

THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, WORK SPIRIT, AND JOB TRAINING ON EMPLOYEE PERFORMANCE AT PT. NASHA POULTRY INDONESIA



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Abstract

The purpose of this research is to determine and analyze the influence of work discipline on employee performance, to determine and analyze the influence of motivation on employee performance, then to determine and analyze work morale on employee performance, as well as to determine and analyze work training on employee performance at PT. Nasha Poultry Indonesia - West Sumatra. This research uses associative research with a sample of 101 respondents who are employees of PT. Nasha Poultry Indonesia. The data collection technique uses a list of questions such as a questionnaire and the data analysis technique uses Partial Least Square (SmartPLS) to test the four hypotheses proposed in this research. The research results show that: 1. Work Discipline has no negative and insignificant effect on the performance of employees at PT. Nasha Poultry Indonesia, then 2. Work Motivation has a negative and insignificant effect on the performance of employees at PT. Nasha Poultry Indonesia, 3. Work morale has a positive and significant effect on the performance of employees at PT. Nasha Poultry Indonesia, and 4. Job Training has a positive and significant effect on employee performance at PT. Nasha Poultry Indonesia.

Keywords: Work Discipline, Work Motivation, Work Enthusiasm, Job Training, Employee Performance

INTRODUCTION

In general, every company is required to be able to compete with other companies. The company always tries to be superior to competitors so that the company's goals are achieved. Company goals will be achieved if the company has competent human resources. HR is a very important aspect in a company where HR determines the company's success. Without humans in a company, the company will not run well because humans are the driving factor in all aspects of activities in a company (Rinayanti, 2023).

To obtain competent human resources, management leaders must manage the existing human resources carefully and as well as possible. In management, performance is one of the benchmarks for determining the competent level of HR. The better the employee's performance, the better the company. One of the factors that influence a company's level of success is the performance of its employees. Performance is the result of an employee's work based on the abilities they have. One effort to improve employee performance to increase work productivity is by having good work discipline, providing motivation from company leaders and other fellow employees to increase work morale, and providing training to improve employee work abilities and skills.

A company's progress is not only determined by the work results of its employees but is also seen by the discipline of its employees. Good discipline will help the company achieve its goals. In HRM, discipline is a management action to encourage employees to fulfill the demands of various jobs. In other words, work discipline is a person's habits in the work environment that shape skills, attitudes, and behavior in every activity that is carried out voluntarily and continuously.

Apart from discipline, there is also motivation and work enthusiasm which can improve employee performance (Yusnar et al, 2023). What is often forgotten by some people is the importance of providing motivation and enthusiasm, because motivation drives the emergence of enthusiasm for employees in various forms to increase employee enthusiasm at work to produce maximum performance (Miftahul & Ratnawati, 2023). With motivation, it is hoped that it can provide increased employee performance. To achieve company goals,

it is very important to have maximum performance from employees. To get employees with maximum performance, companies need to conduct employee training. Training is a way to improve workforce skills by providing training according to their field of work (de Nichilo, 2023).

PT. Nasha Poultry Indonesia was founded in January 2010 by the owner of the company Mr. Drh. Darwin Zapo which is on Jl. Tan Malaka Km. 5 Koto Baru Simalanggang District. Fifty Cities of Payakumbuh-West Sumatra. PT. Nasha Poultry Indonesia is the parent of the Poultry Shop, Farm division, then under the auspices of PT. Nasha Poultry Indonesia has something called the Indonesian Embassy or Sub-sub-business of the business branch of PT. Nasha Poultry Shop is a distributor of Feed, Eggs, and Chickens. PT. Nasha Poultry Indonesia is a company that operates in the livestock sector, a company that sells various types of animal feed such as MCL, Br016, 801S, 800M, K204, Sp106, and CA, then sells medicines and vaccines for DOC chickens. Apart from that, PT. Nasha sells eggs from the chickens they raise from Nasa Farm 1 to Nasa Farm 4 which have thousands of laying hens. So, the number of eggs they get is quite similar to the chickens that PT. Nasha looks after it. PT. Nasha has many regular customers who buy feed for livestock. Likewise with PT. egg sales. Nasha Poultry Indonesia has sold to several cities such as Java, Padang, Pariaman, Bengkulu, Riau, Pesisir, and there are many more customers at PT. Nasha Poultry Indonesia. PT. Nasha Poultry Indonesia also collaborates with PT. Mabar Feed, PT. Gold Coin Indonesia, and PT. Sreeya Sewu Indonesia.

