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**THE EFFECT OF MOTIVATION, DISCIPLINE AND WORK ABILITY ON  
EMPLOYEE PERFORMANCE AT PT SINAR DELI BANTAENG.**

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**ABSTRACT**

*This research is a quantitative study using a survey method with a questionnaire data collection tool. This study aims to determine the effect of motivation, discipline and work ability on employee performance at PT Sinar Deli Bantaeng. The population in this study were 86 employees of PT Sinar Deli Bantaeng while the sampling technique was based on the Slovin formula so that the resulting sample amounted to 86 people. The results showed that (1) work motivation, work discipline, and work ability had a positive and partially significant effect on employee performance at PT. Sinar Deli Bantaeng. (2) Work motivation, work discipline, and work ability have a positive and significant effect simultaneously on employee performance at PT. Sinar Deli Bantaeng. (3) Work discipline is a variable that has the most dominant influence on employee performance at PT. Sinar Deli Bantaeng*

**Keywords:** *Work Motivation, Work Discipline, Work Ability, and Employee Performance*

## **INTRODUCTION**

### **Background**

In the current era of globalization, competition in the nickel refining industry is getting tougher and growing rapidly, companies will encourage innovation and the best performance to compete in the current era of globalization to survive in this competition. This can be achieved by improving the performance of the company's employees. If the employee's performance is good, the results can increase the productivity and quality of work expected by the company, and one of the keys to success in winning the competition is the need for quality Human Resources (HR). For this reason, companies will be required to be more selective in choosing human resources who can show good performance. Nickel refining business activities in general are businesses that are based on the skills of the workers and the experience of the workers. Therefore, the professionalism of the managers involved in it is a non-negotiable necessity. The success of the organization in achieving its vision and mission is largely determined by the performance of the human resources in it. Organizational performance depends on individual performance or in other words individual performance will contribute to organizational performance both individually and in groups giving strength to organizational performance. Based on the theory, performance is a function of the interaction between ability (A), intrinsic motivation and extrinsic motivation (M), and opportunity (O), namely  $\text{performance} = F(A \times M \times O)$ , meaning that performance is a function of ability, motivation, and opportunity (Robbins, 2006) in (Sjahrudin et al, 2014:2). The theory explains that one of the important factors in analyzing employee performance is the motivation factor. Motivation is a stimulus to the desire and driving force of a person's willingness to work because each motive has a specific goal to be achieved (Sutrisno, 2009: 110). As ordinary people, employees at PT Sinar Deli Bantaeng are certainly faced with a dilemma. On the one hand, they have to work to focus on the company's vision, which is to contribute maximally to the economic activities of South Sulawesi, especially the Bantaeng Regency area, while on the other hand they have needs and wants that need attention from the company. Therefore, the company PT Sinar Deli Bantaeng needs to motivate employees and apply discipline, and conduct training so that employees know about carrying out the company's vision and mission in the field of nickel refining.

## **LITERATURE REVIEW**

### **Human Resource Management**

According to Sutrisno (2012: 5) states, "Human Resource Management (HRM) is part of organizational management that focuses on elements of human resources". According to Yuniarsih and Suwatno (2008:3) states that "Human Resource Management (HRM) is a series of

human resource management activities that focus on practices and policies, as well as management functions to achieve organizational goals". Meanwhile, Bangun (2012:6) states that: "Human Resource Management is a process of planning, organizing, staffing, mobilizing, and supervising the procurement, development, provision, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals". According to Bangun (2012:7-9) human resource management functions include 5 functions, namely: a. Procurement, b. Human Resource Development, c. Compensation, d. Integration, e. Maintenance of Human Resources.

### **Work motivation**

According to Suwatno and Priansa (2018), motivation is a word that comes from the Latin "Movere" which has the meaning of encouragement, driving force, or force that causes an action or someone's actions. Literally, motivation is understood as giving motive. In other words, motivation is seen as a rational reason that underlies various activities or efforts undertaken by individuals to fulfill their various needs. Meanwhile, McClelland and Boyatzis (Suryani & FoEh, 2019) explain that motivation is defined in relation to need strength. Motivation is considered a force or drive that moves people towards certain goals. Systematically, motivation is a process that describes the intensity, direction, and persistence of efforts to achieve a goal. According to Manullang (Maulana et al., 2015) indicators in measuring motivation are as follows: Salary, Policies, Work Relations, 4. Work Environment, 5. Supervision/Leadership.

