

The Influence Of Work Discipline, Organizational Commitment And Motivation For Employee Performance Communication And Information Service Binjai City

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Abstract

The research analysis aims to find out whether Work Discipline, Organizational Commitment, and Motivation affect the performance of Binjai City Communication and Information Service employees. The data analysis technique used is an associative research method with the help of the SPSS version 25 program. This research uses multiple linear regression analysis. The sample in this study was 45 respondents. Primary data collection uses a questionnaire. The results of the research show that work discipline has a partially positive and significant effect on the performance of employees of the Binjai City Communication and Information Service. Organizational commitment has a partially positive and significant effect on the performance of employees of the Binjai City Communication and Information Service. Motivation has no a partially effect on the performance of employees of the Binjai City Communication and Information Service. Work discipline, organizational commitment and motivation simultaneously have a positive and significant effect on the performance of employees of the Binjai City Communication and Information Service.

Keywords:

Work Discipline, Organizational Commitment, Employee Motivation and
Performance

Introduction

Employees are assets and function as capital (non-material/non-financial) in a business organization that can be realized into real potential physically and non-



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physically in realizing the existence of the organization. According to Mangkunegara (2019), human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of services, integration, and separation of labor in order to achieve organizational goals. Superior human resources need to be owned by companies in the true sense, namely resources that can provide the expected results, workforce development must continue to be carried out. A measure of the competitive advantage of human resources is the level of work discipline shown by employees. Human resources in the company need to demonstrate a high level of professionalism.

The success of a company can be determined by a very important aspect, namely work discipline. Disciplined employees tend to be more organized, efficient, and focused in carrying out their responsibilities. This results in an increase in overall productivity and work effectiveness. Employees must clearly understand the regulations, policies, and work standards set by the company.

Based on the statement (Hasibuan, 2019) discipline is a form of obedience and willingness of a person to follow directions and rules and be aware of a form of consequences if they do not obey these rules. Since most of the work can be completed by highly disciplined employees, discipline is the most important function of HRM. Work discipline is very important for the success of a company because it can increase productivity. Disciplined employees tend to be more focused, efficient, and able to complete tasks on time. Disciplined employees are usually more thorough and produce high-quality work. This helps improve reputation and customer satisfaction. An orderly and organized work environment if all employees can be disciplined. This helps build a positive organizational culture.

Disciplined employees will not waste time and resources. This can reduce the company's operational costs. With disciplined employees, managers can focus on strategic planning and oversight rather than having to take care of disciplinary issues. Employees who feel appreciated for their discipline tend to be more loyal to the company. Therefore, it is very important to build a culture of high work discipline for the long-term success of the company. Companies must have effective policies, training, and oversight in place to encourage discipline among employees.

This research was conducted by the Binjai City Communication and Information Office. The Communication and Informatics Office is an implementing element of the Regional Government, which is led by the Head of the Service and has the task of carrying out local government affairs in the field of communication and



informatics based on decentralization and assistance duties. The Communication, Informatics and Cryptography Office has the task of carrying out local government affairs/provincial authority in the technical field of telematics applications, public opinion, institutional relations, communication facilities, dissemination, posts, telecommunications, information data and mass media development as well as assistance duties.

Table 1 Elements in Employee Performance Assessment

It	Elements of Employee Performance Assessment	Category
1	Have the skills and master all the ins and outs of their field of duty and other fields related to their duties	Not Optimal
2	Have skills in carrying out their duties	Optimal
3	Have experience in their field of duty and other fields related to their duties	Optimal
4	Be earnest and know no time in carrying out their duties	Not Optimal
5	Have freshness and good physical and spiritual health	Not Optimal
6	Carry out tasks effectively and successfully	Not Optimal
7	The work results exceed the specified average work results, both in terms of quality and in terms of quantity	Not Optimal

Source : Binjai City Communication and Information Office, 2025

Based on the table above, it can be seen that several elements of employee performance assessment are not optimal, namely the element of skill in mastering *job desc*, seriousness in carrying out tasks that are assessed in the category is not optimal because the employee's work results have not been able to realize 80% of the minimum target of work results in accordance with the aspect of assessing the mastery of the job, skills and work experience of the employee.

Based on the assessment of employee performance, several elements of employee performance assessment can be seen, namely the element of skill in mastering *job desc*, seriousness in carrying out tasks that are assessed in the category of not optimal because the employee's work results have not been able to realize 80% of the minimum target of work results in accordance with the aspect of assessing the mastery of the job, skills and work experience of the employee.

