

EFFECT OF MOTIVATION, DISCIPLINE, AND WORK ENVIRONMENT  
ON EMPLOYEE PERFORMANCE OF PT. NEW ASIA INTERNATIONAL IN  
SIDOARJO

Nur Afidatul Aliyah<sup>1</sup>, Ony Kurniawati<sup>2</sup>  
[nauraaliyah62@gmail.com](mailto:nauraaliyah62@gmail.com)<sup>1</sup>, [blue.on.iris@gmail.com](mailto:blue.on.iris@gmail.com)<sup>2</sup>  
University WR Supratman Surabaya

ABSTRACT

The research is expected to see and examine the influence of motivation, discipline and work environment on employee performance at PT. New Asia International in Sidoarjo. The sample in this study were 50 workers or employees of PT. New Asia International in Sidoarjo, was taken using a purposive sampling strategy with the Slovin formula. This research method uses multiple linear regression. The results of this study indicate that motivation, discipline and work environment affect the performance of employees of PT. New Asia International in Sidoarjo is evidenced by the t-test, the significance value for the motivation variable is (X1)  $0.028 < 0.05$  and the t arithmetic value  $> t$  table is  $2.267 > 2.012$ . In the work discipline variable (X2), the significance value is  $0.009 < 0.05$ , and t count  $> t$  table  $2.713 > 2.012$ . In the workplace variable (X3) the significance value is  $0.000 < 0.05$  and t arithmetic  $> t$  table  $4.801 > 2.012$ . This shows that each independent factor of motivation, discipline, and work environment partially affects the implementation of employee performance. Simultaneous results show that motivation, discipline and work environment simultaneously affect the performance of employees of PT. New Asia International in Sidoarjo with the results of the F test with a significance value of  $0.000 < 0.05$  and the calculated F value  $> F$  table that is  $51.788 > 2.81$ . While the test results with the coefficient of determination (R<sup>2</sup>) indicate that motivation, discipline and work environment affect employee performance by 77.2% while the remaining 22.8% is influenced by various other variables.

Keywords: work motivation, work discipline, work environment, and employee performance

INTRODUCTION

In the era of globalization, the level of competition between companies is increasingly difficult to overcome and become a growing company. One of the driving elements in developing a superior company is HR (Human Resources). There are a lot of human resources (HR) owned by a country, especially developing countries. HR (Human Resources) as

one of the capital of a production activity in a production process. HR Management (Human Resources) is available as an assistant in supervising HR (Human Resources) in a company. HR Management (Human Resources) takes an important part in achieving company goals.

Employee performance will achieve an advantage if it gets handled properly by the company. Important factors for

to achieve the company's goals in doing productivity is to assess performance. A result given by the employee in the form of the type or quality or quantity of the employee's work.

One of the elements that influence the implementation of employee performance is motivation. Motivation is the main impetus or the main driving force of a person to do a specific thing, which arises from within and outside the person. The greater the energy and the desire to work seriously, the work will be maximized to build work efficiency. With motivation, employees have the choice to move the spirit of work which can further develop discipline at work.

Work discipline is one point of view of employee performance. Work discipline is the disposition or attitude and behavior of individuals who show obedience, obedience, devotion, order and order to company regulations or associations and appropriate social norms. Work discipline authority is very important for an organization or company. The existence of work discipline will ensure the maintenance of order and the smooth implementation of the company's work, in order to obtain optimal results.

Likewise, the work environment is something that affects the efficiency and morale of employees. In general, the work environment is the physical, social, and mental life in the company that affects the performance and productivity of employees. Some experts describe the workplace as everything that surrounds representatives and that influences them in their work and performing their duties. A healthy work environment if employees can complete all types of activities perfectly, healthy, safe, and comfortable. Hafis Laksamana Nuraldy (2020) in his research shows that the workplace greatly influences employee performance.

