the willingness to accept punishment for violating regulations and the authority given to them. In other words, work discipline involves self-training to act in an orderly manner, following established regulations to ensure the smooth implementation of work processes.

According to (dan Mardika & Harry, 2020), discipline is a form of responsibility and obligation of employees to comply with established rules. This means that discipline is mandatory for every employee in the institution to achieve performance goals. (Onsardi & Putri, 2020) support this view, stating that work discipline influences employee performance; the higher an individual's work discipline, the higher their performance.

Implementing work discipline is a means for institutions to communicate with employees, cultivating their behavior and enhancing awareness of the institution's regulations. The purpose of discipline is to emphasize changes in employees to increase their awareness of adhering to social norms and institutional rules. Neglecting institutional regulations reflects poor employee discipline. Conversely, adhering to institutional regulations demonstrates good work discipline (Partika et al., 2020).

Ramon (2019) suggests that work discipline is the willingness and readiness of an individual to comply with norms and regulations in their surroundings. An employee who willingly performs tasks according to institutional regulations is considered to be complying with the discipline rules implemented by the institution. (Muhyadin, 2019) defines work discipline as an individual's ability to work in an orderly, diligent, and continuous manner, abiding by the applicable rules without violating established norms. Indicators of work discipline, according to Singodimendjo (Sutrisno & Ervin, 2019), include:

- a. Rules for clocking in, clocking out, and break times
- b. Basic rules regarding dress code and behavior at work
- c. Rules for performing tasks and interacting with other work units

- d. Rules about what is allowed and not allowed for employees during their time at the institution.

2.3. Work Effectiveness

Work effectiveness is one of the most essential aspects of an institution's outcomes. Effective work ensures that the performed tasks align with the desired institutional targets. (Awunim et al., 2020) explain that effectiveness involves the relationship between output and objectives, signifying how far output levels, policies, and organizational procedures achieve predetermined goals.

According to Garaikan and Margahana (Riyanti & Yansahrita, 2019), effectiveness is the state and ability of successful human work that yields the intended utility. On the other hand, Mangkunegara (Lavrova & Yanti, 2020) defines work effectiveness as the quality and quantity of an employee's work achievements in performing their responsibilities.

(Riadi & Sunyianto, 2020) states that work effectiveness measures an individual's ability to perform tasks, functions, missions, or programs of a company or organization in accordance with established quality, quantity, and time parameters. Heryati (2019) adds that effectiveness involves a leader's ability to achieve work outcomes and the consequences of their actions for both shareholders and other organizational stakeholders. Indicators for measuring work effectiveness, according to Hasibuan (Limbong et al., 2020), include:

Job Satisfaction

- a. Work Enthusiasm
- b. Adaptability
- c. Compliance

3. RESEARCH METHODS

This study employs a quantitative research approach, falling within the realm of quantitative research methodologies. The primary focus of this investigation centers around the entirety of the workforce situated within the Directorate Unit of Poltekkes Ministry of Health Jakarta III. This targeted population encompasses various individuals with diverse characteristics and roles. Consequently, the process of sampling is strategically executed to encapsulate a subset of this larger populace while considering specific parameters.

The meticulous and systematic selection of the sample is of paramount importance. In this endeavor, a total of 55 respondents, a combination of both Civil Servants (PNS) and Non-Civil Servants (NON PNS), hailing from the Directorate Unit of Poltekkes Ministry of Health Jakarta III, are carefully chosen to partake in the research. The methodology employed for sample selection, known as Saturated Sampling, is categorized as a Non-Probability Sampling technique.

Within this research context, the quantitative approach serves as a robust framework for gathering and analyzing data in a numerical format. The rationale behind employing the Saturated Sampling technique is to ensure comprehensive representation of various segments within the Directorate Unit's workforce, minimizing potential bias in the sample composition. This thorough and methodical approach is aimed at offering

substantial insights into the intricate interplay between work motivation, work discipline, and work effectiveness within the unique organizational context of the Directorate Unit at Poltekkes Ministry of Health Jakarta III.