Based on survey results from observations on MSIB (Certified Independent Study and Internship) activities that the author conducted at PT. Nasha Poultry Indonesia in Payahkumbuh, there are several problems within the company, especially the problem of employee performance which is still not optimal. It can be seen from several employees who are still undisciplined, such as often arriving late, smoking, and chatting with other employees during working hours, this is because employees feel less motivated at work. Rarely providing motivation is the reason employees do not work optimally. Apart from

rarely providing motivation, training is also rarely provided by the company so this results in employees being confused and asking other employees.

REVIEW OF LITERATURE

Work Discipline

According to Siagian (2009, p. 305): Employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance. According to Sutrisno (2009, p. 87), work discipline is a tool to motivate employees so that each job can run smoothly, so efforts must be made to ensure that there is good work discipline. Terry does not agree that work discipline is only associated with unpleasant things (punishment), because in fact, punishment is the ultimate tool for enforcing work discipline.

According to Rivai (2013: 444), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. The impact of work discipline for the company is that by having good discipline from employees, such as arriving on time, carrying out work following what has been determined by the company, and obeying the company, the employee's performance will be able to improve so that the company's targets will be achieved. Several expert opinions, show that there are many types of opinions regarding employee discipline, so it can be concluded that work discipline is employee compliance or adherence to applicable rules.

Work Motivation

Motivation comes from the basic word motive which means the urge in human nature to act and act. According to Hasibuan (2007, p. 92), Motivation is about how to encourage subordinates' passion for work so that they are willing to work hard by giving all their abilities and skills to realize the company's goals.

According to Samsudin (2010, p. 281), motivation is the process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has been determined.

According to Rivai (2009, p. 837), Motivation is a series of attitudes and values that influence individuals to achieve specific things following individual goals. These attitudes and values are visible and provide the power to encourage individuals to behave to achieve goals. Several expert opinions, show that there are many types of opinions in looking at employee motivation, so it can be concluded that motivation is the driving force or driver for someone to want to act and work diligently following their duties and obligations.

Work Spirit

According to Hasibuan (2009), work enthusiasm is a person's desire and ability to do their work well and with discipline to achieve maximum work performance. According to Azwar (2005), work enthusiasm is a description of feelings related to the character/spirit of group spirit, joy/activity for groups of workers which shows the climate and atmosphere of workers.

According to Halsay (2003), work enthusiasm is a feeling of readiness that allows a worker to produce more and better work without increasing fatigue. From several expert opinions showing the many types of opinions in looking at work enthusiasm, it can be concluded that work spirit is a description of feelings in the form of desire, ability, interest, and enthusiasm shown by a worker in carrying out work diligently, disciplined and diligently to produce good work. more, faster, and better.

Work Training

According to Widodo (2015: 82), training is a series of individual activities to systematically improve skills and knowledge so that they can have professional performance in their field. According to Rachmawati (2008: 110), training is an environmental forum for employees, where they acquire or learn specific attitudes, abilities, skills, knowledge, and behavior related to work.

According to Rivai and Sagala (2011:212), training is a process of systematically changing employee behavior to achieve organizational goals. From several expert opinions, it can be concluded that job training is a whole activity, to provide, obtain, improve, and develop work competency, productivity, discipline, attitude, and work ethic at a certain level of skills and expertise following the level and qualifications of the position or worker (Sauerman & Isbahi, 2023).