### **Work Discipline Concept**

Discipline is orderly behavior by employees in an expected manner. It is the power or fear of a force that prevents a person or group from doing things that are detrimental to the achievement of group goals. In other words, discipline is an orderly behavior by organizational members who comply with rules and regulations because they want to work together harmoniously in continuing the goals of the group (Muhyi et al., 2016). Good discipline means that employees are willing to obey company rules and executive orders and behave in the desired way. Discipline implies the absence of chaos, disorder, and confusion in the behavior of a worker. According to Calhoon, discipline is a force that encourages individuals or groups to comply with rules, regulations, and procedures that are deemed necessary for the effective functioning of the organization' (Mamik, 2016). Discipline in work has several indicators, namely: 1. Attendance, 2. Obedience to work regulations, 3. Adherence to work standards, 4. High level of vigilance, 5. Work ethically.

### **Workability**

According to Hasibuan (Zainal et al., 2015) ability can be viewed as a stable characteristic related to a person's maximum physical and mental abilities with regard to how employees work and how they complete the work in accordance with the rules or procedures applicable in the organization. Mangkunegara (2015) states that psychologically, abilities consist of potential

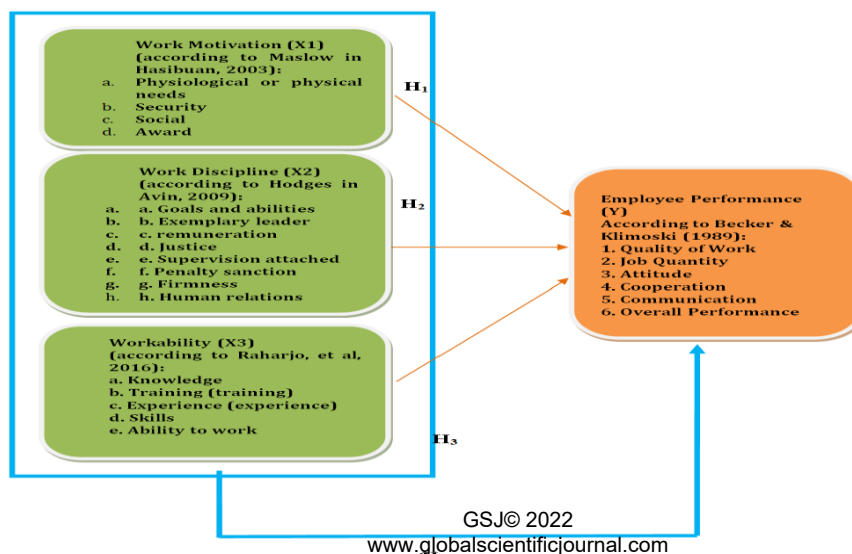
abilities (IQ) and reality (knowledge and skills), meaning that employees have an IQ above average with adequate education for their positions and are skilled in daily work. , then it is easier to achieve maximum performance. The workability of employees can be measured by the indicators proposed by Robbins (Sedarmayanti, 2018), which are as follows. Intellectual Ability (Numerical Intelligence, Verbal Comprehension, Perceptual Speed, Inductive Reasoning, Deductive Reasoning, Spatial Visualization, Memory). Physical Abilities;(Dynamic Strength, Body Strength, Verbal Strength, Static Strength, Extent Flexibility, Dynamic Flexibility, Body Coordination, Balance, Stamina).

