

## **ANALYSIS OF THE EFFECT OF DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

This study examines the influence of work discipline and work motivation on employee performance in the hospitality sector, addressing inconsistencies in prior empirical findings. A quantitative approach with a cross-sectional survey design was employed, involving 105 employees of I Hotel Baloj Batam selected through simple random sampling from a population of 141 employees. Primary data were collected through a structured questionnaire based on validated indicators and analyzed using multiple linear regression. The results reveal that both work discipline and work motivation have a positive and statistically significant effect on employee performance. Work motivation demonstrates a stronger influence, indicating that psychological factors play a more dominant role than structural control mechanisms in shaping performance outcomes. The model explains 23.3% of the variance in employee performance ( $R^2 = 0.233$ ), suggesting the presence of additional influencing factors beyond the model. These findings highlight the importance of integrating discipline-based control systems with motivation-driven strategies to enhance employee performance. This study contributes by providing context-specific evidence on the complementary roles of discipline and motivation in the hospitality industry. Future research should incorporate additional variables to improve explanatory power.

**.Keywords:** *Employee Performance, Hospitality Industry, Multiple Linear Regression, Organizational Behavior, Work Discipline, Work Motivation*

## **A. INTRODUCTION**

Effective human resource (HR) management is essential for ensuring optimal resource utilization, enhancing organizational competitiveness, and sustaining long-term business performance. High-quality human resources enable organizations to achieve strategic objectives through measurable employee contributions, typically reflected in the quality and quantity of work outputs (Irwana et al., 2024; Pratiwi & Rizky, 2024). Consequently, continuous evaluation and development of employee performance are critical, as they allow organizations to identify performance gaps and implement targeted improvement strategies, including training programs, supportive work environments, incentive systems, effective communication, leadership development, and the enforcement of work discipline (Febrianty & Muhammad, 2023). Within this context, work discipline and work motivation emerge as two fundamental determinants of employee performance. Discipline functions as a structural mechanism that ensures compliance with organizational rules and standards, while motivation acts as a psychological driver that stimulates employees to perform their tasks with responsibility and commitment (Sugito, 2025).

Despite the recognized importance of these variables, empirical findings regarding the effects of work discipline and work motivation on employee performance remain inconsistent. While several studies report a positive and significant relationship (e.g., Lestari & Febrian, 2024; Wulandari et al., 2024), others find no significant effect (e.g., Sanjaya & Febrian, 2024; Sari et al., 2020). This inconsistency indicates the existence of an unresolved empirical gap, particularly in understanding how these variables operate within specific organizational contexts. In the case of I Hotel Baloi Batam, preliminary observations reveal challenges related to low employee responsibility, weak enforcement of discipline, and insufficient compensation systems that may reduce employee motivation. These conditions suggest that employee performance may not yet be optimized, thereby necessitating further empirical investigation. Therefore, this study aims to examine the influence of work discipline and work motivation on employee performance, both partially and simultaneously, in order to provide empirical evidence and contribute to the development of human resource management practices in the hospitality sector.

## **B. LITERATURE REVIEW**

Employee performance represents a critical outcome in organizational settings, reflecting the extent to which employees contribute to achieving organizational objectives through the quality and quantity of their work outputs (Prasetyo, 2022; Suratman et al., 2023). High levels of employee performance are essential for sustaining organizational competitiveness and productivity, as they directly influence operational effectiveness and long-term business continuity (Risya et al., 2024; Dika et al., 2023). Consequently, understanding the determinants of employee performance has become a central focus in Organizational Behavior research, particularly in identifying how structural and psychological factors shape employee outcomes.

From a theoretical perspective, employee performance is influenced by both external control mechanisms and internal motivational forces. Work discipline can be conceptualized as a structural mechanism that regulates employee behavior through adherence to organizational rules, standards, and procedures (Safrila & Oktiani, 2024; Karabi & FoEh, 2024). It ensures consistency, punctuality, and accountability in task execution, thereby creating a stable and orderly work environment. In contrast, work motivation represents an internal psychological process that drives individuals to initiate, sustain, and direct their efforts toward goal achievement (Astuti et al., 2025; Fauzi & Nugroho, 2024). These two constructs operate through distinct mechanisms but are theoretically complementary in influencing employee performance.

