The Influence of Discipline on Employee Performance which is Strengthened through Work Motivation in the General Section of the Directorate General of Infrastructure Financing of the Ministry of PUPR Using the Structural Equation Modeling (SEM) Method

Pengaruh Disiplin terhadap Kinerja Karyawan yang Diperkuat Melalui Motivasi Kerja pada Bagian Umum Direktorat Jenderal Pembiayaan Infrastruktur Kementerian PUPR Menggunakan Metode *Structural Equation Modelling* (SEM)

I Gede Marendra[*]
Manajemen, Fakultas Ekonomi & Bisnis, Universitas Pamulang
E-mail: dosen01211@unpam.ac.id
I Made Aryata
Manajemen, Fakultas Ekonomi & Bisnis, Universitas Pamulang
E-mail: dosen01210@unpam.ac.id

ABSTRACT

The Directorate General of Public Works and Housing Infrastructure Financing has the task of carrying out the formulation and implementation of policies in the field of financing public works and housing infrastructure in accordance with the provisions of statutory regulations. Quality human resources can support good employee performance, so it is important for organizations to be able to identify the factors that influence employee performance so that the organization can take appropriate steps to improve employee performance. Human Resources within the Directorate have an important role in the success of financing needed for infrastructure development. The aim of this research is to determine the direct and indirect influence of the Work Discipline variable on employee performance with Motivation as a moderating variable. This type of research is quantitative research with a sample size of 55 people. The method used in this research is Structural Equation Modeling (SEM), which is a combination of two analytical methods, namely factor analysis and path analysis into one comprehensive statistical method. From the results of the research carried out, it is known that: 1) Work Discipline influences employee performance, this is proven by the estimated value of 0.988; 2) Motivation has no effect on employee performance, this is proven by the negative estimate value of -0.503 and 3) Motivation as a moderating variable strengthens the influence of work discipline on employee performance with a p-value of 0.000.

Keywords: *Employee performance, motivation, Structural Equation Modelling, work discipline.*

ABSTRAK

Direktorat Jenderal Pembiayaan Prasarana Pekerjaan Umum dan Perumahan mempunyai tugas melaksanakan perumusan dan pelaksanaan kebijakan di bidang pembiayaan prasarana pekerjaan umum dan perumahan sesuai dengan ketentuan peraturan perundang-undangan. Sumber daya manusia yang berkualitas dapat menunjang kinerja pegawai yang baik, sehingga penting bagi organisasi untuk dapat mengidentifikasi faktor-faktor yang mempengaruhi kinerja pegawai sehingga organisasi dapat mengambil langkah yang tepat untuk meningkatkan kinerja pegawai. Sumber Daya Manusia yang berada dalam lingkung Direktorat tersebut memiliki peran penting dalam tersuksesnya pembiayaan yang dibutuhkan dalam Pembangunan infrastruktur. Tujuan penelitian ini adalah untuk mengetahui pengaruh langsung dan tidak langsung variabel Disiplin Kerja terhadap kinerja karyawan dengan Motivasi sebagai variabel moderasi. Jenis Penelitian ini adalah penelitian Kuantitatif dengan jumlah sampel sebanyak 55 orang. Metode yang digunakan dalam penelitian ini adalah *Structural Equation Modeling* (SEM) merupakan gabungan dari dua metode analisis yaitu analisis faktor dan analisis jalur (*path analysis*) menjadi satu metode statistik yang komprehensif. Dari hasil penelitian yang dilakukan diketahui bahwa: 1) Disiplin

Kerja berpengaruh terhadap kinerja karyawan, hal ini dibuktikan dengan nilai estimate sebesar 0.988 ; 2) Motivasi tidak berpengaruh terhadap Kinerja Karyawan, hal ini dibuktikan dengan nilai estimate yang negatif sebesar -0.503 dan 3) Motivasi sebagai variabel moderasi memperkuat pengaruh Disiplin Kerja terhadap Kinerja Karyawan dengan p-value sebesar 0,000.

