

The Influence of Work Discipline and Work Environment on Employee Performance in the General Affairs Division of the Regional Secretariat of Tangerang City

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Abstract

The purpose of this study is to examine employee performance as the dependent variable influenced by work discipline and work environment, both of which serve as independent variables. The research method used is associative with a quantitative approach. The population consists of 40 employees, resulting in a sample of 40 respondents, which indicates the use of a saturated sample. Data analysis is conducted through classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Additionally, multiple regression and R square analyses are utilized. The results indicate a positive and significant joint influence of work discipline and work environment on performance. Furthermore, there is a positive and significant partial influence of work discipline on performance, as well as a positive and significant partial influence of work environment on performance.

Keywords: *Performance, Work Environment, Work Discipline.*



A. INTRODUCTION

An organization requires the role of individuals as a workforce to enhance efficiency and effectiveness in managing a company. In the face of evolving challenges, companies need to maintain resilience in addressing both internal and external issues. The potential of human resources must be continually developed to compete for employment, with companies requiring a workforce that has high potential to achieve pre-set corporate goals.

Having a highly skilled workforce accelerates an organizations or company's ability to achieve its objectives. Organizations benefit from a workforce with strong potential, and therefore, companies desire employees who perform well, possess competitiveness, and contribute to creating an optimal work environment where employees feel comfortable in their duties, leading to improved performance.

Several key factors closely related to the workforce that can enhance their performance include employee performance, work discipline, and work environment. One of the most critical factors, according to Dalimunthe (2018:54), is employee performance, which can be understood as individual achievements. Performance is an explanation of the accomplishments of activities or tasks in realizing organizational objectives.

Performance represents the work outcomes of organization members, determining the success of the organization's goals. A successful organization is

supported by a highly performing workforce; the better the workforce's performance, the stronger the organization will be, and vice versa.

Based on Hamali's perspective on research by Panduwiranata et al. (2019), human resources are the most crucial approach, involving skills, motivation, development, and the management of HR organizations. The workforce greatly impacts a company's success, with every company striving to improve its employees' performance to reach corporate goals.

Through advanced workforce planning, employee performance can be enhanced. This improvement is achieved by fostering factors such as increased work discipline and a supportive work environment, enabling each employee to deliver work aligned with organizational needs. The workforce is expected to improve organizational outcomes, bringing necessary skills to complete tasks efficiently, as higher competence among employees leads to better performance.

This is also true for the General Affairs Division of the Regional Secretariat of Tangerang City, which consistently focuses on enhancing employee performance to improve organizational effectiveness. However, based on initial observations, employee performance in completing tasks often experiences delays, indicating a decline in performance among General Affairs employees of the Regional Secretariat of Tangerang City.

The primary factor behind the decline in employee performance is work discipline. High work discipline among employees is essential for achieving good organizational performance and meeting organizational goals. For an organization to achieve excellence and its objectives, it requires individuals who demonstrate optimal performance. Work discipline is essential for every individual, and although needs may change or evolve without the individual realizing it, recent perspectives on work discipline view it as a fundamental aspect of human nature.

According to Sutrisno (2019) as cited in (Tanjung & Rasyid, 2023) work discipline is a tool used by managers to coordinate with employees, encouraging them to improve their ethics and efforts in order to raise awareness and foster a willingness to adhere to organizational regulations and social norms within the company. In reality, many human resources still lack an understanding of the importance of applying work discipline. Company goals are not maximally achieved due to high rates of lateness and absenteeism, along with insufficient employee awareness of work discipline. Research conducted by Helpianan (2022) shows a positive and significant influence of work discipline and work environment on employee performance.

Another variable affecting employee performance is the work environment, which is essential in evaluating employee performance. The work environment has a direct impact on employee performance, thereby enhancing organizational performance. A conducive work environment can ensure that employees perform their tasks effectively, safely, securely, comfortably, and in a controlled manner.