Employee Performance

According to Moeheriono (2012, p. 95), "Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through the strategic planning of an organization."

According to Mangkunegara (2013, p. 67), states: "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him"

According to Rivai (2009, p. 604), "performance is a complete display of changes during a certain period, a result or achievement that is influenced by the company's operational activities in utilizing the resources it has." Based on the understanding of experts, it can be concluded that performance is the work result achieved by an employee in a job according to certain criteria that apply to a particular job.

Based on direct observations obtained by researchers regarding phenomena that occur in the field, even though the company has and implements regulations regarding discipline following PT work regulations. It turns out that there are still employees who violate Nasha Poultry Indonesia, such as employees who often don't arrive on time, and employees who often postpone work so that they are not effective in their work which causes their work not to be completed on time.

Previous Research

Ainun Permata Sari (2021) conducted research entitled *The Influence of Work Discipline, Work Motivation and Job Training on Employee Performance at PT Telekomunikasi Indonesia Tbk Medan Branch*. The research results show that partial work discipline has a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Tbk Medan Branch. Partially, it is known that motivation has a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Tbk Medan Branch. Likewise, job training has a positive and significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk Medan Branch. Meanwhile, simultaneously this research proves that work discipline, work motivation, and work training have a positive and significant effect on employee performance at PT. Telekomunikasi Indonesia Tbk Medan Branch.

From several theoretical descriptions that have been put forward, the conceptual framework model in this research is:

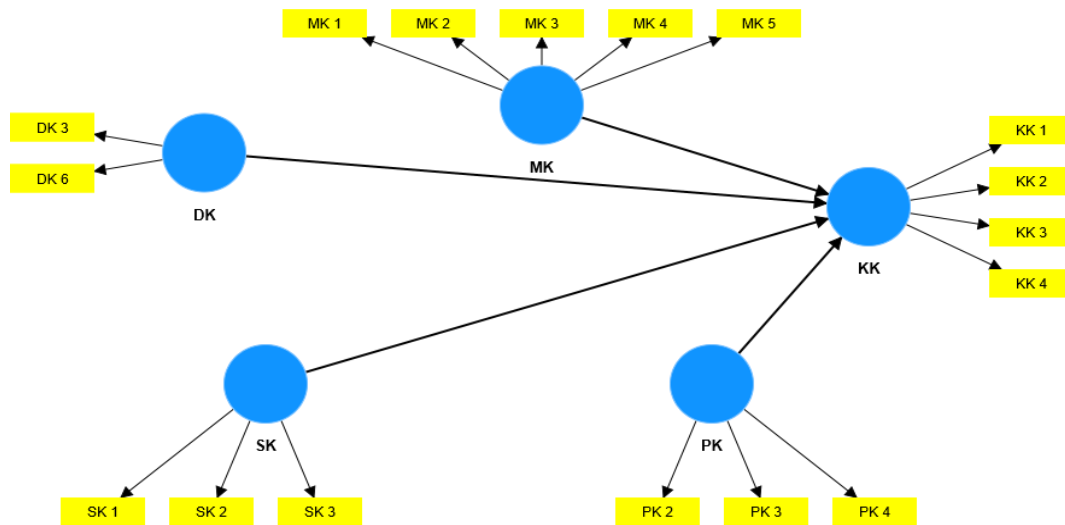


Figure 1.
Conceptual Framework

The hypothesis in this research is as follows:

H1: Work discipline is thought to have a positive and significant effect on employee performance at PT Nasha Poultry Indonesia

H2: Work Motivation is thought to have a positive and significant effect on employee performance at PT Nasha Poultry Indonesia

H3: Work Morale is thought to have a positive and significant effect on employee performance at PT Nasha Poultry Indonesia

H4: Job training is thought to have a positive and significant effect on employee performance at PT Nasha Poultry Indonesia