Kata kunci: Kinerja pegawai, komitmen afektif, motivasi, *Structural Equation Modelling*.

*Corresponding author

INTRODUCTION

The Directorate General of Public Works and Housing Infrastructure Financing has an important role in supporting the financing needed to achieve the Infrastructure Development expected by the government (Wijaya & Fauji, 2021). Therefore, Human Resources within the Directorate have an important role in the success of financing needed for infrastructure development. Quality human resources can support good employee performance, so it is important for organizations to be able to identify factors that influence employee performance so that organizations can take appropriate steps to improve employee performance (Aryata & Marendra, 2023).

Based on the results of observations made, there are still many employees who are absent due to illness or permission, this certainly has an impact on services in achieving the Infrastructure Development expected by the government. On the other hand, there is still a lack of awards given by companies to outstanding employees, which gives rise to problems with employee work motivation. This is the background for the author to conduct research on the variables of work discipline and work motivation on employee performance.

According to Mangkunegara in Jintar (2023), Performance is a worker's performance depending on the quality and quantity of their work, which reflects their willingness and ability to follow instructions. which are given. Meanwhile, according to Robbins in Jintar (2023), performance is the result of fulfilling certain job requirements. This may include meeting deadlines, producing quality work, or following Company policies (Lisawanto, 2021). One factor that can influence employee performance is motivation. According to Armstrong in Maharani *et al.* (2023) Motivation is something that makes people act or behave in certain ways. According to Fahmi in Liliana and Kadang (2021) work motivation is behavioral activity that works in an effort to fulfill desired needs. Based on this definition, it can be concluded that motivation is a driving force that can enable a person to fulfill the desired goals.

Based on research conducted by Farisi *et al.* (2020) it is stated that motivation has a significant influence on employee performance at PT. CITUS. Based on research conducted by Erica *et al.* (2020) it is stated that Motivation on Employee Performance at PT Aneka Gas Industri Tbk. Another factor that can influence employee performance is work discipline. According to Rivai in Sazly and Winna (2019) work discipline is a tool used by leaders or managers to communicate with their employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company or organizational regulations and norms. - applicable norms. According to Mangkuneagara in Chassanah (2022) discipline is the sixth operative function of Human Resource Management. Discipline is the most important operational function of HRM, because the better the employee's discipline, the higher the work performance they can achieve. Based on this definition, it can be concluded that work

discipline is a person's attitude or willingness to obey all organizational regulations and applicable norms (Nurhalizah & Oktiani, 2024).

Based on research conducted by SL and Baharuddin (2023) shows that work discipline influences employee performance at the Kalukku District Office and work discipline has a very strong relationship with employee performance at the Kalukku District Office. Based on research conducted by Wachidah and Luturlean (2019) it shows that work discipline has a significant effect on the performance of employees of Perum BULOG West Java Regional Division with a contribution of 53.2 percent. Based on research conducted by Sri *et al*. (2024) shows that motivation and work discipline have a significant influence on the performance of employees of the Bekasi City National Unity and Domestic Politics Agency, with an F value of 41.161 and a significance of 0.000. Based on research conducted by Barias *et al.* (2024) it shows that motivation and work discipline can significantly improve the work results of employees at the Regional Inspectorate Office of North Sulawesi Province with an F test of 64.750 (p<0.001). Based on the research results above, the research title taken is "The Influence of Work Discipline on Employee Performance which is Strengthened by Work Discipline in the General Section of the Directorate General of Infrastructure Financing of the Ministry of PUPR Using the Structural Equation Modeling (SEM) Method".

RESEARCH METHOD

1. Type of Research

The type of research used is quantitative research, according to Sugiyono in Wachidah and Luturlean (2019) quantitative research is a research method that is based on the philosophy of positivism, as a scientific or scientific method because it meets scientific principles in a concrete or empirical way, objective, measurable, rational, and systematic. Quantitative methods aim to test predetermined hypotheses that are used to research certain populations or samples, collect data using research instruments, and analyze quantitative or statistical data (Fatturrahman *et al*., 2023). This research uses quantitative research methods because this research uses numbers with statistical calculations and aims to test the hypotheses that have been made. The data collection technique was carried out through distributing questionnaires with a Likert scale: Strongly Disagree (Weight 1); Disagree (Weight 2), Disagree (Weight 3); Agree (Weight 4) and Strongly Agree (Weight 5).