### Employee performance

Mathis and Jackson (Priansa, 2018) state that performance is basically what employees do or don't do in carrying out their work. Performance is a real behavior that is displayed by everyone as work performance is produced by employees according to their role in the organization. Lubis et al., (2018) stated that employee performance is the result of a process that refers to and is measured over a certain period of time. Armstrong in (Edison et al., 2018) suggests that employee performance is a result that refers to and is measured over a certain period based on pre-determined provisions or agreements. Edison et al. (2018) stated that it is impossible for management to measure performance if there is no indicator setting. So, the indicator is important because the performance appraisal is based on the indicator itself. The problem is, sometimes the indicators that are set are too low so without maximum effort, they will definitely be achieved. The indicators for measuring employee performance are as follows: Target (Focus on achieving targets and challenging and realistic targets), Quality (Quality is in accordance with predetermined standards, Members have a commitment to quality, Have procedures on achieving quality, Customers (internal and external) ) satisfied with the quality produced). Time (Work completed on time, Customers (internal/external) are satisfied with the completion time., Members are committed to the importance of punctuality), Obedient (Doing in the right way, Transparent and accountable).

## CONCEPTUAL FRAMEWORK AND HYPOTHESES

### Conceptual Framework



Description :

Y : Dependent Variable (Employee Performance)

X1 : Independent Variable (Work Motivation)

X2 : Independent Variable (Work Discipline)

X3 : Independent Variable (Ability/Workability)

H1 : Effect of X1 on Y

H2 : Effect of X2 on Y

H3 : Effect of X3 on Y

H4 : Effect of X1, X2, and X3 on Y

### **Research Hypothesis**

1. Work motivation, work discipline, and workability have a positive and partially significant effect on employee performance at PT Sinar Deli Bantaeng.
2. Work motivation, work discipline, and workability have a simultaneous positive and significant effect on employee performance at PT Sinar Deli Bantaeng.
3. Work discipline is the variable that has the most dominant influence on employee performance at PT Sinar Deli Bantaeng.

### **RESEARCH METHODOLOGY**

#### **Research Approach**

This research is correlational quantitative using survey method. Correlational quantitative research is a type of research that looks at the relationship between one or several independent variables in influencing the dependent variable. The main purpose of conducting correlational research is to explain the importance of human behavior or predict an outcome. Thus, correlational research is descriptive because it describes a relationship between research variables. Therefore, correlational quantitative research is an attempt to explain and predict a relationship between research variables

#### **Types of research**

The type of research conducted is quantitative research. The quantitative method used in presenting the data in this study is in the form of numbers or statistics (Sugiyono, 2013). This research is field research or can be referred to as empirical research, namely research whose information data is obtained from activities in the field.

## Population

The population is a generalization area consisting of objects, subjects that have certain characteristic qualities that are determined by researchers to study and then draw conclusions (Sugiyono 2013; 115). Based on this statement, the population of this study was 86 employees of PT Sinar Deli Bantaeng

## Sample

According to Arikunto (2006: 112), if the research subject is less than 100 people, it is better to take all of them, so that the research is a population study, and if the subject is from a large population of more than 100 people, then it can be taken that is between 10% - 15% or 20% - 25% or more.

## Sampling technique

This sloven formula is commonly used in survey research where the number of samples is usually very large, so a formula is needed to get a small sample but can represent the entire population. Slovin's formula is as follows:

Description :

$n$  = Number of Samples

$N$  = Total Population

$e$  = Error Tolerance ( $e = 0.05$ )

In the Slovin formula there are the following provisions:

The value of  $e = 0.05$  (5%) for a large population

The value of  $e = 0.1$  (10%) for a small population

So the series of samples that can be taken from the solving technique is between 5 and 10% of the study population.

## Data source

Primary data

Primary data refers to information obtained firsthand by researchers relating to variables of interest for the specific purpose of the study (Sekaran, 2006: 60). Primary data obtained in this study directly from respondents employees of PT Sinar Deli Bantaeng.

Secondary Data

According to Sekaran (2006: 60), Secondary data refers to information collected from existing sources. Secondary data was obtained from PT Sinar Deli Bantaeng documentation, scientific books, relevant research journals, and the internet to support this research.

### Data collection technique

Data collection is carried out as follows:

1. Observation is to make direct observations on the object to be studied.
2. A questionnaire is a data collection technique that is done by giving several questions or written statements to respondents to answer.
3. Interviews, namely interacting or conducting direct questions and answers to employees of PT Sinar Deli Bantaeng about what will be researched.
4. A literature study is to find the necessary literature related to the data and theories needed in research.
5. Documentation is a method of collecting data obtained from archive data owned by PT Sinar Deli Bantaeng.