The researcher conducted a pre-survey to assess the level of employee work discipline. A disciplined employee can be identified as an employee who always comes and goes home on time, does his duties well and complies with all applicable organizational rules and norms. Jufrizen and Hadi (2021) stated that work discipline



has a positive effect on employee performance, meaning that if work discipline increases, it will also improve employee performance.

The aspect of organizational commitment is the ability and ability to behave and act to realize the organization's vision and mission. Low employee work commitment can be a factor that can affect employee work results in achieving company goals. Employees who are less committed tend not to obey the rules and procedures of employee work. It can be concluded that the level of employee work commitment is still not good to contribute to the company. Based on the description of the research problem above, the researcher is interested and wants to conduct a research entitled: **"The Influence of Work Discipline, Organizational Commitment, and Motivation on the Performance of Employees of the Communication and Information Service of Binjai City"**.

Employee Performance

Every worker hopes to produce good performance. (Kasmir, 2019) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Disciplined employees tend to be more focused, efficient, and able to complete tasks on time. Disciplined employees are usually more thorough and produce high-quality work. This helps improve reputation and customer satisfaction. An orderly and organized work environment if all employees can be disciplined. This helps build a positive organizational culture. Disciplined employees will not waste time and resources.

According to (Hasibuan, 2019) discipline is a form of obedience and willingness of a person to follow directions and rules and be aware of a form of consequences if they do not obey these rules. The success of a company is largely determined by the characteristics of employees who can work in a disciplined manner following the rules that apply in the company. Discipline is defined by (Sutrisno, 2019) as individual behavior that is in line with applicable rules, work procedures or discipline, namely a person's attitude, behavior, and actions based on written and unwritten company standards. When employee discipline is poor, it is difficult for workers to give their best work).

Factors that affect employee performance

Employee performance can be affected by various factors so that by knowing these factors, the company can improve the performance of its employees. Disciplined employees tend to be more organized, efficient, and focused in carrying out their responsibilities. This results in an increase in overall productivity and work



effectiveness. Employees must clearly understand the regulations, policies, and work standards that apply in the company

Work Discipline

Disciplined employees tend to be more focused, efficient, and able to complete tasks on time. Disciplined employees are usually more thorough and produce high-quality work. This helps improve reputation and customer satisfaction. An orderly and organized work environment if all employees can be disciplined. This helps build a positive organizational culture. Disciplined employees will not waste time and resources.

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Organizational Commitment

Robbins and Judge (2018) argue that organizational commitment is the level at which a worker identifies an organization, his goals and expectations to become a member of the organization. According to (Siagian, 2018) leadership is a way to influence others in order to follow and achieve a plan or strategy that has been set by the leader himself. According to (Rivai, 2019) leadership style is a form of a person's ability to persuade others to accept and implement their wishes in line with a previously prepared strategy to achieve the goals set by the leader. A leader's ability to influence others determines how much the leader's role achieves the success of an organization. Effective leaders can be seen from the achievement of the work results of their members in accordance with the realization of work results in accordance with the planned work targets. Leaders can prepare reliable successors to ensure the sustainability of leadership. Strong leaders can build an organizational culture that supports the company's mission and values. This helps to strengthen the company's identity and increase employee engagement. As such, effective leadership is a key factor for the long-term success of a company.

Work Motivation



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Work motivation is very important because it can shape employee work behavior. Motivation is a process in which the need drives a person to do a series of activities that lead to the achievement of certain goals. Work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals (Mangkunegara, 2019). According to (Anoraga, 2019) work motivation is something that causes enthusiasm or encouragement to work. Therefore, work motivation in work psychology is commonly called a driver of work morale. The strength and weakness of a worker's work motivation also determines the size of his achievements. According to (Hasibuan, 2019) work motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals.