4. RESULTS AND DISCUSSION

4.1. Result

In the process of testing the hypothesis of this study using the Partial Least Square (PLS) method. PLS is a method in multivariate analysis with Structural Equation Modeling (SEM).

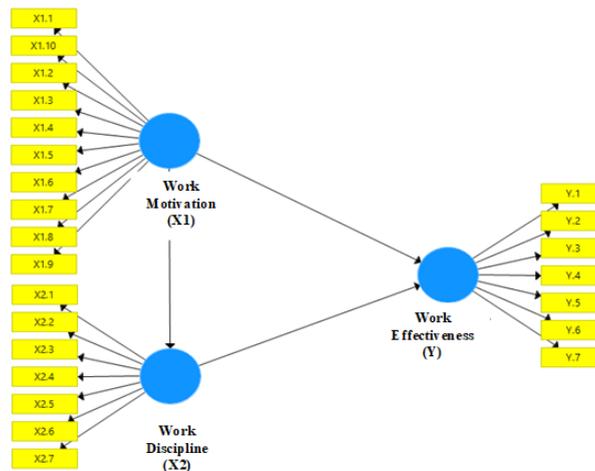


Figure 1. Structural Model

4.1.1. Evaluation of the Measurement Model (Outer Model)

a. Validity Test

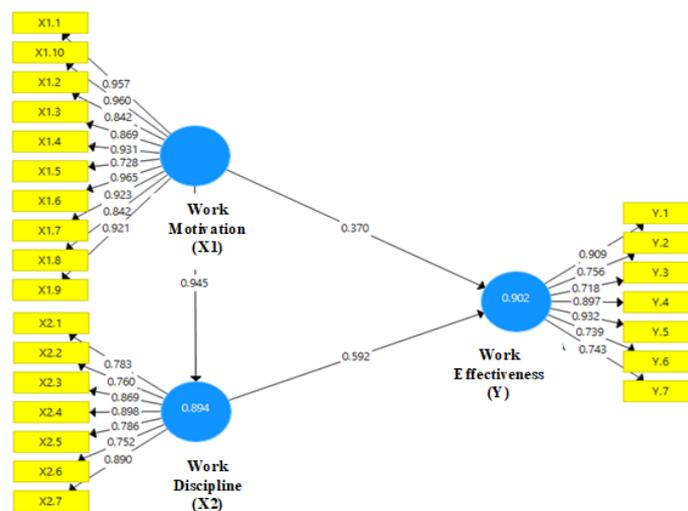


Figure 2. Outer Loading Value

In accordance with Figure 2, the Outer Loading value is as shown in the table below:

Table 1. Outer Loading Result

Variable	Indicator	Outer Loading
Work Motivation X1	X1.1	0,957
	X1.2	0,842
	X1.3	0,869
	X1.4	0,931
	X1.5	0,728
	X1.6	0,965
	X1.7	0,923
	X1.8	0,842
	X1.9	0,921
	X1.10	0,960
Work Discipline X2	X2.1	0,783
	X2.2	0,760
	X2.3	0,869
	X2.4	0,898
	X2.5	0,786
	X2.6	0,752
	X2.7	0,890
Work Effectiveness Y	Y.1	0,909
	Y.2	0,756
	Y.3	0,718
	Y.4	0,897
	Y.5	0,932
	Y.6	0,739
	Y.7	0,743

The table above shows the value of the loading factor produced on each indicator of the Work Motivation (X1), Work Discipline (X2), and Work Effectiveness (Y) variables is more than 0.5, which means that the indicators listed above are declared valid as a measure of latent variables.