## RESULTS AND DISCUSSION

### RESULTS

#### Descriptive Statistics of Research Variables

In this study, the motivation variable has 15 statements that are taken from the indicators of each indicator. The results of the descriptive research variables can be seen in the following table:

#### Descriptive Variables of Work Motivation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	86	3	5	3.93	.748
X1.2	86	3	5	4.06	.725
X1.3	86	2	5	3.85	.775
X1.4	86	2	5	3.88	.773
X1.5	86	2	5	3.98	.782

#### Descriptive Variable Work Discipline

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	86	3	5	4.34	.500
X2.2	86	3	5	4.35	.526
X2.3	86	3	5	4.47	.547
X2.4	86	3	5	4.27	.541
X2.5	86	3	5	4.20	.629

#### Job Ability Variable Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X3.1	86	3	5	4.48	.568
X3.2	86	3	5	4.35	.526
X3.3	86	3	5	4.31	.559
X3.4	86	3	5	4.55	.524
X3.5	86	3	5	4.43	.521

## Research Instrument Test

### Validity test

#### Uji Validitas

Variabel	Statement Items	R Hitung	R Tabel	Description
Motivation (X1)	Item 1	0,731	0,214	Valid/Eligible
	Item 2	0,547	0,214	Valid/Eligible
	Item 3	0,558	0,214	Valid/Eligible
	Item 4	0,738	0,214	Valid/Eligible
	Item 5	0,712	0,214	Valid/Eligible
Work Discipline (X2)	Item 1	0,605	0,214	Valid/Eligible
	Item 2	0,606	0,214	Valid/Eligible
	Item 3	0,509	0,214	Valid/Eligible
	Item 4	0,564	0,214	Valid/Eligible
	Item 5	0,629	0,214	Valid/Eligible
Workability (X3)	Item 1	0,475	0,214	Valid/Eligible
	Item 2	0,603	0,214	Valid/Eligible
	Item 3	0,596	0,214	Valid/Eligible
	Item 4	0,390	0,214	Valid/Eligible
	Item 5	0,401	0,214	Valid/Eligible
Employee Performance (Y)	Item 1	0,479	0,214	Valid/Eligible



	Item 2	0,578	0,214	Valid/Eligible
	Item 3	0,448	0,214	Valid/Eligible
	Item 4	0,453	0,214	Valid/Eligible
	Item 5	0,578	0,214	Valid/Eligible

The results of the validity test shown in the table above are known that all statement items in the research questionnaire are declared valid because they have a value of r arithmetic > r table.

### Reliability Test

#### Reliability Test

Variable	Cronbach's Alpha	Limit Value	Description
Work Motivation (X1)	0,871	0,6	Reliable/Reliable
Work Discipline (X2)	0,666	0,6	Reliable/Reliable
Workability (X3)	0,667	0,6	Reliable/Reliable
Employee Performance (Y)	0,762	0,6	Reliable/Reliable

The results of the reliability test show that work motivation, work discipline, workability, and employee performance have a Cronbach's Alpha value > 0.6 (limit value) so it can be concluded that the variables in this study are reliable/reliable as a data collection tool.