Conceptual Framework

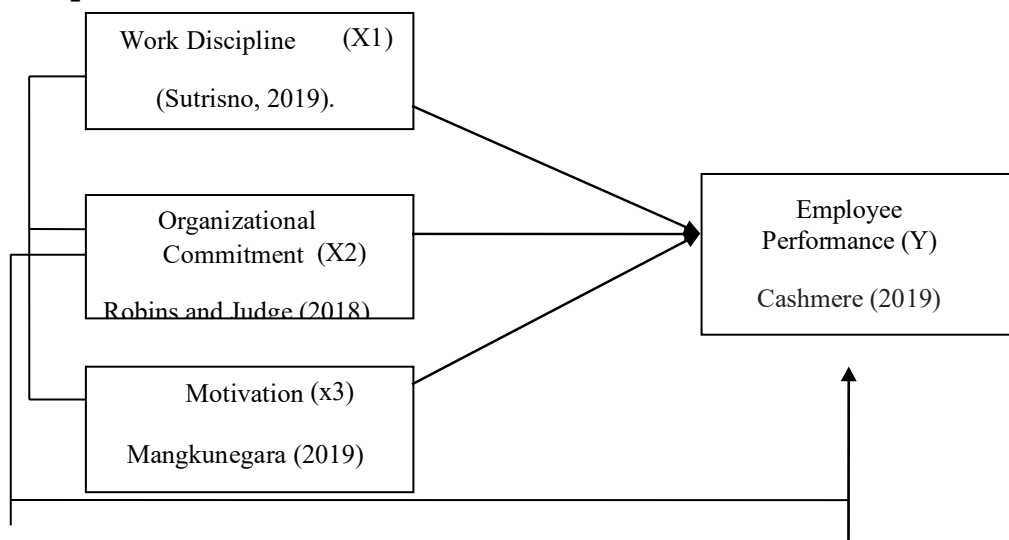


Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

1. Work discipline has a positive and partially significant effect on the performance of employees of the Binjai City Communication and Information Office.
2. The organization's commitment has a positive and significant effect on the performance of employees of the Binjai City Communication and Information Office.



3. Motivation has a positive and partially significant effect on the performance of employees of the Binjai City Communication and Information Office.
4. Work discipline, organizational commitment and motivation have a positive and significant effect simultaneously on the performance of employees of the Binjai City Communication and Information Office.

Research Methods

This research method is quantitative associative, which is a research method by examining the causal relationship between independent and dependent variables. (Manullang and Pakpahan, 2018). This research was conducted at the Communication and Information Office of Binjai City which is located at Jalan Kartini, Kec. The research was conducted from March 2024 to July 2024.

The research variables include what variables will be studied. This study uses 3 (three) independent variables, namely Work Discipline (X_1), Organizational Commitment (X_2), Motivation (X_3) and 1 (one) dependent variable, namely employee performance (Y). The population in this study is all employees of the Binjai City Communication and Information Office totaling 45 people. Sampling using saturated samples is a sampling technique when all members of the population are sampled. So, the number of samples to be studied in this study was rounded to 45 respondents. The type of data in this study is primary data. Primary data is data obtained directly from respondents through questionnaires to the source, namely respondents. Data collection techniques using interviews and questionnaires.

RESEARCH RESULTS AND DISCUSSION

Validity Test

According to Sugiono (2019), if the data collected and the information found in the article studied are similar, then the findings of the study are valid.

Table 2. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Discipline Work (X_1)	X1.1	0.401	0,3	Valid
	X1.2	0.610		Valid
	X1.3	0.693		Valid
	X1.4	0.632		Valid
	X1.5	0.709		Valid
	X1.6	0.785		Valid



Variable	Question Item	Corrected Item Corelation	r-mean	Result
	X1.7	0.491		Valid
	X1.8	0.531		Valid
Organizational Commitment (X2)	X1.1	0.411	0,3	Valid
	X2.2	0.509		Valid
	X2.3	0.879		Valid
	X2.4	0.788		Valid
	X2.5	0.879		Valid
	X2.6	0.788		Valid
Motivation (x3)	X3.1	0.646		Valid
	X3.2	0.600		Valid
	X3.3	0.693	0,3	Valid
	X3.4	0.391		Valid
	X3.5	0.646		Valid
	X3.6	0.600		Valid
	X3.7	0.693		Valid
	X3.8	0.710		Valid
Employee Performance (Y)	Y.1	0.493	0,3	Valid
	Y.2	0.517		Valid
	Y.. 3	0.700		Valid
	Y.4	0.591		Valid
	Y.. 5	0.651		Valid
	Y.6	0.454		Valid
	Y.7	0.629		Valid
	Y.8	0.673		Valid
	Y.9 reviews	0.378		Valid
	Y.10	0.570		Valid
	Y.11	0.663		Valid
	Y.12	0.561		Valid

Source : SPSS Output ver 25 (2025)

The data collected through the questionnaire must be tested so that the research results can represent the research results objectively. Testing the collected data can be carried out by conducting a validity test by referring to Cronbach's alpha value which should not be less than 0.3 then the data is suitable for analysis.