2. Research Variables
  a. Independent Variable

According to Sugiyono in Aulia & Yulianti (2019) Independent Variables or Free Variables are variables that are the cause of change or variables that influence, resulting in the emergence of a dependent (bound) variable. This independent variable is often referred to as a stimulus variable, predictor, antecedent. This independent variable is often referred to as a stimulus variable, predictor, antecedent. In this research, the Independent variable is Work Discipline.
  b. Dependent Variable

According to Sugiyono in Aulia & Yulianti (2019) Dependent Variable or Dependent Variable is a variable that is influenced or becomes a cause and effect because of the existence of an independent variable. Dependent variables are often referred to as output, criterion and consequent variables. In this research the dependent variable is Employee Performance.

c. Moderating Variable

      According to Sugiyono in Nurlaily & Suwaidi (2022) Moderating variables are variables that influence (strengthen or weaken) the relationship between the independent and dependent variables. In this research the moderating variable is Motivation.

3. Previous Research

Several results of previous research that have been carried out regarding the variables Motivation, Discipline and Performance include:

a. Based on the results of research conducted at PT. Citus shows that the mix of motivation and discipline together has a significant influence on the performance of outsourced employees at PT. CITUS (Farisi *et al.*, 2020).

b. Based on the results of research conducted at PT Bank Negara Indonesia, it shows that the research results on work motivation and work discipline have an effect on the performance of workers at PT Bank Negara Indonesia (Persero) Tbk Rengat Branch by 53.9 percent, partially and simultaneously (Abdullah & Winarno, 2022).

c. Based on the results of research conducted at UD. Nyoman shows that work motivation and work discipline have a significant effect on employee performance (Widiastini, N M AD, 2020).

d. Based on the results of research conducted at PT Ramayana Lestari Sentosa, it shows that the work motivation variable does not have a significant effect on employee performance, while work discipline has a significant effect on employee performance and if tested simultaneously or together, work motivation and work discipline have a significant effect. significant impact on the performance of PT Ramayana Lestari Sentosa, Tbk Baturaja City employees (Rasjid, 2022).

e. Based on the results of research conducted at the West Bandung Regency Archives and Library Service (Disarpus), work motivation has a significant influence on employee performance, work discipline also has a significant influence on employee performance, and together, work motivation and work discipline can explain around 66 percent variation in employee performance (Utami *et al.*, 2023).

4. Research Framework

The framework of thinking in this research can be seen in the picture below where the Work Discipline variable has 5 indicators, the Motivation variable has 6 indicators and the performance variable has 5 indicators.
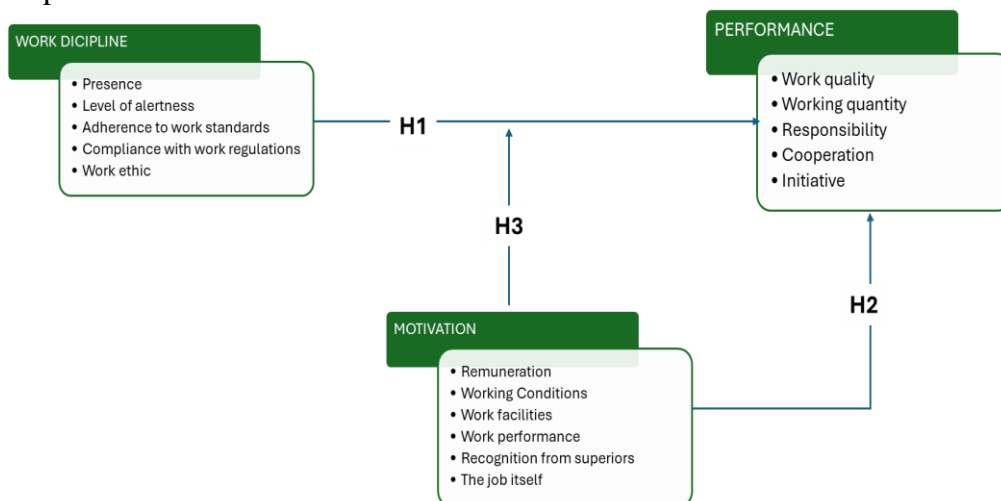
Figure 1. Moderating variable research framework