### Classic assumption test

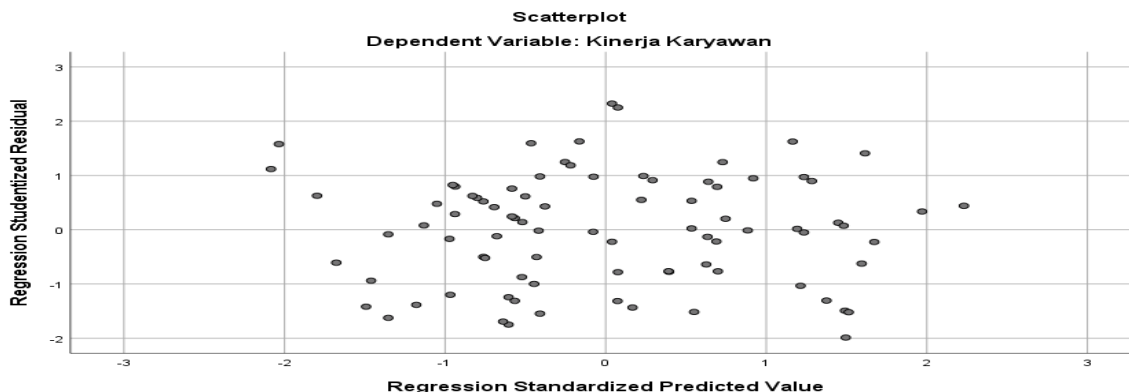
#### Normality test

#### Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		86
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.96419734
Most Extreme Differences	Absolute	.070
	Positive	.070
	Negative	-.062
Test Statistic		.070
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.		

Based on the table above, the resulting significance value is  $0.200 > 0.05$ , so it can be concluded that the research data (residual) are normally distributed in multiple linear regression modeling.

### Heteroscedasticity Test



Based on the heteroscedasticity test shown in the picture above, it is known that the residuals are distributed randomly/randomly/do not form a certain pattern, so it can be stated that this study is free from heteroscedasticity symptoms.

### Hypothesis testing

#### Multiple Linear Regression Analysis

#### Multiple Linear Regression Analysis

Variable	Koefisien Regresi	T Count	Signifikan	Description
Work motivation (X1)	0,160	2,770	0,007	Significant
Work Discipline (X2)	0,544	3,716	0,000	Significant
Workability (X3)	0,264	2,053	0,043	Significant
constant	13,550	3,038	0,003	Significant
F	66,562			
Prob F	0,000			
R	0,842			
R Square	0,709			

The regression coefficient values and the constant values above can be translated as follows:

$$Y = 13,550 (\alpha) + 0,160 \beta_1 X_1 + 0,544 \beta_2 X_2 + 0,264 \beta_3 X_3 + 0,05 e$$

The regression equation above can be explained as follows:

If the regression coefficient value of work motivation 1X1, work discipline 2X2, and workability 3X3 is constant (fixed/unchanged), then the employee's performance is 13,550. (2) The value of the work motivation regression coefficient of 0.160 means that if there is an increase in work motivation of 1 (100%) there will be an increase in employee performance of 0.160. However, if there is a decrease in communication by 1 (100%) then the employee's performance will also decrease by 0.160. (3) The value of the work discipline regression coefficient of 0.544 means that if there is an increase in work discipline of 1 (100%) there will be an increase in employee performance of 0.544. However, if there is a decrease in work discipline by 1 (100%) then the employee's performance will also decrease by 0.544. (4) The value of the workability regression coefficient of 0.264 means that if there is an increase in workability of 1 (100%) there will be an increase in employee performance of 0.264. However, if there is a decrease in workability by 1 (100%) then the employee's performance will also decrease by 0.325. (5) Based on the results of multiple linear regression testing found the independent variable with the most dominant influence on employee performance. The variable is work discipline, this is because the value of the regression coefficient generated in the multiple linear regression test of work discipline is higher than the other two independent variables. So it can be concluded that work discipline is the variable with the greatest level of dominance over the good and bad performance of employees.

**Partial Test (T-Test)**

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Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.550	4.460		3.038	.003
	Motivasi	.160	.058	.290	2.770	.007
	Disiplin Kerja	.544	.146	.396	3.716	.000
	Kemampuan Kerja	.264	.129	.223	2.053	.043

a. Dependent Variable: Employee performance

Based on the results of partial testing and decision-making described above, it can be concluded that partially work motivation, work discipline, and workability have a positive and significant influence on employee performance at PT PT Sinar Deli Bantaeng Makassar.

**Simultaneous Test (F Test)**

**Simultaneous Test (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	798.587	3	266.196	66.562	.000 <sup>b</sup>
	Residual	327.936	82	3.999		
	Total	1126.523	85			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Ability, Motivation, Work Discipline

Based on the results of testing and decision making in simultaneous testing, it can be concluded that the independent variables consisting of work motivation, work discipline, and workability have a positive and significant influence on employee performance at PT Sinar Deli Bantaeng Makassar.