The relationship between work discipline and employee performance can be understood through the lens of behavioral regulation, where disciplined employees are more likely to comply with organizational expectations, meet deadlines, and maintain consistent work standards. Strong discipline fosters responsibility and reduces deviations from expected performance, ultimately contributing to improved outcomes (Fadzillah et al., 2025; Fujiyastutik & Kurdi, 2024). Meanwhile, the influence of work motivation on performance is grounded in motivational theories such as Expectancy Theory and Self-Determination Theory, which emphasize that individuals are more likely to perform effectively when they perceive their efforts as meaningful and rewarding. Motivated employees tend to exhibit higher levels of engagement, persistence, and goal-oriented behavior, which directly enhance performance outcomes (Basyid, 2024).

Despite strong theoretical support, empirical findings regarding the effects of work discipline and work motivation on employee performance remain inconsistent. Several studies report a positive and significant relationship between these variables and performance (e.g., Lestari & Febrian, 2024; Wulandari et al., 2024), while others find no significant effect (e.g., Sanjaya & Febrian, 2024; Sari et al., 2020). These contradictory findings suggest the presence of an unresolved empirical gap, particularly in understanding how discipline and motivation interact within specific organizational contexts.

Moreover, prior research has largely examined these variables in general organizational settings, with limited attention to the hospitality industry, where employee performance is closely linked to service quality and customer satisfaction. In the context of I Hotel Baloi Batam, preliminary observations indicate challenges related to low employee responsibility, weak enforcement of discipline, and insufficient compensation systems that may undermine employee motivation. These conditions highlight the need for a more context-specific investigation to better understand the role of discipline and motivation in shaping employee performance.

Based on the theoretical arguments and empirical inconsistencies discussed above, this study proposes the following hypotheses:

- H<sub>1</sub> : Work discipline has a positive and significant effect on employee performance
- H<sub>2</sub> : Work motivation has a positive and significant effect on employee performance

H<sub>3</sub> : Work discipline and work motivation simultaneously have a positive and significant effect on employee performance

### C. RESEARCH METHODS

This study employed a quantitative research approach with a cross-sectional survey design to examine the relationships between work discipline, work motivation, and employee performance. The research was conducted at I Hotel Baloi Batam, Indonesia, with the target population consisting of all 141 employees.

A sample of 105 respondents was determined using the Slovin formula, with a simple random sampling technique applied to ensure that each member of the population had an equal probability of selection. This approach was adopted to minimize sampling bias and enhance the representativeness of the sample.

Primary data were collected through a structured questionnaire distributed to the selected respondents. The questionnaire was designed based on established indicators from previous studies, with all items measured using a Likert scale to capture respondent's perceptions of work discipline, work motivation, and employee performance. In addition, secondary data were obtained from relevant academic literature to support the theoretical framework of the study.

### D. RESULTS AND DISCUSSION

#### Results

Overall, the findings indicate that the measurement instrument is both valid and reliable, and the regression model satisfies all classical assumptions. The results show that work discipline and work motivation positively influence employee performance, with work motivation having a stronger effect. However, the R<sup>2</sup> value of 0.233 suggests that the model explains only a limited proportion of the variance, indicating the presence of other influential factors beyond the model.