It is fundamentally important to create and define a conducive work environment to achieve organizational objectives. However, a poor work environment can lower employee morale, ultimately resulting in poor employee

performance. Essentially, if employees feel uncomfortable in their activities, their performance will decline. Therefore, a poor work environment inevitably results in decreased performance. Nonetheless, according to research conducted by Eliyanto (2018) employee performance is positively and significantly influenced by the work environment. The work environment is crucial and has a substantial impact on employee performance. Pandi Afandi, in research by (Elmie et al., 2020), explains that the work environment is the condition surrounding employees as they conduct their activities, which influences employee job satisfaction.

The objectives of this research are to analyze the effect of work discipline on employee performance, the effect of the work environment on employee performance, and the simultaneous effect of work discipline and work environment on employee performance.

B. LITERATURE REVIEW

1. Performance

Managing, controlling, and empowering employees to function optimally in order to achieve desired outcomes is crucial for an organization. Maximizing workforce utilization is a key focus for companies to enhance employee performance, making human labor an essential factor in achieving high performance. Performance, or work output, is deemed successful when the anticipated objectives are achieved. (Rivai, 2013) defines performance as “a comprehensive depiction of the condition of change over a certain period, or the result of work influenced by the operational activities of an organization in utilizing its resources.”

Moehariono, as cited in research by (Samsudin, 2019), explains that “performance represents the level of success in carrying out an activity and the standards for realizing the company’s goals, objectives, vision, and mission through strategic planning.”

According to Mangkunegara in research by (Puspita & Widodo, 2020), “performance is the quality and quantity of work achieved by employees in fulfilling their responsibilities.”

Meanwhile, Ginting in research by (Nurdin & Djuhartono, 2022) describes “performance as the method by which one performs work activities and the results derived from that work. Performance is what an organization aims to achieve in alignment with the authority and responsibility of individuals or groups, through work outcomes, to accomplish its objectives.”

An organization has varying performance standards depending on its policies, often referred to as performance. According to Wirawan, as cited in research by (Gerung et al., 2022) several factors influence performance, which include:

- a. External Environment, encompassing factors such as:
 - 1). Macro and microeconomic conditions of a company
 - 2). Political life
 - 3). Social and cultural life of the community
 - 4). Religion or spirituality

- 5). Competitors
- b. Internal Factors, including:
 - 1). Organizational culture
 - 2). Organizational climate
- c. Employee Internal Factors, involving:
 - 1). Work ethic
 - 2). Work discipline
 - 3). Job satisfaction

According to (Busro, 2018:99-100) the dimensions and indicators of performance include:

- a. Work results, with indicators such as: quantity of work output; quality of performance; efficiency in task execution.
- b. Work behavior, with indicators including: work discipline; initiative.
- c. Personal traits, with indicators such as: honesty; sociability; creativity.

2. Work Discipline

It refers to the state of rules that exist within a company, whether written or unwritten, which must be fully adhered to by all employees in an organization. It is the supervisor's duty within the organization to manage employee discipline, providing a foundation to ensure that all employees understand the need to follow existing regulations and improve their performance. "Work discipline is the ability of a worker to work in an orderly, diligent manner continuously and to perform activities according to organizational regulations without violating the established rules" (Hasibuan, 2016).

Sinambela, in research by (Wachidah & Luturlean, 2019) states that "work discipline is the awareness and willingness of employees to comply with all organizational rules and prevailing social norms. It is a tool used by managers to coordinate with employees, motivating them to improve behavior according to agreed-upon company regulations."

According to Latainer, as cited in research by Sutrisno (2019:87), "discipline is the force that develops within employees, enabling them to voluntarily adapt to decisions, rules, and high standards of work and behavior."

From the explanations provided by the experts above, work discipline can be described as a respectful attitude, adherence, and compliance with the rules within the company, whether documented or undocumented in the organization. Employees are expected to follow these rules, and violations will result in punishment according to the regulations in place at their workplace.

Typically, a supervisor has direct involvement in the behavior and culture of their workforce. This culture is influenced by the supervisor's leadership and personal habits. To achieve good discipline, a supervisor must set a positive example through their own habits.

According to Hartatik, as cited in research by (Rachman et al., 2022) work discipline is influenced by two factors:

- a. Personality, this plays a crucial role within an individual, as it relates directly to their discipline through a system of values they hold. Assessment of personality can be seen in one's attitude, ideally reflected in good behavior, including compliance, identification, and internalization.
- b. Environment, this includes results derived from interactions with surroundings, such as the social environment. Establishing discipline requires adherence to company regulations. The supervisor acts as a change agent who must understand principles of consistency, fairness, positivity, and openness.