Reliability Test

This test is intended to measure the internal consistency of a data measurement instrument being studied.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Discipline (X1)	0,861	8
Organizational Commitment (X2)	0.884	6
Motivation (x3)	0,866	8
Performance (Y)	0,878	12

Source : SPSS Output ver 25 (2025)

Looking at the results of the SPSS output, it can be seen that the value of Cronbach's Alpha for each large variable exceeds (>0.60). Thus, it is assumed that the questions given to respondents are reliable or expected to be reliable. reliable.

Normality Test

This test is intended to test and ensure that the data studied has been distributed normally so that it is suitable as data to be analyzed.

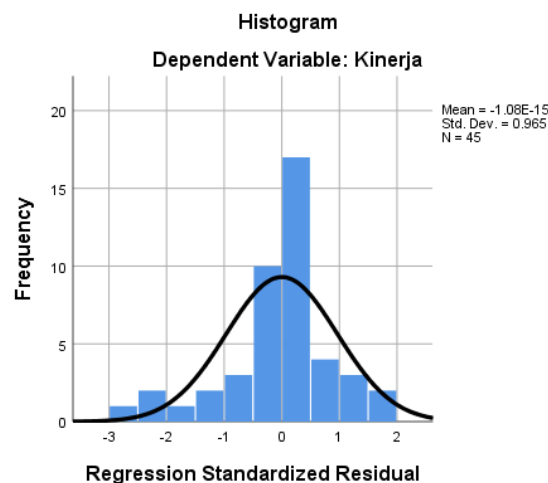


Figure 2. Histogram Test

Source : SPSS Output ver 25 (2025)

Figure 2 is the findings of the histogram assumption test showing that the information is spread regularly, where the histogram image has a line that frames the bell and there is enough convex in the middle.

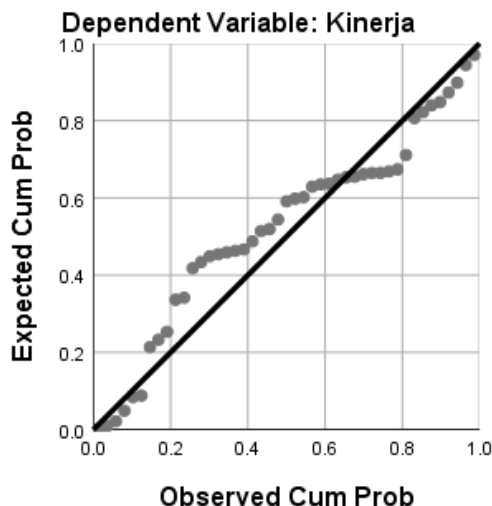


Figure 3. PP Plot Test

Source : SPSS Output ver 25 (2025)

Figure 3 is the result of the data normality test using PP Plot, it tends to be seen that the focus of information is scattered from corner to corner so that the information circulates.

Multicollinearity Test

This test in the regression model is intended to detect the presence or absence of a strong linear relationship between independent variables (predictors). It can be said that multicollinearity occurs when the independent variables in the regression model are highly correlated with each other

Table 4. Multicollinearity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Work Discipline	.689	1,451
Organizational Commitment	.659	1,519
Motivation	.945	1,058

Source : SPSS Output ver 25 (2025)



Based on the information in table 8, it can be seen that the resilience value of all autonomous factors is like the predetermined value, which is 0.1, and the VIF value of all independent factors is like the predetermined value, which is 10, so there is no multicollinearity.

Heteroscedasticity Test

This test is intended to see if there is an inequality of variance from the residual of one observation to another in the regression model.

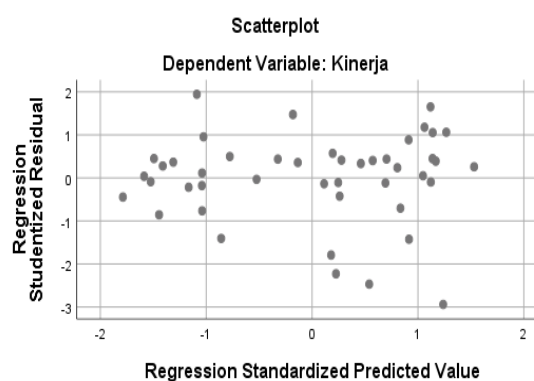


Figure 4. Heterokedesity Test

Source : SPSS Output ver 25 (2025)

Figure 4 shows that the next focus is scattered haphazardly and does not frame any specific pattern examples or lines. These results state that this relapse model is free from heteroscedasticity problems.