#### Validity Test

**Table 1.**  
**Integrated Results of Item Validity Testing for Work Discipline, Work Motivation, and Employee Performance Variables**

No	Variable	Indicator	<i>r</i> <sub>observed</sub> (Pearson Correlation)	<i>r</i> <sub>critical</sub>	Conclusion
1	Work Discipline	DK_1	0.592	0.3061	Valid
2	Work Discipline	DK_2	0.680	0.3061	Valid
3	Work Discipline	DK_3	0.556	0.3061	Valid
4	Work Discipline	DK_4	0.795	0.3061	Valid
5	Work Discipline	DK_5	0.400	0.3061	Valid
6	Work Discipline	DK_6	0.457	0.3061	Valid
7	Work Motivation	MK_1	0.862	0.3061	Valid
8	Work Motivation	MK_2	0.841	0.3061	Valid
9	Work Motivation	MK_3	0.889	0.3061	Valid
10	Work Motivation	MK_4	0.893	0.3061	Valid
11	Employee Performance	KK_1	0.676	0.3061	Valid
12	Employee Performance	KK_2	0.744	0.3061	Valid

No	Variable	Indicator	$r_{\text{observed}}$ (Pearson Correlation)	$r_{\text{critical}}$	Conclusion
13	Employee Performance	KK_3	0.811	0.3061	Valid
14	Employee Performance	KK_4	0.828	0.3061	Valid

Source: Author's calculation based on primary data, 2025

Based on Table 1, all indicators across the three variables—work discipline, work motivation, and employee performance—demonstrate  $r_{\text{observed}}$  values that consistently exceed the  $r_{\text{critical}}$  value of 0.3061. This confirms that all measurement items satisfy the criteria for construct validity.

More specifically, the work discipline variable exhibits  $r_{\text{observed}}$  values ranging from 0.400 to 0.795, indicating moderate to strong validity. However, indicator DK\_5 (0.400) represents the lowest value and warrants careful consideration in interpretation. The work motivation variable demonstrates the strongest performance, with  $r_{\text{observed}}$  values ranging from 0.841 to 0.893, suggesting that all indicators have very high correlations with their underlying construct. Meanwhile, the employee performance variable shows  $r_{\text{observed}}$  values between 0.676 and 0.828, reflecting strong and stable validity.

Overall, no indicators approach the critical threshold, indicating that the research instrument possesses good measurement quality and is suitable for further analysis. Empirically, the work motivation variable exhibits the highest consistency in validity, suggesting that its indicator structure is the most representative in capturing the intended construct compared to the other variables.

### Reliability Test

Table 2 presents the results of the reliability analysis for the three variables. The work discipline variable, consisting of six indicators, demonstrates a Cronbach's Alpha ( $\alpha$ ) of 0.614. The work motivation variable, comprising four indicators, shows a Cronbach's Alpha ( $\alpha$ ) of 0.891, indicating excellent internal consistency. Similarly, the employee performance variable, measured by four indicators, yields a Cronbach's Alpha ( $\alpha$ ) of 0.765. Overall, all variables exceed the minimum acceptable threshold of 0.60, confirming that the measurement items are reliable.

**Table 2.**  
**Internal Consistency Reliability Analysis Using Cronbach's Alpha**

No	Variable	Cronbach's Alpha ( $\alpha$ )	Standard	Conclusion
1	Work discipline	0.614		
2	Work motivation	0.891	0.6	Reliabel
3	Employee performance	0.765		

Source: Author's calculation based on primary data, 2025

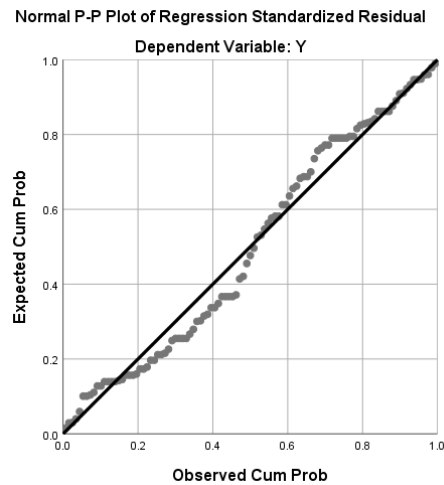
### Classical Assumption Test

#### Normality Test

To ensure the robustness of the normality assumption, both graphical and statistical approaches were employed. The graphical assessment was conducted using a Normal P–P Plot of standardized residuals, which shows that the data points are closely aligned along the diagonal line, indicating approximate normality.