RESEARCH METHOD

Types and Nature of Research

This research was conducted at PT. Nasha Poultry Indonesia which is located at JL. Tan Malaka KM. 5 Koto Baru Simalanggang, Payahkumbuh District, Lima Puluh Kota Sumatera Barat Regency. This type of research is quantitative descriptive, namely research that measures the strength of the relationship between two or more variables. According to (Arikunto, 2012). The collection of basic data required for this research was carried out utilizing a questionnaire, namely by distributing a series of questions that were directly prepared by the researcher to the sources to be filled in correctly. When compiling the questionnaire, the researcher used a 1-5 Likert scale to measure variables relevant to the research. The scale is used to measure quantitative research object variables. If the respondent answers Strongly Agree, it means the score obtained is Strongly Agree =5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1. The population of this research is employees of PT. Nasha Poultry Indonesia with a sample of 101 respondents.

Research Types and Designs

Based on the description of the research model above, this research used a sample of 101 respondents. The area used as the object in this research is PT. Nasha Poultry Indonesia Payahkumbuh.

Variables and Indicators

The independent variables used in this research are Work Discipline (X1), Work Motivation (X2), Work Spirit (X3), and Job Training (X4), and the dependent variable is Employee Performance. The work discipline variable is measured with 2 indicator items, the work motivation variable is measured with 5 indicator items, work enthusiasm is measured with 3 indicator items, job training is measured with 3 indicator items and employee performance is measured with 4 indicator items.

Validity and Reliability Test

The measurement model or external model with reflex indicators is evaluated with convergent validity and discriminant validity of indicators and comprehensive reliability of the indicator block (Ghozali, 2016).

Based on the correlation between item scores/component scores and construct scores calculated with PLS, the convergent validity of the measurement model with reflexive indices was evaluated. If the correlation between the individual reflectivity measure and the structure to be measured is greater than 0.70 then it is considered high. To facilitate research, it is sufficient to set the load value at 0.5 to 0.6 at the initial stage of developing the measurement scale (chin in Ghozali, 2016).

If all indicators are standardized, the indicators are the same as the block community average. This measurement can be used to measure the reliability of latent variable component scores and the results are more conservative than composite reliability (pc). It is recommended that the AVE value should be greater than 0.50 (Fornell & Lacker in Ghozali 2016).

Composite Reliability indicator blocks for measuring structure can be evaluated using two methods, namely internal consistency and those developed by Werts, Linn & Joreskog (1974) and Cronbach's Alpha.

Analysis Techniques

The analytical method used in this research is the Partial Least Square (PLS) data analysis method. Research data will be calculated using SmartPLS4 software. The inner model describes the relationship between latent variables in the research model. Internal models sometimes called (internal relations, structural models, and entity theory) describe the relationships between latent variables based on entity theory. The correlation model was evaluated using R-square for correlation construction and t-test, as well as structural path parameter coefficient values. The outer model is usually called (the relationship model or external measurement), which defines the relationship between each indicator block and its latent variable. The measurement model or external model with reflex indicators is evaluated using the convergent validity and discriminant validity of the indicators and the comprehensive reliability of the indicator block (Ghozali 2016). The model construct describes the relationship between latent variables in the research model. Internal models are sometimes called (internal relationships, structural models and entity theory) describing the relationships between latent variables based on entity theory. The correlation model was evaluated using R-square for correlation construction and t-test, as well as coefficient values of structural path parameters. To use the PLS evaluation model, first look at the R-squared of each dependent variable. Changes in the R-square value can be used to evaluate the influence of independent variables on dividend variables (Ghozali, 2016).

RESULTS AND DISCUSSION

Inner Model Testing (Structural Model)

The next test is testing the inner model or structural model which aims to determine the relationship between constructs or the influence between research variables as hypothesized.