Multiple Linear Regression

Table 5. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardize d Coefficients
		B	Std. Error	Beta
1	(Constant)	4.047	3.680	
	Work Discipline	0.567	0.106	0.453
	Organizational Commitment	0.883	0.142	0.541
	Work Motivation	0.090	0.106	0.062

a. Dependent Variable: Employee Performance



Source : SPSS Output ver 25 (2025)

Based on the table above, an equation can be formulated:

$$Y = 4,047 + 0,567X_1 + 0,883 X_2 + 0,090 X_3$$

Partial Hypothesis Test (t-Test)

This test is intended to assess the significance of the influence of each independent variable (predictor) on the dependent variable individually in the regression model

Table 6. Results of Partial Hypothesis Test

Coefficients ^a					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.047	3.680		1.100	0.278
Work Discipline	0.567	0.106	0.453	5.336	0.000
Organizational Commitment	0.883	0.142	0.541	6.222	0.000
Work Motivation	0.090	0.106	0.062	0.849	0.401

a. Dependent Variable: Employee Performance

Source : SPSS Output ver 25

(2025)

1. The test results for the work discipline variable showed a tcount value of 5.336 > a ttable of 2.01 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that work discipline had a positive and partially significant effect on employee performance.
2. The test results for the organizational commitment variable showed a calculated value of 6.222 > a table of 2.01 with a significant value of 0.000 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that organizational commitment had a positive and partially significant effect on employee performance.
3. The test results for the motivation variable showed a tcount value of 0.849 < ttable of 2.01 with a significant value of 0.849 > 0.05, then the H3 hypothesis was



accepted and H0 was rejected, meaning that work motivation did not have a significant partial effect on employee performance.

Test F

Simultaneous hypothesis tests, also known as global hypothesis tests or F-tests, are intended to evaluate the significance of the simultaneous influence of all independent variables (predictors) on dependent variables in a regression model.

Table 7. Results of Simultaneous Hypothesis Tests
ANOVA^b

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2043.526	3	681.175	53.286	.000a
Residual	524.119	41	12.783		
Total	2567.644	44			

a. Predictors: (Constant), Motivation, Work Discipline, Organizational Commitment

b. Dependent Variable: Employee Performance

Source : SPSS Output ver 25 (2025)

The simultaneous hypothesis test or F test proves that the value of F is calculated as 53.286 which is greater than 2.79 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that work discipline, organizational commitment and motivation have a significant effect simultaneously on employee performance.

R2 Test (Determination)

The measure of how good *of fit the* regression line fits with the data is called the determination coefficient or often known as R-squared or R². In the regression model, the magnitude of the independent variable can explain the variance of the dependent variable can be indicated by the determination coefficient. The following is a table of the results of the determination coefficient:

Table 8. Determination Coefficient Test Results



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Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892a	.796	.781	3.757

a. Predictors: Dependent Variable: Performance

Source : SPSS Output ver 25 (2025)

The results showed that the *adjusted R Square* value of 0.781 which can be called a determination coefficient which in this case means that 78.1% of employee performance can be obtained and explained by work ability, work discipline and organizational commitment while the remaining 21.9% is explained by other factors or variables outside the research model.

Discussion of Research Results

1. The Effect of Work Discipline on the Performance of Employees of the Communication and Information Service of Binjai City

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "work discipline has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a *t*cal value of 5.336 > a *t*table of 2.00 with a significant value of 0.000 < 0.05, then the H1 hypothesis is accepted and H0 is rejected, meaning that work discipline has a positive and partially significant effect on employee performance.

The positive direction states that the greater the influence of work discipline, the more employee performance will also improve. This means that when there is an increase in work discipline with indicators of obedience to time rules, obedience to company regulations, obedience to rules of conduct at work according to the position and obedience to the norms in the company , it will have an impact on improving employee performance. The findings of this study are in line with research (Ariesni and Asnur, 2021) which states that work discipline has a significant effect on employee performance. The findings of the study are in line with the purpose of the study, which is to find out whether work discipline has a significant effect on employee performance. Disciplined employees tend to adhere to the rules and procedures that have been set, which will increase work efficiency. Work discipline helps employees to focus more on their tasks, thereby increasing productivity and work output.



2. The Effect of Organizational Commitment on the Performance of Employees of the Communication and Information Service of Binjai City

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "organizational commitment has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a tcal value of $6.222 > t_{table}$ of 2.00 with a significant value of $0.000 < 0.05$, then the H2 hypothesis is accepted and H0 is rejected, meaning that organizational commitment has a positive and partially significant effect on employee performance.