Based on the background above, it can be seen that the formulation of the

problem in this study is, 1) Does motivation, discipline, and work environment partially have a significant effect on the performance of employees of PT. New Asia International in Sidoarjo. 2) Do motivation, discipline, and work environment simultaneously have a significant effect on the performance of employees of PT. New Asia International in Sidoarjo. The aims of this study are, 1) To test and analyze the motivation, discipline, and work environment partially have a significant effect on the performance of employees of PT. New Asia International in Sidoarjo. 2) To test and analyze motivation, discipline, and work environment simultaneously have a significant effect on the performance of employees of PT. New Asia International in Sidoarjo.

## LITERATURE REVIEW

**Human Resource Management**  
Human resource management is a unified process of planning, managing, supervising human beings within the organization, so that they can be utilized effectively and efficiently. According to Sunyoto (2015), "Human resource management functions and activities consist of five functions, namely the functions of planning, procurement, development, maintenance, and users.

## Work

motivation Work motivation is the impetus that causes a person to

completes the work needed with enthusiasm without feeling constrained so that the work done can run well or produce something satisfying. The indicators used to measure work motivation according to Syahyuti (2010) are support for achieving goals, morale, encouragement and imagination.

- a. Drive to Achieve Goals Someone who has high inspiration or motivation will have a strong drive in him to achieve maximum results, which will affect the goals of a company.
- b. Work Spirit Confidence in working spirit is a good condition with a work spirit that makes it fun to encourage individuals or employees to work more seriously and better in order to achieve the goals of a company that has been set.
- c. Initiative and Creativity Initiative is characterized as an employee's strength or capacity to start work with full energy without support from others or voluntarily, while creativity is a work capacity to seek new connections or new innovations. In this situation something new does not mean that it did not exist before, but something new that has not been discovered before.

#### Work Discipline Work

discipline is an attitude, behavior, and actions that are in accordance with the regulations of the organization,

both written and unwritten, the purpose of discipline is also useful if when carrying out it is in accordance with the company's targets, so that in its implementation it does not make mistakes. Work discipline can be measured by the following indicators:

- a. Punctuality
- b. Compliance with regulations
- c. Use of work attributes neatly
- d. Responsibility in doing the task.
- e. Work targets

#### environment

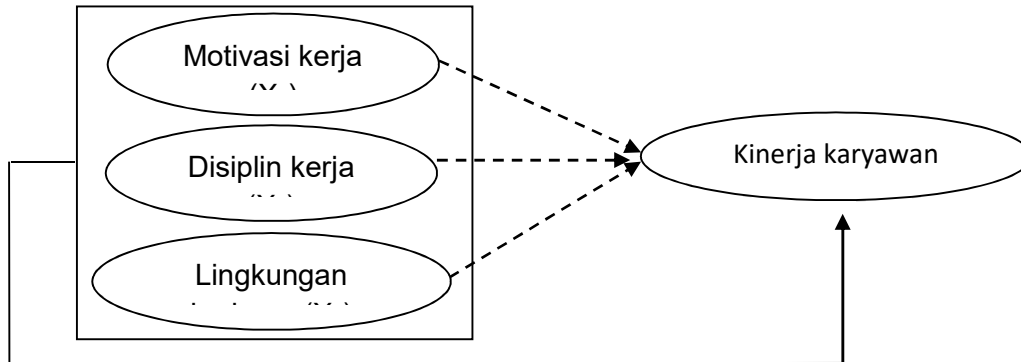
As stated by Sedarmayanti (2014) the notion of the work environment is all equipment and materials contained in the work environment as individuals and/or groups. The work environment in general work infrastructure is around employees who are completing work and can affect the actual work. There are 6 indicators in measuring the work environment, namely employee relations, work environment noise levels, work regulations, lighting, air circulation, and security.

#### Employee

Performance Performance is the result of the work of employees both quality and quantity that has been given to him. Employee performance is a measure of the success of a company or organization in achieving its goals. These factors also affect the assessment of human resource management on every individual in the company or organization. Performance appraisal is carried out to design the steps to be taken, to find out the direction of the company. and achievement of

employees and the achievement of performance indicators are work organizational or company targets quality, during productivity. Employee

### Conceptual Framework



- H1: Work motivation partially affect the performance of employees at PT. New Asia International in Sidoarjo
- H2: Work discipline partially affects employee performance at PT. New Asia International in Sidoarjo
- H3 : The work environment partially affects the performance of employees at PT. New Asia International in Sidoarjo
- H4 : Motivation, discipline and work environment partially affect the performance of employees at PT. New Asia Internasional in Sidoarjo