Based on the views above, work discipline is influenced by various factors and should be attended to by all employees, both supervisors and subordinates. This approach aims to foster good behavior and adherence to organizational policies.

According to (Sutrisno, 2017:94) work discipline includes two dimensions and five indicators, namely:

- a. Compliance with time regulations, consisting of indicators: work start time; work end time; break time.
- b. Compliance with organizational rules, consisting of indicators: behavior at work; dress code regulations; compliance in carrying out tasks.
- c. Compliance with work behavior rules, consisting of indicators: performing tasks according to responsibilities; performing tasks according to job position; coordinating with other work units.
- d. Compliance with norms, with indicators: regulations regarding applicable norms that must be followed by employees.

3. Work Environment

The place where employees perform their daily activities is commonly referred to as the work environment. A supportive work environment provides peace of mind for employees and enables them to perform their tasks optimally, fostering a high level of emotional engagement. When employees appreciate their work environment, they feel comfortable and engage in activities that help them make better use of their work time.

Afandi (2018) explains that "the work environment consists of elements within the working area that can influence employees in performing their duties, such as temperature, humidity, ventilation, lighting, cleanliness of the workspace, and suitability of work tools." In contrast, Sedarmayanti, as cited in research by Manihuruk & Tirtayasa (2020), describes the work environment as encompassing all the tools, materials encountered, the surrounding area where a person works, the methods of work, and work arrangements, both individually and in groups.

According to Mondy & Martocchio (2016:361), the social work environment is defined as all conditions that are related to the job, including relationships with supervisors, colleagues, and subordinates.

Based on the definitions above, the work environment includes everything around the employee, both physical and non-physical, that influences their daily tasks and work performance.

Human resources can achieve maximum results in their work if supported by a comfortable work environment. A good or adequate work environment enables employees to perform their tasks optimally, comfortably, healthily, and safely. Mismatches in the work environment may become evident over an extended period. According to Laksmi (2016:172), factors that influence the work environment include cleanliness, room size, air temperature, ventilation, lighting, health facilities, provision of drinking water, clothing storage, flooring, machinery, first aid kits, and fire protection.

The work environment is the area where employees routinely perform their tasks. According to Luthans (2014:69), the dimensions and indicators of the work environment are:

- a. Physical Work Environment, consisting of: a) Workplace building, b) Adequate work equipment, c) Facilities, d) Work atmosphere
- b. Non-Physical Work Environment, consisting of: a) Peer relationships, b) Supervisor-employee relationships, c) Cooperation among employees

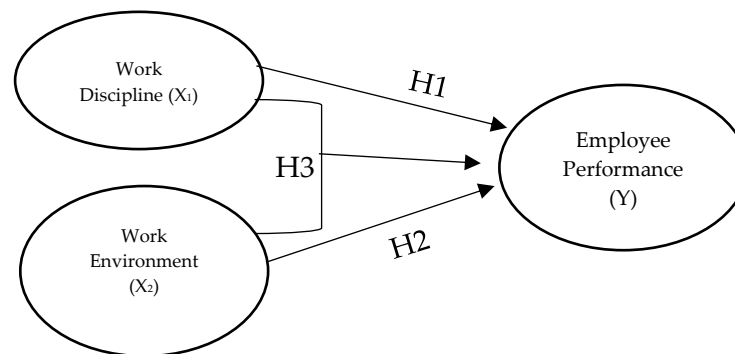


Figure 1. Conceptual Framework

Based on the diagram above, it is explained that Work Discipline (X₁) and Work Environment (X₂) are independent variables, while Employee Performance (Y) is the dependent variable.

4. Hypothesis

According to (Sugiyono, pada penelitian Putri et al., 2019) a hypothesis is defined as a temporary answer to the problem formulation. In the problem formulation, it has already been presented as a question. It is considered temporary because the answer provided is based only on related theory and not yet on scientific facts gathered from data collection. Based on this view, a hypothesis can be drawn as a preliminary answer that is yet to be fully verified. Its validity will be confirmed through research supported by relevant data. The hypotheses for this study are:

- a. It is suspected that work discipline affects employee performance;
- b. It is suspected that the work environment affects employee performance;
- c. It is suspected that work discipline and work environment jointly affect employee performance.