The initial stage of the structural model is to evaluate the model by paying attention to the R-square value for the endogenous construct from the influence it receives from the exogenous construct. The following is the structural model of test results using SmartPLS

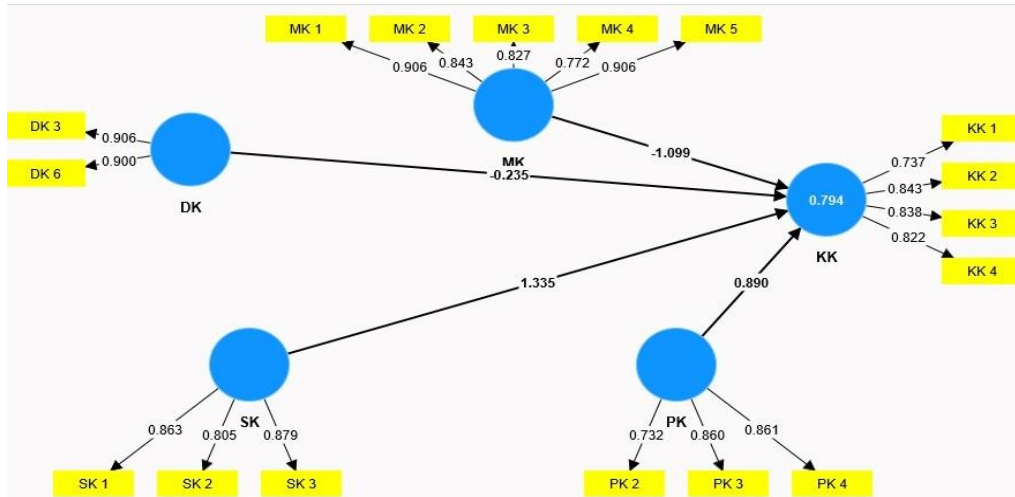


Figure 2.

Output Model I

Source: SmartPLS Output, 2024

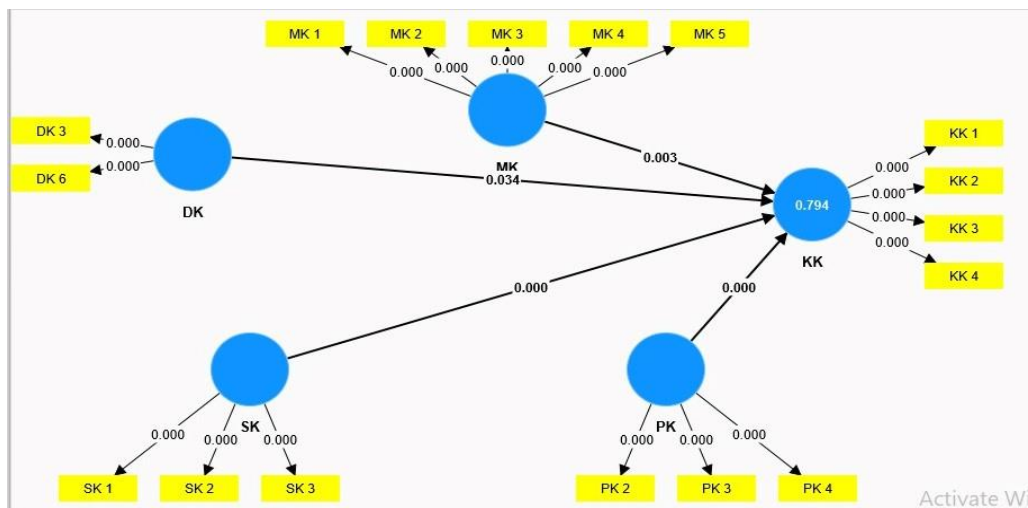


Figure 3.