### RESEARCH METHODS

Operational Definition of Variables  
The variables used in this study are:

- a. Work Motivation ( $X_{1_{guides}}$ )  
and encourages individual behavior to do positive things

which are communicated as the main effort and encouragement of readiness to work for certain goals to be achieved. This is in accordance with Abraham Maslow's theory. Four (4) indicators are used to measure work motivation ( $X_1$ ), namely:

1. Encouragement to achieve goals
2. Morale
3. Initiative
4. Creativity

- b. Work Discipline ( $X_2$ )

is the mental adjustment or attitude and behavior of employees to existing guidelines and standards in a company to achieve the goals of the company, but assuming the employee commits a violation, the employee will still receive sanctions in accordance with organizational guidelines or rules. This is in accordance with

Sutrisno's theory (2016). Five (5) indicators used to measure work discipline (X<sub>2</sub>) are: 1. Punctuality  
2. Compliance  
3. Completeness of attributes  
4. Responsibilities  
5. Work targets

c. Work Environment (X<sub>3</sub>)

The work environment is everything that is around workers and can affect them in completing the work given by an organization. This is in accordance with the theory of Sedarmayanti (2014). Six (6) indicators used in measuring the work environment (X<sub>3</sub>)

1. Employee relations
2. Noise level of the work environment
3. Work regulations
4. Lighting
5. Air circulation
6. Security

d. Employee Performance (Y)

Performance is the result of the work given by the employee in accordance with the capacity of an individual or employee in a company. This is in accordance with the theory of Sinambela (2018). Four (4) indicators are used to measure employee performance (Y), namely:

1. Quality of work
2. Quantity of work
3. Responsibilities Cooperation.

Population and Sample

In this study, the population used was 100 employees of PT. New Asia International Sidoarjo with a research sample of 50 employees obtained using the slovin formula.

Types and Sources of Data

has an effect on the dependent variable. The t-test of this study was to determine the partial effect

This type of research used quantitative data at PT. New Asia International Sidoarjo using a Likert scale and SPSS 25 sourced from primary data directly from respondents or companies under study and secondary data from outside the company.

Methods of Data

Analysis Multiple Linear

Regression Analysis In this study, the purpose of this study was to use multiple linear regression analysis to determine the effect of work motivation (X<sub>1</sub>), work discipline (X<sub>2</sub>), and work environment (X<sub>3</sub>) on employee performance (Y). Sugiyono's multiple linear regression equation (2018) is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y : Dependent variable  
or dependent on employee  
performance

a : Constant

X<sub>1</sub> variable

Independent or  
independent work  
motivation

X<sub>2</sub>: variable  
or independent work  
discipline

X<sub>3</sub>: variable  
or work environment free

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> : Variable  
regression coefficient

e: Error Rate (Error Term)

Hypothesis

Testing Partial Test (t test)

In research This t test is used to test the effect of the independent variable and the dependent variable partially. If the probability value is < 0.05, partially independent variables

of work motivation (X<sub>1</sub>), work discipline (X<sub>2</sub>), and work environment (X<sub>3</sub>) on employee performance (Y). The criteria for decision making in the t test are:

1. If  $t \text{ count} > t \text{ table}$  or with  $\text{Sig} <$ 
    - a.  $H_a$  is accepted, there is a significant effect
    - b.  $H_0$  is rejected, there is no significant effect
  2. If  $t \text{ count} < t \text{ table}$  or with  $\text{Sig} >$ 
    - a.  $H_a$  is rejected, there is no significant effect
    - b.  $H_0$  is accepted, there is a significant effect
- . If the significance value of the t-test  $\leq 0.05$ , work motivation ( $X_1$ ), work discipline ( $X_2$ ), work environment ( $X_3$  and) partially affect employee performance ( $Y$ ) and vice versa.