C. METHOD

The design of the entire process required to carry out the planning and execution of opinion-based research is often referred to as the research design, according to Silaen (2018:23). Sugiyono (2013:53) mentions several types of research, including:

1. Descriptive Research: This type of research is conducted to observe the value of independent variables, one or more variables, without making comparisons or linking them to other variables. It is done systematically and carefully.
2. Comparative Research: This is comparative research. The variables used in this research remain the same as independent variables, but the sampling is done for more than one sample or at different times.
3. Associative Research: This research aims to determine the influence between two or more variables. It has the highest level compared to descriptive and comparative research because it can be used to develop theories and observe certain phenomena.

This study employs associative research, aiming to understand the relationships among three variables: Work Discipline (X1) and Work Environment (X2), with Employee Performance (Y) as the dependent variable.

(Sunyoto, 2016:87) data obtained from research observations is classified as primary data. This data will be collected through questionnaires distributed to respondents sampled from the company's workforce. Meanwhile, other data from external sources, such as records, journals, tables, or diagrams, are considered secondary data. In this research, primary data is used and collected directly through questionnaires distributed to the workforce, with the collected data then processed by the researcher using SPSS.

The research object is the Regional Secretariat at the Central Government Office of Tangerang City, located at Jl. Satria – Sudirman No.1, RT.002/RW.001, Sukaasih, Kec. Tangerang, Banten. Data collection and information gathering for research purposes will be conducted from August to October 2024.

A population is the area of generalization comprising objects or subjects with specific quantity and characteristics determined by the researcher to be understood and from which conclusions can be drawn, as explained by Sugiyono (2013). A sample, on the other hand, is a subset of the population's characteristics, as stated by Sugiyono (2013:11). The advantage of using a sample is that it facilitates easier and more accurate data collection in research.

The sample in this study consists of 40 employees from the General Affairs Division of the Regional Secretariat of Tangerang City. The sampling technique used in this study is a saturated sampling technique, where the entire population is used as the sample.

Data analysis techniques in this study involve several tests, including:

1. Classical Assumption Tests (Normality Test, Multicollinearity Test, Heteroscedasticity Test)
2. Multiple Linear Regression and Determination Coefficient

3. Hypothesis Testing (t-test) and F-test

D. RESULTS AND DISCUSSION

1. Classical Assumption Test

The testing was conducted on the classical assumptions, including normality testing, multicollinearity testing, and heteroscedasticity testing.

a. Normality Test

The normality test aims to determine whether the processed data is normally distributed. The results can be observed in the histogram chart below:

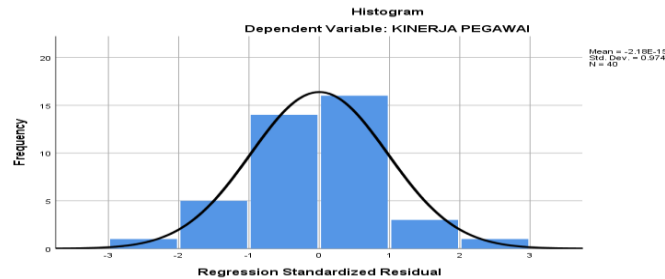


Figure 1. Normality Test Histogram

Source: SPSS 25 Data Processing Results

From the image above, we can see that the data is normally distributed as the line forms a bell shape, without skewing to the right or left.