The positive direction shows that an increase in organizational commitment can lead to an increase in employee performance, in other words when there is an increase in organizational commitment with indicators of affective commitment, continuation commitment and normative commitment, it has an impact on improving employee performance. The findings of this study are in line with research (Cahyani and Anggun, 2019) which states that organizational commitment has a significant effect on employee performance. The findings of the research are in line with the purpose of the research, which is to find out whether organizational commitment affects employee performance. Committed employees tend to be more motivated to achieve organizational goals, which has a positive impact on their performance. High commitment often correlates with better job satisfaction, which can improve productivity and job quality.

3. The Effect of Motivation on the Performance of Employees of the Binjai City Communication and Information Office

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "motivation has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a tcal value of $0.849 < t_{table}$ of 2.00 with a significant value of $0.401 > 0.05$, then the H3 hypothesis was rejected and H0 was accepted, meaning that motivation did not have a significant partial effect on employee performance.

The positive direction shows that increasing motivation can cause an insignificant increase in employee performance, in other words when there is an increase in motivation with indicators of physiological needs, security needs, social needs and self-esteem, it has an insignificant impact on improving employee performance. The findings of this study are in line with research (Kasyifillah, 2023) which states that motivation does not have a significant effect on employee performance. If employees



do not have a clear understanding of the organization's goals and expectations, their motivation may be misdirected and thus not improve performance.

4. The Influence of Work Discipline, Organizational Commitment and Motivation Simultaneously on the Performance of Employees of the Communication and Information Service of Binjai City

Based on various theories and results of previous research, the researcher has proposed a hypothesis that work discipline, organizational commitment and motivation simultaneously have a positive and significant effect on employee performance. The results of this study explain that work discipline, organizational commitment and motivation have a positive and significant effect simultaneously on performance.

This can be seen from the value of F calculation of 53.286 which is greater than 2.79 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that work discipline, organizational commitment and motivation have a significant effect simultaneously on employee performance. The positive direction shows that every improvement in work discipline, organizational commitment and motivation will lead to an increase in employee performance at the same time.

The results of this study are in accordance with the purpose of the research carried out, which is to find out whether the influence of work discipline, organizational commitment and motivation simultaneously has a positive and significant effect on employee performance . The results of this study have solved problems related to employee performance that is not optimal.

Conclusion

1. The calculation value is $5.336 >$ the table is 2.00 with a significant value of $0.000 < 0.05$, then the H1 hypothesis is accepted and H0 is rejected, meaning that work discipline has a positive and partially significant effect on the performance of employees of the Binjai City Communication and Information Office.
2. The calculation value is $6.222 >$ the table is 2.00 with a significant value of $0.000 < 0.05$, then the H2 hypothesis is accepted and H0 is rejected, meaning that the organization's commitment has a positive and partially significant effect on the performance of employees of the Binjai City Communication and Information Office.



3. The calculation value is $0.849 < \text{the table is } 2.00$ with a significant value of $0.401 > 0.05$, then the H3 hypothesis is rejected and H0 is accepted, meaning that Motivation does not have a significant partial effect on the performance of employees of the Binjai City Communication and Information Office.
4. The value of F is calculated as 53.286 which is greater than 2.79 and the significant value of 0.000 is less than 0.05 so it can be concluded that work discipline, organizational commitment and motivation have a positive and significant effect simultaneously on the performance of employees of the Binjai City Communication and Information Office.

Suggestion

1. Companies must be able to improve work discipline, namely by creating well-documented work rules and policies, such as working hours, attendance, and procedures. The Binjai City Diskominfo must ensure that all employees understand and comply with the applicable rules. Leaders must set an example in discipline and enforce rules fairly and consistently.
2. The Binjai City Diskominfo must be able to increase organizational commitment by providing training and development programs for members. This shows that the organization cares about the development of the individual. Give public recognition for valuable contributions. Appreciation can increase loyalty and commitment. Give members the opportunity to make decisions and contribute to planning. A sense of belonging will increase commitment.
3. The Binjai City Diskominfo must be able to increase employee motivation by establishing open communication between management and employees. Ask them for their opinion and listen to their input. Give tasks that are challenging but still allow employees to feel capable of completing them. This can increase engagement. Encourage employees to innovate and come up with new ideas. This makes them feel that they have a role in the development of related agencies.
4. The Binjai City Diskominfo must be able to improve employee performance by providing training to improve employee skills and competencies. Companies must provide career development programs.

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