### Coefficient of Determination

#### Coefficient of Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 <sup>a</sup>	.709	.698	2.000
a. Predictors: (Constant), Work Ability, Motivation, Work Discipline				
b. Dependent Variable: Employee Performance				

The R Square value generated by the table above shows a value of 0.709 or if it is transformed in percentage form it becomes 70.9%. Based on these values, it can be concluded that the performance of employees at PT Sinar Deli Bantaeng Makassar is influenced by work motivation, work discipline, and workability by 70.9%, the remaining 29.1% is influenced by other variables not included/examined in this study.

### Discussion

#### Partial Effect of Work Motivation on Employee Performance

The results of multiple regression analysis show that the regression coefficient of work motivation is positive, which means that work motivation is able to predict the increase and decrease in employee performance. Furthermore, in the partial test, the value of t arithmetic > t table, and the resulting significance value < 0.05, which means that partially work motivation has a positive and significant effect on employee performance. This research is also supported by the theory put forward by McClelland and Boyatzis in (Suryani & FoEh, 2019) explaining that motivation is defined in relation to need strength. Motivation is considered as a force or drive that moves people towards certain goals. Systematically, motivation is a process that describes the intensity, direction, and persistence of efforts to achieve a goal.

#### Partial Effect of Work Discipline on Employee Performance

The results of multiple regression analysis show that the regression coefficient of work discipline is positive, which means that work discipline can predict the increase and decrease in employee performance. The regression coefficient value generated by work discipline has the most dominant influence on employee performance compared to the other two independent variables. Furthermore, in the partial test, the value of t arithmetic > t table, and the resulting significance

value  $< 0.05$  means that partially work discipline has a positive and significant effect on employee performance. In addition to the views above, good discipline means that employees are willing to obey company rules and executive orders and behave in a desired manner. Discipline implies the absence of chaos, disorder, and confusion in the behavior of a worker. According to Calhoon, discipline is a force that encourages individuals or groups to comply with rules, regulations, and procedures that are deemed necessary for the effective functioning of the organization' (Mamik, 2016).

### **Partial Effect of Workability on Employee Performance**

The results of multiple regression analysis show that the workability regression coefficient is positive, which means that workability can predict the increase and decrease in employee performance. Furthermore, in the partial test, the value of  $t$  arithmetic  $> t$  table, and the resulting significance value  $< 0.05$ , which mean that partial workability has a positive and significant effect on employee performance. This research is also supported by several expert views regarding employee abilities. According to Hasibuan (Zainal et al., 2015) ability can be viewed as a stable characteristic related to a person's maximum physical and mental abilities concerning how employees work and how they complete the work by the rules or procedures applicable in the organization.

### **The Simultaneous Effect of Work Motivation, Work Discipline, WorkAbility on Employee Performance**

The  $F$  table value generated in this study is 2.715, while the calculated  $F$  value in the simultaneous test shown by the simultaneous test table is 66.562, which means the calculated  $F$  value  $> F$  table. In the next measurement, it is known that the resulting significance value is  $0.000 < 0.05$ . So, based on the results of testing and decision making in simultaneous testing, it can be concluded that the independent variables consisting of work motivation, work discipline, and workability have a positive and significant influence on employee performance at PT Sinar Deli Bantaeng Makassar. The  $R$  Square value generated by the table above shows a value of 0.709 or if it is transformed in percentage form it becomes 70.9%. Based on these values, it can be concluded that the performance of employees at PT Sinar Deli Bantaeng Makassar is influenced by work motivation, work discipline, and workability by 70.9%, the remaining 29.1% is influenced by other variables not included/examined in this study.

## **CLOSING**

### **Conclusion**

Based on the results of research that has been carried out in the previous chapter, the conclusions of this study are as follows:

1. Work motivation, work discipline, and work ability have a positive and partially significant effect on employee performance at PT Sinar Deli Bantaeng.

1. Work motivation, work discipline, and work ability have a simultaneous positive and significant effect on employee performance at PT Sinar Deli Bantaeng.

2. Work discipline is the variable that has the most dominant influence on employee performance at PT Sinar Deli Bantaeng.

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