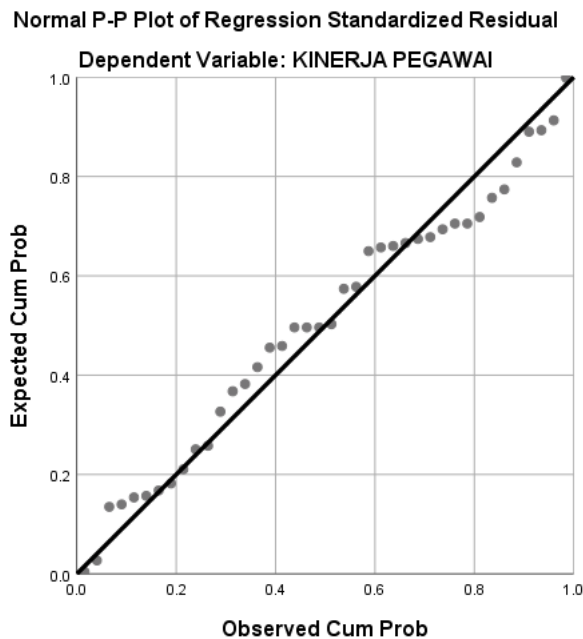


Figure 2. Normality Test Results: Probability P-P Plot

Source: SPSS 25 Data Processing Results

Based on the image above, it can be seen that the distribution of points near the diagonal line and approaching it indicates that the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test is used to determine whether there is a correlation between the independent variables and the dependent variable. In this test, we observe the Variance Inflation Factor (VIF) and tolerance values. If the VIF value is

less than 10 and the tolerance value is greater than 0.10, it indicates no multicollinearity symptoms.

Table 1. Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	5.875	4.064		1.446	.157		
	DISIPLIN KERJA	.353	.116	.421	3.039	.004	.514	1.945
	LINGKUNGAN KERJA	.522	.163	.443	3.197	.003	.514	1.945

a. Dependent Variable: KINERJA PEGAWAI

Source: SPSS 25 Data Processing Results

From the table above, it is shown that the variables Work Discipline (X1) and Work Environment (X2) have a VIF value of $1.945 < 10$ and a tolerance value of $0.514 > 0.10$. This indicates that there is no multicollinearity symptom.

c. Heteroskedasticity Test

The heteroskedasticity test is conducted using a Scatter Plot. This plot helps determine the presence or absence of heteroskedasticity by observing whether there is a specific pattern between SRESID and ZPRED.

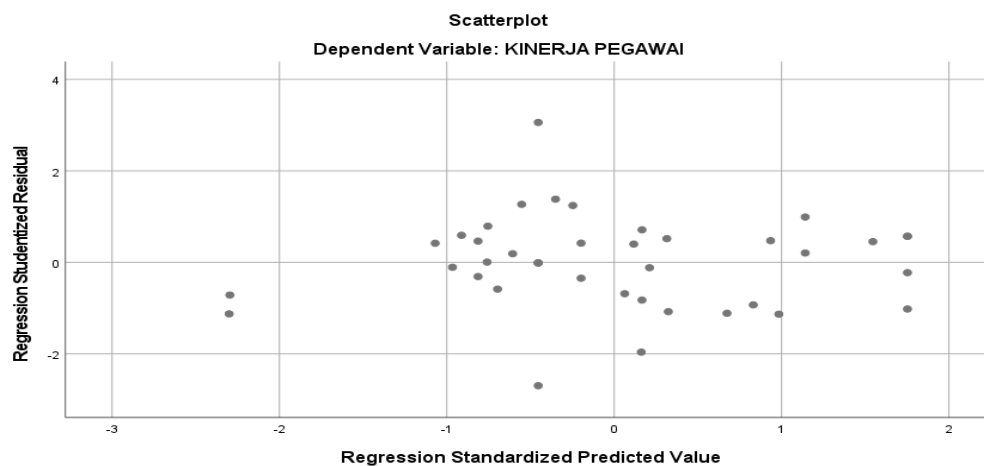


Figure 3. Heteroskedasticity Test Results Scatter Plot

Source: SPSS 25 Data Processing Results

Based on the image above, it can be stated that the points in the plot are scattered randomly and do not form any specific pattern, either above or below the zero point on the Y-axis. This indicates that the variables in this study do not experience heteroskedasticity issues.

2. Multiple Linear Regression

The calculation is used to test or examine whether the independent variables, work discipline and work environment, have a complete influence on the dependent variable, employee performance.