5. Hypothesis Development

According to Sugiyono in Aulia and Yulianti (2019) Hypothesis is a temporary answer to a problem formulation that has been stated in sentence form. The hypotheses put forward in this research include:

- **Ho1**: There is no significant influence between Work Discipline on Employee Performance of the Directorate General of Infrastructure Financing, Ministry of PUPR
- **Ha1**: There is a significant influence between Work Discipline on Employee Performance of the Directorate General of Infrastructure Financing, Ministry of PUPR
- **Ho2**: There is no significant influence between Motivation on Employee Performance of the Directorate General of Infrastructure Financing, Ministry of PUPR
- **Ha2**: There is a significant influence between Motivation on Employee Performance of the Directorate General of Infrastructure Financing of the Ministry of PUPR
- **Ho3**: There is no significant influence between Work Discipline on Employee Performance and Motivation as a Moderating Variable at the Directorate General of Infrastructure Financing of the Ministry of PUPR
- **Ha3**: There is a significant influence between Work Discipline on Employee Performance and Motivation as a Moderating Variable at the Directorate General of Infrastructure Financing of the Ministry of PUPR.

6. Population and Sample

The population and sample in this research were all employees of the General Section of the 43 General Directorate of Infrastructure Financing of the Ministry of PUPR, totaling 55 people.

7. Data Collection Techniques

a. Primary data

According to Sugiyono (2018) Primary Data is data that is directly given to data collectors. The primary data used in this research is a questionnaire given to respondents. A questionnaire is a number of questions asked to respondents in writing. A list of questions is indicated mainly related to the problem under study. According to Sugiyono (2017), a questionnaire is an efficient data collection technique if the researcher knows with whom the variables will be measured and what is expected from the respondent. In this study, the questionnaire created was in the form of statements with answers referring to a Likert scale: Strongly Disagree (Weight 1); Disagree (Weight 2); Disagree (Weight 3); Agree (Weight 4) and Strongly Agree (Weight 5).

b. Secondary Data

According to Sugiyono (2017), library studies are related to theoretical studies and other references related to values, culture and norms that develop in the social situation being studied, apart from that, library studies are very important in conducting research, this is because research cannot be separated from literature. - scientific literature.

8. Data Analysis Techniques

Data analysis is an activity carried out after data from all respondents or other data sources has been collected. Activities carried out in conducting data analysis include grouping, tabulating data, carrying out calculations to answer the specified problem formulation and carrying out calculations to test research hypotheses that have been proposed (Sugiyono, 2017). Structural Equation Modeling (SEM) is a combination of two analysis methods, namely factor analysis and path analysis into one comprehensive statistical method. Several stages carried out in the Structural Equation Modeling (SEM) method include:

a. Validity test can be seen in the factor loading weight value of 0.50 or more which is considered to have strong enough validity to explain the latent construct (Ghozali, 2012; Hair, 2010).

b. The reliability test can be seen if the Construct Reliability (CR) value is ≥ 0.70 and the variance extracted value is ≥ 0.50 (Hair, 2010).

c. The Moderation Test is an approach that allows a relationship between an independent variable and the dependent variable that is influenced by other latent variables. Variables that allow the relationship between one variable and another variable are called moderating variables. One method that can estimate the moderating effect on a complex SEM is the Ping method. Ping in Ghozali (2008) states that a single indicator should be used as an indicator of a moderating latent variable. This single indicator is a multiplication between the indicator of the exogenous latent variable and the indicator of the moderator variable. For example, the relationship between X and Y is influenced by the latent variable Z. where Y is the manifest dependent variable while X and Z are latent variables and each has an indicator.

d. Hypothesis testing is done by looking at the significant level of relationship between variables by looking at the P-value <0.05.

e. Goodness of Fit is used to test the model used in the study. According to Ghozali (2006), In the SEM analysis technique, several statistical tests are used to test the hypotheses of the developed model. The statistical test used to measure the level of fit of the model in research after the assumptions in the SEM are met. The criteria for Goodness of Fit are as shown in the Table 1 below.