Additionally, the normality of residuals was statistically tested using the

Shapiro–Wilk test. The results indicate that the residuals are normally distributed ( $p > 0.05$ ), confirming the validity of the regression model assumptions.



Source: Author’s calculation based on primary data, 2025

**Figure 1.**  
**Normal P–P Plot of Standardized Residuals**

### Multicollinearity Test

To further ensure model robustness, the low VIF values (close to 1) suggest minimal correlation among predictors, indicating that the regression coefficients are stable and not inflated due to multicollinearity. This enhances the interpretability and reliability of the estimated parameters.

**Table 3.**  
**Collinearity Diagnostics Using Tolerance and Variance Inflation Factor (VIF)**

Model	Collinearity Statistics	
	Tolerance	VIF
<b>Work discipline</b>	0.972	1.029
<b>Work motivation</b>	0.972	1.029

Source: Author’s calculation based on primary data, 2025

### Heteroscedasticity Test

The presence of heteroscedasticity was assessed using the Glejser test. As shown in Table 4, the significance values for work discipline ( $p = 0.953$ ) and work motivation ( $p = 0.721$ ) exceed the 0.05 threshold.

These findings indicate that the independent variables do not significantly explain the absolute residuals, confirming the absence of heteroscedasticity. Thus, the homoscedasticity assumption is satisfied, supporting the reliability and efficiency of the OLS estimators.

**Table 4.**  
**Glejser heteroscedasticity test**

Model	t	Sig.
Work discipline	0.060	0.953
Work motivation	0.358	0.721

Source: Author's calculation based on primary data, 2025

### Multiple Linear Regression Analysis

**Table 5.**  
**Multiple Linear Regression Results and Model Summary**

Variables	B	Std. Error	Beta	t	Sig.
Constant	4.915	1.934	–	2.542	0.013
Work Discipline	0.190	0.073	0.228	2.596	0.011
Work Motivation	0.363	0.069	0.465	5.289	0.000

Model Summary	
Statistic	Value
R	0.483
R Square (R <sup>2</sup> )	0.233
Adjusted R Square	0.218
Std. Error of the Estimate	1.348

Source: Author's calculation based on primary data, 2025

The results of the multiple linear regression analysis are presented in Table 5. The findings indicate that both independent variables—work discipline and work motivation—have a positive and statistically significant effect on employee performance.

Specifically, work discipline shows a positive effect ( $\beta = 0.228$ ,  $t = 2.596$ ,  $p = 0.011$ ), indicating that higher levels of discipline are associated with improved employee performance. Similarly, work motivation exhibits a stronger positive influence ( $\beta = 0.465$ ,  $t = 5.289$ ,  $p < 0.001$ ), suggesting that motivation is the most dominant predictor in the model. The regression equation can be expressed as follows:

$$Y = 4.915 + 0.190X_1 + 0.363X_2$$

Furthermore, the model summary indicates that the coefficient of determination (R<sup>2</sup>) is 0.233, meaning that 23.3% of the variance in employee performance is explained by work discipline and work motivation. The remaining 76.7% is attributed to other variables not included in the model.

The adjusted R<sup>2</sup> value of 0.218 suggests a moderate explanatory power after accounting for the number of predictors. Additionally, the standard error of the estimate (1.348) indicates an acceptable level of prediction accuracy.

Overall, these results demonstrate that the model is statistically significant and that both predictors contribute meaningfully to explaining variations in employee performance, with work motivation having a more substantial effect.

## ***Discussion***

### **The Influence of Work Discipline on Employee Performance**

The findings of this study indicate that work discipline has a positive and statistically significant effect on employee performance. This suggests that discipline plays a critical role as a behavioral control mechanism that ensures consistency, punctuality, and adherence to organizational standards. Employees who demonstrate higher levels of discipline are more likely to comply with established procedures, complete tasks on time, and maintain accountability in their roles, thereby contributing to improved performance outcomes.