Model Output II

Source: SmartPLS Output, 2024

Validity Test

The construct of the measurement model with reflective indicators can be measured with factor loadings using the Average Variance Extracted (AVE) parameter (Ghozali, 2016). A construct is declared valid if the loading score value is > 0.50 . The output results of the correlation between indicators and their constructs can be seen in the following table:

Table 1
Construct Validity

Variable	Indicator	Outer Loading	Criteria
Work Discipline	DK 3	0.906	Valid
	DK 6	0.900	Valid
Work Motivation	MK 1	0.906	Valid
	MK 2	0.843	Valid
	MK 3	0.827	Valid
	MK 4	0.772	Valid
	MK 5	0.906	Valid
Spirit at Work	SK 1	0.863	Valid
	SK 2	0.805	Valid
	SK 3	0.879	Valid
Work Training	PK 2	0.732	Valid
	PK 3	0.860	Valid
	PK 4	0.861	Valid
Employee Performance	KK 1	0.737	Valid
	KK 2	0.843	Valid
	KK 3	0.838	Valid
	KK 4	0.822	Valid

Source: SmartPLS Output, 2024

Reliability Test

The construct reliability of the measurement model with reflexive indicators can be measured. The reflexive indicators can be measured by looking at the composite reliability value of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.70. The following are the composite reliability values in Table 2.

Table 2
Composite Reliability

Variable	Composite Reliability	Criteria
Work Discipline	0.774	Reliable
Work Motivation	0.905	Reliable
Work Spirit	0.806	Reliable
Work Training	0.776	Reliable
Employee Performance	0.835	Reliable

Source: SmartPLS Output, 2024

Table 2 data shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the reliability criteria. The reliability test can also be strengthened by Cronbach's alpha value where the SmartPLS output gives results as shown in Table 3 below:

The recommended value is above 0.70 and Table 3 above shows that Cronbach's alpha value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the reliable criteria.

Table 3
Cronbach's Alpha

Variable	Cronbach's alpha	Criteria
Work Discipline	0.774	Reliable
Work Motivation	0.826	Reliable
Work Spirit	0.905	Reliable

Work Training	0.755	Reliable
Employee Performance	0.807	Reliable

Source: SmartPLS Output, 2024

The Inner Model Test

Inner model or structural model testing is carried out to see the relationship between constructs, significant values, and R-square for the t-test-dependent construct as well as the significance of the structural path parameter coefficients. In assessing the structural model with PLS, start by looking at the R-square for each dependent latent variable. Table 4 is the result of R-square estimation using SmartPLS 4.

Table 4
R-Square

Construct	R-Square
Employee Performance	0.794

Source: SmartPLS Output, 2024

Based on the results of Table 4 above, it can be seen that the R-square value is 0.794, which is significant. The variability of employee performance constructs which can be explained by Work Discipline, Work Motivation, Work Spirit, and Job Training is 79.4% while 20.6% is explained by other variables.

Hypothesis Testing and Discussion

Hypothesis testing aims to answer the problems in this research, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this research can be assessed from the size of the t-statistic or t-count value compared to the t-table of 1.96 at an alpha of 5%. If the t-statistic/t-count < t-table 1.96 at alpha 5%, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at alpha 5%, then Ha is accepted.

The following are the SmartPLS output results, which depict the output path coefficient in Table 5.

Table 5
Path Coefficients

Variable	Original Sample (o)	T Statistics (O/STDEV)	P Values
DK -> KK	-0.235	2,126	0.034
MK -> KK	-1,099	2,983	0.003
PK -> KK	0.890	12,549	0,000
SK -> KK	1,335	3,643	0,000

Source: SmartPLS Output, 2024

Based on the Path Coefficients table, hypothesis testing in this research can be concluded as follows:

Work Discipline on Employee Performance

It can be seen that the P Values are $0.034 < 0.05$ and the t-statistics values are $2.126 > 1.96$ (T table significance 5%) the original sample value is negative, namely -0.235 . It can be concluded that H1 is accepted, which means there is no significant influence between employee work discipline on employee performance. In this research, work discipline cannot directly influence employee performance.