#### Simultaneous Test (F Test)

In this study, the F test was used to test the effect of the independent variables simultaneously or together on the dependent variable. F test analysis is done by comparing between  $F_{\text{count}}$  and  $F_{\text{table}}$ , it is necessary to determine the level of confidence ( $1-\alpha$ ) and the degree of freedom (degree of freedom) in order to determine the critical value. The value of alpha / is 0.05. This F test has the following criteria:

1. If  $F \text{ count} > F \text{ table}$  or with  $\text{Sig} <$ 
  - a.  $H_a$  is accepted, there is a significant effect
  - b.  $H_0$  is rejected, there is no significant effect
2. If  $F \text{ count} < F \text{ table}$  or with  $\text{Sig} >$ 
  - a.  $H_a$  is rejected, there is no significant effect
  - b.  $H_0$  is accepted, there is a significant effect. The significance value in the F 0.05 test means that work motivation ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) simultaneously affect employee performance ( $Y$ ),

2. Based on the validity test, it shows that the correlation value of each statement on the work discipline variable ( $X_2$ ) the first statement is  $0.756 >$

and vice versa.

#### Coefficient of Multiple

Determination ( $R^2$ ) The test of the coefficient of multiple determination ( $R^2$ ) aims to determine the percentage value of the dependent variable together which explains the independent variable. The value of the coefficient of determination is between zero and one. If  $R^2 = 1$ , it means that the dependent variable provides the information needed to predict the independent variable. If  $R^2 = 0$ , it means that the dependent variable cannot provide information on the independent variable. The value of  $R^2$  proves that there is a close relationship between the variables involved together or is called simultaneous.

#### DISCUSSION

##### Validity Test

1. Based on the validity test shows that the correlation value of each statement on the work motivation variable ( $X_1$ ) the first statement is  $0.711 > 0.3$  which means it is valid, on the work motivation variable ( $X_1$ ) the second statement is  $0.719 > 0,3$  which means valid, on the work motivation variable ( $X_1$ ) the third statement is  $0.759 > 0.3$  which means it is valid and on the work motivation variable ( $X_1$ ) the fourth statement is  $0.668 > 0.3$  which means it is valid. It can be concluded that all statement items used in the work motivation variable ( $X_1$ ) are valid so that the questionnaires distributed are suitable to be used to measure research.

$0.3$  which means it is valid, on the work discipline variable ( $X_2$ ) the second statement is  $0.495 > 0.3$  which means it is valid, on the work discipline variable ( $X_2$ ) the third statement is  $0.842 > 0.3$  which

- means it is valid, on the work discipline variable ( $X_2$ ) the fourth statement is  $0.836 > 0.3$  which means it is valid and on the work discipline variable ( $X_2$ ) the fifth statement is  $0.725 > 0.3$  which means it is valid. It can be concluded that all statement items used in the work discipline variable ( $X_2$ ) are valid so that the questionnaires distributed are suitable to be used to measure research.
3. Based on the validity test, it shows that the correlation value of each statement in the work environment variable ( $X_3$ ) the first statement is  $0.683 > 0.3$  which means it is valid, in the work environment variable ( $X_3$ ) the second statement is  $0.764 > 0.3$  which means valid, in the work environment variable ( $X_3$ ) the third statement is  $0.690 > 0.3$  which means it is valid, in the work environment variable ( $X_3$ ) the fourth statement is  $0.859 > 0.3$  which means it is valid, in the work environment variable ( $X_3$ ) the fifth statement is  $0.877 > 0.3$  which means it is valid, and in the work environment variable ( $X_3$ ) the sixth statement is  $0.877 > 0.3$  which means it is valid. It can be concluded that all statement items used in the work environment variable ( $X_3$ ) are valid so that the questionnaires distributed are suitable to be used to measure research.
  4. Based on the validity test, it shows that the correlation value of each statement on the employee performance variable (Y) the first statement is  $0.744 > 0.3$  which means it is
  1. A value of 0.982 indicates a constant value. It means that the value of work motivation ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) is

valid, on the employee performance variable (Y) the second statement is  $0.694 > 0.3$  which means it is valid. , on the employee performance variable (Y) the third statement is  $0.838 > 0.3$  which means it is valid and on the employee performance variable (Y) the fourth statement is  $0.681 > 0.3$  which means it is valid. It can be concluded that all statement items used in the employee performance variable (Y) are valid so that the questionnaires distributed are suitable to be used to measure research.