Furthermore, reflective indicators also need to be tested for discriminant validity with cross loading, which is:

Table 2. Cross Loading Result

	Work Motivation X1	Work Discipline X2	Work Effectiveness Y
X1.1	0,957	0,887	0,932
X1.2	0,842	0,854	0,751
X1.3	0,869	0,890	0,777
X1.4	0,931	0,814	0,867
X1.5	0,728	0,716	0,637
X1.6	0,965	0,870	0,888
X1.7	0,923	0,831	0,909

X1.8	0,842	0,864	0,737
X1.9	0,921	0,881	0,897
X1.10	0,960	0,870	0,897
X2.1	0,605	0,783	0,743
X2.2	0,578	0,760	0,732
X2.3	0,934	0,869	0,919
X2.4	0,944	0,898	0,910
X2.5	0,748	0,786	0,638
X2.6	0,657	0,752	0,639
X2.7	0,869	0,890	0,777
Y.1	0,923	0,831	0,909
Y.2	0,604	0,781	0,756
Y.3	0,595	0,588	0,718
Y.4	0,921	0,881	0,897
Y.5	0,957	0,887	0,932
Y.6	0,621	0,612	0,739
Y.7	0,581	0,752	0,743

In testing the discriminant validity of a variable, this can be done by comparing the value on the AVE. If the value on AVE is greater than 0.5, it can be concluded that the variable has good discriminant validity. Below are the results of the calculation of AVE on each variable:

Table 3. Average Variance Extracted (AVE) Results

Average Variance Extracted (AVE)	
X1	0,804
X2	0,676
Y	0,669

The table above shows that the AVE value generated from the Work Motivation (X1), Work Discipline (X2) and Work Effectiveness (Y) variables produces an AVE value greater than 0.5, so the variable can be declared valid.

b. Reliability Test

Table 4. Composite Reliability Results

Composite Reliability	
X1	0,976
X2	0,935
Y	0,933

The table above shows the value of Composite Reliability on all constructs above 0.7 which indicates that all constructs in the estimated model meet the Discriminant Validity criteria. In the Composite Reliability value table above, the lowest is 0.933 on the Work Effectiveness Construct (Y).

Table 5. Cronbach's Alpha

Cronbach's Alpha	
X1	0,972
X2	0,920
Y	0,916

From table above, it is known that the value of Cronbach's Alpha of all research variables is > 0.6 . the lowest value is 0.916 which is on the Effectiveness variable (Y) so that further analysis can be carried out by checking the goodness of fit of the model by evaluating the inner model.

4.1.2. Structural Model Testing (Inner Model)

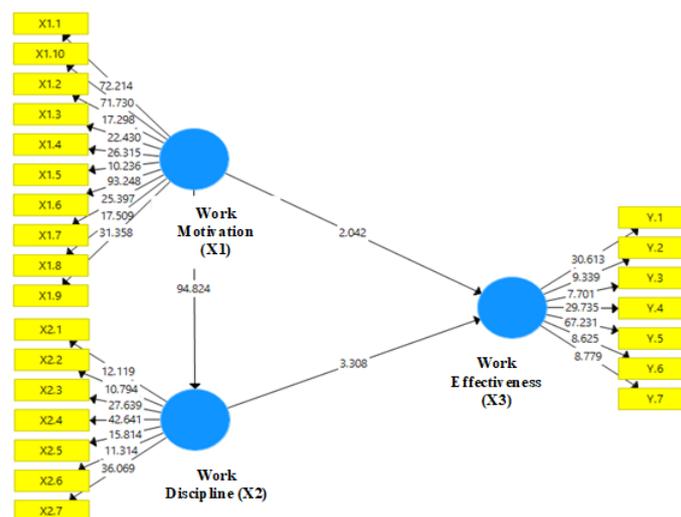


Figure 3. Validity Test Results, T-Statistic

Evaluation of the PLS structural model begins with looking at the R-Square on each dependent latent variable. Table 6 is the result of the R-Square estimate using PLS.