From a theoretical perspective, this result supports the view within Organizational Behavior that structured control systems are essential in shaping employee behavior and reducing performance variability. Discipline functions as a regulatory framework that aligns individual behavior with organizational expectations, ultimately enhancing efficiency and operational stability. This finding is consistent with prior empirical studies that report a significant relationship between work discipline and employee performance (Lestari & Febrian, 2024; Anggraini et al., 2024).

However, the effect size of work discipline is relatively smaller compared to work motivation, indicating that while discipline is necessary to establish behavioral boundaries, it may not be sufficient to fully drive performance without the support of internal motivational factors. This highlights the complementary nature of discipline within broader performance management systems.

### **The Influence of Work Motivation on Employee Performance**

The results further demonstrate that work motivation has a positive and statistically significant effect on employee performance, with a stronger influence compared to work discipline. This indicates that motivation serves as a primary driver of employee behavior, influencing the level of effort, persistence, and engagement in performing work tasks.

This finding is strongly aligned with Expectancy Theory, which posits that individuals are motivated to perform when they expect that their efforts will lead to desirable outcomes, as well as Self-Determination Theory, which emphasizes the importance of intrinsic motivation in enhancing performance. Employees who are motivated tend to demonstrate higher levels of commitment, focus, and productivity, as they perceive their work as meaningful and rewarding.

Empirically, this result is consistent with previous studies (Wulandari et al., 2024; Rahmi et al., 2025), which highlight motivation as a significant determinant of employee performance. The stronger influence of motivation observed in this study suggests that psychological engagement plays a more dominant role than formal control mechanisms in shaping performance outcomes. This implies that organizations should prioritize strategies that enhance employee motivation, such as recognition, incentives, and supportive leadership practices.

## **The Influence of Work Discipline and Work Motivation on Employee Performance**

The simultaneous analysis reveals that work discipline and work motivation jointly have a significant effect on employee performance, confirming that both structural and psychological factors are integral components of performance formation. This finding indicates that employee performance is not driven by a single factor, but rather by the interaction between external control systems and internal motivational forces.

Conceptually, discipline and motivation operate through complementary mechanisms. Discipline establishes the structural boundaries that regulate behavior, while motivation energizes and directs employee actions within those boundaries. The integration of these two factors creates a balanced performance system in which employees not only comply with organizational standards but also actively engage in achieving organizational goals.

However, the relatively moderate explanatory power of the model ( $R^2 = 0.233$ ) indicates that a substantial proportion of employee performance is influenced by other factors not included in this study. This suggests that variables such as leadership style, organizational culture, job satisfaction, and work environment may also play significant roles in shaping employee performance. Therefore, future research should incorporate additional variables to develop a more comprehensive understanding of performance determinants.

From a practical perspective, these findings imply that organizations should not rely solely on discipline-based control systems but must also foster motivation-driven work environments. The combination of clear regulations, consistent enforcement, and effective incentive systems is essential to enhance both compliance and engagement, ultimately leading to improved and sustainable employee performance.

### **E. CONCLUSION**

This study demonstrates that work discipline and work motivation significantly influence employee performance, both individually and jointly. While work discipline contributes by ensuring behavioral consistency and compliance with organizational standards, work motivation exerts a stronger influence by driving employee engagement, effort, and goal-directed behavior. These findings indicate that employee performance is shaped by the interaction between structural control mechanisms and internal motivational forces.

Despite the statistical significance of the model, the relatively moderate explanatory power ( $R^2 = 0.233$ ) suggests that a substantial proportion of employee performance is determined by additional factors beyond the scope of this study. This highlights the need for a more comprehensive approach to understanding performance determinants.

From a practical perspective, the findings imply that organizations should balance discipline-based control systems with motivation-oriented strategies to enhance employee performance effectively. From a theoretical standpoint, this study contributes to the literature by providing context-specific evidence on the

complementary roles of discipline and motivation in shaping employee performance within the hospitality sector.

Future research is recommended to incorporate additional variables, such as leadership, organizational culture, and job satisfaction, to improve the explanatory power of the model and provide a more comprehensive understanding of employee performance.

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