#### Reliability Test

Based on the reliability test, it can be seen that the cronbach alpha of the work motivation variable ( $X_1$ ) is  $0.86 > 0.6$  which means reliable. work discipline variable ( $X_2$ ) is  $0.885 > 0.6$  which means reliable and the work environment ( $X_3$ ) is  $0.922 > 0.6$  which means reliable. The employee performance variable (Y) is  $0.875 > 0.6$ , meaning that the data is reliable. It can be concluded that the answers of all respondents to the variables of work motivation ( $X_1$ ), work discipline ( $X_2$ ), work environment ( $X_3$ ), and employee performance (Y) are reliable.

Multiple Linear Regression Analysis Based on the multiple linear regression equation as follows:

$$Y = 0.982 + 0.216 X_1 + 0.223 X_2 + 0.297 X_3 + 1.351$$

Based on the regression equation it is explained that:

- equal to zero. The constant value of employee performance (Y) will be constant at 0.982.
- The value of the work motivation regression coefficient ( $X_1$ ) shows the  $b_1$  value, which is

- 0.216. The value of work motivation ( $X_1$ ) increases by one unit, then increases the value of employee performance ( $Y$ ) of 0.216 with the assumption that the independent variable is work discipline ( $X_2$ ) and the work environment ( $X_3$ ) is constant.
3. The value of the work discipline regression coefficient ( $X_2$ ) shows the  $b_2$  value, which is 0.223. The value of work discipline ( $X_2$ ) increases by one unit, so it increases the value of employee performance ( $Y$ ) worth 0.223 with the assumption that the independent variable is work motivation ( $X_1$ ) and the work environment ( $X_3$ ) is constant.
  4. The value of the work environment regression coefficient ( $X_3$ ) shows the  $b_3$  value, which is 0.297. The value of the work environment ( $X_3$ ) increases by one unit, then increases the value of employee performance ( $Y$ ) of 0.297 with the assumption that the independent variable of work motivation ( $X_1$ ) and work discipline ( $X_2$ ) is constant.
  5. The standard error of this study is 1,351

#### Hypothesis

##### Testing Partial Test (t test)

Based on the hypothesis test, it is known that the significance value of each variable is:

1. The significant value of the work motivation variable ( $X_1$ ) is  $0.028 < 0.05$  and the t value count  $> t$  table that is  $2,267 > 2,012$ . This determines that work motivation ( $X_1$ ) has a significant effect on employee performance ( $Y$ ).
2. The significant value of the work discipline variable ( $X_2$ ) is  $0.009 < 0.05$  and the t count  $> t$  table is  $2.713 > 2.012$ . This

determines that work discipline ( $X_2$ ) has a significant effect on employee performance ( $Y$ )

3. The significant value of the work environment variable ( $X_3$ ) is  $0.000 < 0.05$  and the t value  $> t$  table is  $4.801 > 2.012$ . This determines that the work environment ( $X_3$ ) has a significant effect on employee performance ( $Y$ )

##### Simultaneous Test (F test)

Based on the simultaneous test, it is known that the significance value of all variables is  $0.000 < 0.05$  and the calculated F value  $> F$  table is  $51.788 > 2.81$ . Simultaneously the independent variable or work motivation ( $X_1$ ), work discipline ( $X_2$ ) and work environment ( $X_3$ ) affect the dependent variable or employee performance variable ( $Y$ ).

##### Analysis of the Multiple Coefficient of Determination ( $R^2$ )

is 0.772 or 77.2%. The point is that the influence of the independent variable or work motivation ( $X_1$ ), work discipline ( $X_2$ ) and work environment ( $X_3$ ) affect the dependent variable or employee performance variable ( $Y$ ) worth 77.2%, the remaining 22.8% is influenced by other variables. .