The results of proving the hypothesis in this research show that there is no influence between work discipline on employee performance. This is contrary to the research hypothesis conducted by (Ainun Permata Sari, 2021) which states that work discipline has a positive effect on employee performance. Work discipline does not have a significant effect on the performance of PT employees. Nasha Poultry Indonesia Payahkumbuh, because employees must follow the SOP from PT. Nasha Poultry Indonesia, so whether they like it or not, employees must obey and carry out the applicable SOPs. So, employees are required to maintain discipline at work. However, this problem does not significantly affect employee performance. Based on the results of interviews with the manager of PT. Nasha Poultry Indonesia's discipline is not very important in its performance results, because the performance of its field section is required to find consumers and generate high profits. Discipline in clothing and working hours is not very important in producing numbers. For

me, what influences work performance is how to market effectively, as long as you can work quickly and carefully, discipline regarding clothing and working hours is not a problem. In this case, work discipline factors which include working hours regulations do not necessarily produce satisfactory work.

Work Motivation on Employee Performance

It can be seen that the P value is $0.003 < 0.05$ and the t-statistics value is $2.983 > 1.96$ (T table significance 5%) the original sample value is negative -1.099. It can be concluded that H2 is accepted, which means there is no significant influence between work motivation and employee performance. In this research, work motivation cannot directly influence employee performance. Based on the calculation results, the motivation hypothesis has no significant effect on employee performance at PT. Nasha Poultry Indonesia. This means that motivation cannot improve employee performance, a lack of appreciation in the form of praise or bonuses from superiors to their subordinates can result in low employee motivation at work.

These results are not in line with research conducted by (Ainun Permata Sari, 2021) concluding that work motivation has a positive and significant effect on the performance of Langkat Employment Service employees.

Job Training on Employee Performance

It can be seen that the P value is $0.000 < 0.05$ and the t-statistics value is $12,549 > 1.96$ (T table significance 5%) the original sample value is positive 0.890. It can be concluded that H3 is rejected, which means the positive influence of job training on employee performance. This means that the higher the job training provided, the better the performance of PT employees. Nasha Poultry Indonesia Payahkumbuh. On the other hand, the lower the level of training, which is an effort to improve and increase employees' ability to work to achieve company goals. Training and performance have a very close relationship because to achieve good performance, abilities, and skills are required which are the result of training. These results are in line with research conducted by AE Nasution & Lesmana, (2018) concluding

that work discipline has a positive and significant effect on employee performance at PT. Hermes Realty Indonesia.

Work Morale on Employee Performance

It can be seen that the P value is $0.000 < 0.05$ and the t-statistics value is $3.643 > 1.96$ (T table significance 5%) the original sample value is positive 1.335. It can be concluded that H4 is rejected, which means there is a positive influence between work morale on employee performance. Work enthusiasm is essentially a manifestation of high morals, some even identify or translate freely that high work morale is work enthusiasm. With high work morale, performance will increase because employees will do their work more actively so that work can be expected to be faster and better. Likewise, if morale decreases, performance will also decrease (Pradnyana, 2016). This is supported by research results which show that there is an influence of work enthusiasm on performance, namely based on research conducted by (Ishak Syahropi in 2016) concerning "The influence of work spirit on employee performance at PT. Bangkinan in Pekanbaru.

CONCLUSION

Based on data collection, model formation, various tests, and analysis of results, several conclusions can be obtained as follows: The Work Discipline variable has no significant effect on employee performance, then the Work Motivation variable has no significant effect on Employee Performance, the Work Spirit variable has a significant effect on Employee Performance and The Job Training variable has a significant effect on employee performance.

This research still requires further, more comprehensive studies. However, this research is still far from perfect and still has various shortcomings and limitations so it still requires improvement for future research. Therefore, here are some possible suggestions that can be given. For PT. Nasha Poultry Indonesia to further motivate the work of employees to persist so that employee performance is maintained. For the company PT. Nasha Poultry Indonesia should pay more attention to employee discipline because if discipline is

implemented well, it will increase employee performance. However, it is recommended that companies focus more on providing compensation because compensation is considered to have more influence on employee performance, compared to work discipline. The compensation that companies need to pay attention to is compensation in the form of insurance which is considered more effective in improving employee performance.

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