Table 2. Multiple Linear Regression Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.875	4.064		1.446	.157
	DISIPLIN KERJA	.353	.116	.421	3.039	.004
	LINGKUNGAN KERJA	.522	.163	.443	3.197	.003

a. Dependent Variable: KINERJA PEGAWAI

Source: SPSS 25 Data Processing Results

Multiple Linear Regression Equation is $Y = 5,875 + 0,353 X_1 + 0,522 X_2$. The value of variable Y is 5.875; this means that if work discipline and work environment have a value of 0, then the employee performance value is 5.875. If work discipline has a value of 0.353 and is positive or in the same direction, it means that if work discipline increases by 1% while the other independent variable (work environment) remains unchanged, employee performance will increase by 0.353%. If the work environment has a value of 0.522 and is positive or in the same direction, it means that if the work environment increases by 1% while the other independent variable (work discipline) remains the same, employee performance will increase by 0.522%.

3. Coefficient of Determination (R^2)

The *R Square* calculation is necessary to determine the contribution of the independent variables, namely work discipline and work environment, in the multiple linear regression model, showing the extent to which these independent variables influence variations in the dependent variable.

Table 3. Coefficient of Determination Calculation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.615	2.663

a. Predictors: (Constant), LINGKUNGAN KERJA, DISIPLIN KERJA

Source: SPSS 25 Data Processing Results

From the table above, the coefficient of determination (R^2) is shown as 0.634. This indicates that Work Discipline (X_1) and Work Environment (X_2) contribute 63.4% to Employee Performance (Y) in the General Affairs Division of the Regional Secretariat of Tangerang City. Meanwhile, the remaining 36.6% is contributed by other variables.

4. Hypothesis Testing

In hypothesis testing, a term called the significance level is often used. In this study, the researcher uses a significance level (error rate) of 5%. Hypothesis testing in this study includes partial testing (t-test) and joint testing (F-test).

a. t-Test Statistic

The t-test shows the extent to which an individual explanatory variable affects the variation in the dependent variable.

Table 4. Hypothesis Testing Results (t-Test)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.875	4.064		1.446	.157
	DISIPLIN KERJA	.353	.116	.421	3.039	.004
	LINGKUNGAN KERJA	.522	.163	.443	3.197	.003

a. Dependent Variable: KINERJA PEGAWAI

Source: SPSS 25 Data Processing Results

From the significance test results, the t-test shows that the work discipline variable (X1) yields a t-value of 3.039, which is greater than the t-table value of 1.993, with a significance value of $0.000 < 0.05$. Since the t-value is greater than the t-table value and the significance level is less than 0.05, H_0 is rejected, and H_a is accepted. It can be concluded that Work Discipline (X1) has a positive and significant influence on Employee Performance (Y) in the General Affairs Division of the Regional Secretariat of Tangerang City.

The t-test results indicate that the Work Environment variable (X2) has a t-value of 3.197, which is greater than the t-table value of 1.993, with a significance value of $0.000 < 0.05$. Since the t-value is greater than the t-table value and the significance level is less than 0.05, H_0 is rejected, and H_a is accepted. This implies that the Work Environment (X2) has a positive and significant influence on Employee Performance in the General Affairs Division of the Regional Secretariat of Tangerang City.

b. F-Test Statistic

The F-test results show that all independent variables included in the model have a simultaneous contribution to the dependent variable.

Table 5. F-Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455.334	2	227.667	32.097	.000 ^b
	Residual	262.441	37	7.093		
	Total	717.775	39			

a. Dependent Variable: KINERJA PEGAWAI

b. Predictors: (Constant), LINGKUNGAN KERJA, DISIPLIN KERJA

Source: Processed data, 2024

The F-test results show an F-value of 32.097, which is greater than the F-table value of 2.73, with a significance value of $0.000 < 0.05$. Since the F-value is greater than the F-table value and the significance level is less than 0.05, it can be concluded that Work Discipline (X₁) and Work Environment (X₂) have a positive and significant simultaneous effect on Employee Performance in the General Affairs Division of the Regional Secretariat of Tangerang City.

E. CONCLUSION

Based on the research testing results above, it is known that the variables Work Discipline (X₁) and Work Environment (X₂) have a positive and significant partial effect on Employee Performance (Y) in the General Affairs Division of the Regional Secretariat of Tangerang City. Additionally, Work Discipline (X₁) and Work Environment (X₂) have a positive and significant simultaneous effect on Employee Performance (Y) in the General Affairs Division of the Regional Secretariat of Tangerang City.

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