#### CLOSING

##### Conclusions

The conclusions from the results of this study are as follows:

1. Work motivation variable ( $X_1$ ) has a significant value of  $0.028 < 0.05$  and the value of t arithmetic  $> t$  table is  $2.267 > 2.012$ . Partially  $X_1$  (Work Motivation) has a significant effect on  $Y$  (Employee Performance). These results



- support the achievement of the company's goals for enthusiasm to work if the motivation in the company is as expected.
2. The work discipline variable ( $X_2$ ) has a significant value of  $0.009 < 0.05$  and the value of  $t$  arithmetic  $> t$  table is  $2.713 > 2.012$ . Partially  $X_2$  (Work Discipline) has a significant effect on  $Y$  (Employee Performance). These results indicate that the work discipline variable has a positive relationship to employee performance which is very much needed by the company to facilitate and expedite the company in achieving its goals, because the work discipline embedded in each employee will provide their willingness to comply with and carry out the rules that have been set in order to advance the company.
  3. The work environment variable ( $X_3$ ) has a significant value of  $0.000 < 0.05$  and the value of  $t$  count  $> t$  table is  $4.801 > 2.012$ . Partially  $X_3$  (Work Environment) has a significant effect on  $Y$  (Employee Performance). These results indicate that the work environment can improve employee performance optimally by trying to provide a proper and conducive place so that employees are safe and comfortable in carrying out their duties. A good work environment if employees can complete all tasks well, healthy, safe and comfortable.
  4. The results simultaneously show the value of the independent variable or work motivation ( $X_1$ ), work discipline ( $X_2$ ) and work environment ( $X_3$ ) affect the dependent variable or employee performance variable ( $Y$ ).

### Suggestions

From some of the conclusions above, it is found suggestions in this study, namely:

1. Agencies and companies are expected to provide increased work motivation by providing positive support both from within and from outside regarding the implementation of the company's work system. When following or maintaining regulations and maintaining employee work discipline. Assuming the execution of the task is completed correctly, the percentage of employee performance will increase.
2. The results of the research that have been carried out are expected to be material for the development of further knowledge regarding motivation, discipline, and work environment on employee performance.
3. For further research, it is hoped that it can add or replace the number of other independent variables, so that it can be investigated further to determine the effect on employee performance.

### REFERENCES

- Beech, Nic, & McKenna, Eugene. 2000. *The Essence of Human Resource Management*. Yogyakarta : Andi.
- Budi, Triton P. 2005. *The New Paradigm of Human Resource Management*. Yogyakarta: TuguPublisher.
- Ghozali, Imam. 2005. *Application of Multivariate Analysis with SPSS*. Semarang: UNDIP Publishing Agency.
- Handoko, T. Hani. 2000. *Personnel Management and Human Resources*. Yogyakarta: BPFE.

- Hasibuan, Malay SP 2007, Human Resource Management Company, Bandung, PT. Aksa Earth.
- Hasyim, M. Ardi Nupi, Germanus Ignasius Loyola Maje, Vina'Alimah and Shintya Ayu Putri Priyadi 2020: The Effect of Work Motivation and Work Discipline on the Performance of PT. Kahatex Employees. Indonesian Institute of Cooperative Management. Journal of Islamic Economics & Economics, Vol 3, No. 2, June 2020.
- Husain, Bachtiar Arifudin. 2018: The Effect of Work Motivation and Work Discipline on Employee Performance at PT. Beautiful Pulp and Paper Tips. Pamulang University. South Tangerang. Journal of Effective Economics, Vol 1, No. 1, October 2018 (24-42)
- Linov, 2020. Work Motivation, Understanding, Indicators, & How to Improve It. <https://www.linovhr.com> (accessed January 17, 2014)
- Mangkunegara, Anwar Prabu. 2014. E-evaluation of HR Performance. Bandung: Refika Aditama
- Manikottama, Ramya Inggita, Lukman M. Baga, and Aida Vitayala S Hubies 2019: The Effect of Motivation, Work Environment and Leadership on Employee Performance at PT. One Vision Education. Bogor Agricultural Institute. Journal of Management and Business Applications, Vol, 5 No. 2, May 2019.
- Martha, Lidya and Riza Maiwan Putra 2020: The Effect of Motivation, Job Satisfaction and Work Discipline on Employee Performance at PT. Japfa Comfeed Indonesia Tbk. Field Units. College of Economics KBP Journal of Pundi, Vol 04, No. 01, March 2020.
- Mathis, RL & JH Jackson. 2006. Human Resource Management: Human Resource Management. Dian Angelia's translation. Jakarta: Salemba Empat.
- Nuraldy, Hafis Admiral. 2020: The Influence of Motivation, and Work Environment on Employee Performance at PT. Bangun Jaya Persada in Jakarta. Pamulang University. South Tangerang. Journal of Management and Accounting Volume 15 Number 2 July December 2020.
- Prawirosentono, Suyadi. 2008. HRM "Employee Performance Policy". BPFE: Yogyakarta.
- Riadi, Muchlisin 2014, Definition, Types and Benefits of the Work Environment. <https://www.studylibraries.com/2014/01/understanding-types-of-benefits-work-environment.html> (accessed January 17, 2014)
- Riadi, Muchlisin 2019, Work Discipline, Understanding, Types of Indicators and Influencing Factors. <https://www.kajianlibrar.com/2019/04/discipline-pengertian-type-indicators.html> (accessed April 13, 2019).
- Riadi, Muchlisin 2020, Work Motivation, <https://www.kajiandunia.com/2020/08/work-motivation.html> (accessed August 21, 2020).
- Rivai. 2004. Job Performance Assessment Theory and Practice. Jakarta. PT. Main Library Ganudra.
- Schein, Edgar H. 1992.