Table 6. Validity Test Results, T Statistics

	R-Square	R-Square Adjusted
Work Discipline (X2)	0,894	0,892
Work Effectiveness (Y)	0,902	0,898

The table above shows that the value in R-Square produces 0.894 for the Work Discipline construct (X2) which means that Work Effectiveness is able to explain Work Discipline by 89.4%. Furthermore, the R value is also found at 0.902 which is influenced by Work Motivation and Work Discipline by 90.2%. The following hypothesis testing is as follows:

Table 7. Hypothesis Test Results

	Original Sampel (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T Statistic (O/STDEV)	P Value
(X1) ->(Y)	0,370	0,373	0,168	2.206	0.028
(X2) -> (Y)	0,592	0,590	0,166	3.568	0.000
(X1) -> (X2)	0,945	0,947	0,010	94.559	0.000

4.2. Discussion

4.2.1. The Influence of Work Motivation on Work Effectiveness

Based on the explanations provided in the previous chapter, to address the research problem pertaining to Hypothesis 1 (H1), the results from the SEM SmartPLS Version 3 analysis can be observed in Table 5.13. The outcomes of this table reveal a significant relationship between Work Motivation (X1) and Work Effectiveness (Y) with a T-Statistic of 2.206 (>1.96). The original sample estimate value is positive, measuring 0.370, indicating a positive correlation between Work Motivation (X1) and Work Effectiveness (Y). Consequently, the hypothesis (H1) of this study, stating that Work Motivation (X1) has an influence on Work Effectiveness (Y), is accepted.

4.2.2. The Influence of Work Discipline on Work Effectiveness

To address the research problem associated with Hypothesis 2 (H2), the results from the SEM SmartPLS Version 3 analysis can be observed in Table 5.13. Based on this table, the relationship between Work Discipline (X2) and Work Effectiveness (Y) is found to be significant with a T-Statistic of 3.568 (>1.96). The original sample estimate value is positive, measuring 0.592, indicating a positive correlation between Work Discipline (X2) and Work Effectiveness (Y). Therefore, Hypothesis 2 (H2) of this study, which posits that Work Discipline (X2) has an influence on Work Effectiveness (Y), is accepted.

4.2.3. The Influence of Work Motivation on Work Discipline

Addressing the research problem linked to Hypothesis 3 (H3), the results from the SEM SmartPLS Version 3 analysis can be observed in Table 5.13. According to the table, the relationship between Work Motivation (X2) and Work Discipline (X2) is significant with a T-Statistic of 94.559 (>1.96). The original sample estimate value is positive, measuring 0.945, indicating a positive correlation between Work Motivation (X1) and Work Discipline (X2). Therefore, Hypothesis 3 (H3) of this study, proposing that Work Motivation (X1) has an influence on Work Discipline (X2), is accepted.

5. CONCLUSION

The results of the SEM (Structural Equation Modeling) analysis and the discussions conducted in this study reveal several conclusive outcomes. The analysis establishes a significant positive relationship between Work Motivation and Work Effectiveness.

Positive Work Motivation contributes to enhanced Work Effectiveness, while weak motivation leads to decreased effectiveness. Similarly, a noteworthy positive influence of Work Discipline on Work Effectiveness is observed. Establishing and maintaining a culture of Work Discipline directly impacts overall Effectiveness. Moreover, the study concludes that Work Motivation plays a vital role in cultivating Work Discipline among employees. Elevated Work Motivation fosters high levels of Work Discipline, leading to responsible and effective work behavior. Conversely, the absence of Work Motivation can lead to a decline in Work Discipline, negatively affecting both employees and the organization.

In light of these findings, the study recommends enhancing Work Motivation to drive improved Work Effectiveness and nurturing Work Discipline to achieve higher levels of performance. The results highlight the interconnectedness of Work Motivation and Work Discipline, reinforcing the importance of both factors in achieving optimal employee performance and organizational success.

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