- Organizational Culture and Leadership. (2nd Edition). San Francisco: Jossey Bass.
- Sedarmayanti. 2011. Human Resource Management. Bandung: Refika Aditama.
- Sedarmayanti. 2014. Human Resources and Work Productivity. Jakarta: Forward Mandar.
- Setiyawan, Budi and Waridin. 2006. The Influence of Employee Discipline and Organizational Culture on Performance in the Radiology Division, RSUP Dokter Kariadi Semarang. Indonesian Business Research Journal. Vol 2. No 2. Hal: 181-198.
- Simamora, Henry. 2012. Human Resource Management. Jakarta: STIE YKPN.
- Sinambela, Lijan Poltak. (2018). Human Resource Management. Jakarta : PT Bumi Aksara.
- Thesiscan. 2020. Application of Multivariate Analysis with IBM SPSS 25 Update PLS Regression Program. Semarang: Diponegoro University Publishing Agency.
- Sondang P. Siagian. 2009. Tips to Increase Work Productivity. Jakarta: Rineka Cipta.
- Sugiyono. 2011. Statistics For Research. Bandung: Alfabeta
- Sugiyono. (2016). Quantitative, Qualitative and R&D Research Methods. Bandung: PT Alfabeta.
- Sulistiyani. 2003. Improving Work Performance and Productivity. Mandar Maju, Bandung.
- Sunarcaya, Putu. 2008. Analysis of Factors Affecting Employee Performance in the Health Office of Alor Regency, East Nusa Tenggara. Thesis, Jakarta Sunyoto Open University, Danang.
2012. Management Human Resources. Jakarta: Fun Books
- Suranto, S. and Lestari, EP 2014. The Effect of Motivation, Leadership Style and Work Discipline on Employee Performance at the Jambi, Bangko and Muara Bungo Pilot KPPNs. Journal of Organization and Management. 10, 2 (Mar. 2014), 148-160.
- Sutrisno, Eddie. 2009. Human Resource Management. First edition. Jakarta: Kencana Prenada Media Group Syahyuti
- . 2010. Definitions, Variables, Indicators and Measurements in Social Sciences, Bina Rena Pariwara, Jakarta
- Tjiptono, Fandy. 2014. Service Marketing. Yogyakarta: Andi.
- Uno, Hamza. 2012. Theory of Motivation and Its Measurement. Jakarta : Earth Literacy
- Utomo, Sulistyo Budi. 2010. The Effect of Motivation and Job Satisfaction on Employee Performance CV. Thanks to Cipta Karya Nusantara Surabaya. STESIA. Journal of Accounting, Business Management ISSN 1829 – 9857 and the Public Sector (JAMBSP) VOL. 6 No. June 3, 2010: 376 – 393.
- Wibowo, 2014. Performance Management. Jakarta : Rajawali Press