Table 1. *Goodness of Fit criteria of the research model*

Criteria	Value
Chi-Square	0: Perfect FIT, the bigger the less fit
Probability	$\geq \alpha$: FIT, the value of α that can be used is 5%, 1% and 10%
GFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT
AGFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT
RMSEA	$\leq 0,05$: FIT ; $>0,1$: No FIT
TLI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
NFI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
PCFI	0: Not FIT; the bigger the fit
PNFI	0: Not FIT; the bigger the fit

RESULTS AND DISCUSSIONS

1. Initial Model

The initial model is used to describe the relationship between variables and then tested to determine the hypothesis of the problem being analyzed. The image below is the

initial model in research where the Work Discipline variable has 5 indicators, the Motivation variable has 6 indicators and the performance variable has 5 indicators.
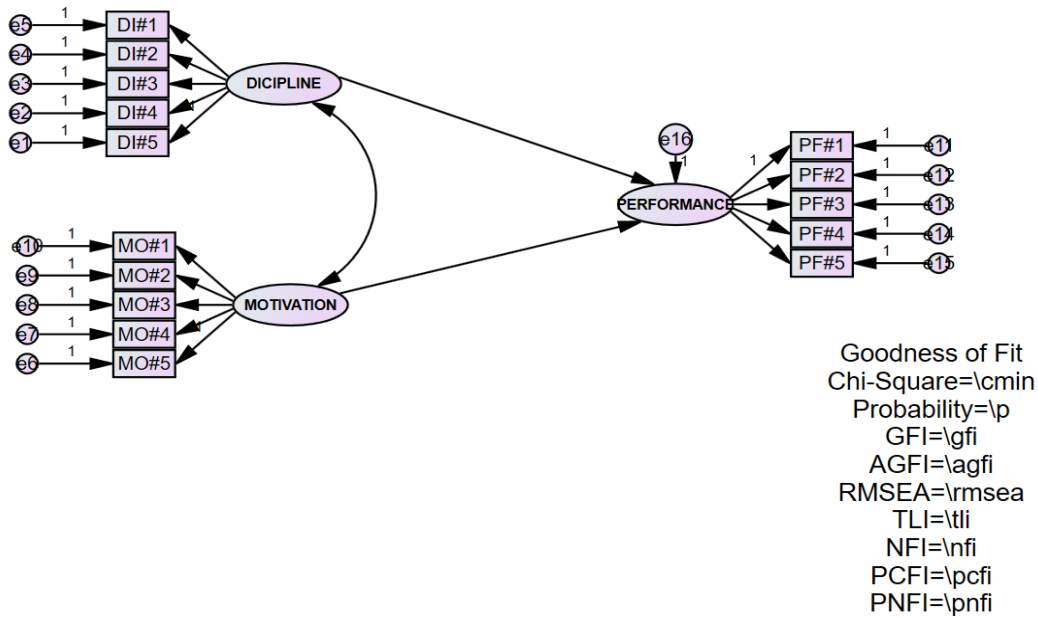

Figure 2. Initial research model of discipline, motivation and performance variables

2. Normality Test

Based on the results of normality testing carried out using SEM AMOS, a Multivariate value of 6.3 was obtained, where this value is higher than the required normality test value of ≤2.58, so it is necessary to carry out an estimation method using the "Bootstraping" procedure to test whether the model can be tested further.

Table 2. *Normality test on variable indicators*

Variable	min	max	skew	c.r.	kurtosis	c.r.
PF#5	7	10	-0.297	-0.9	-0.633	-0.959
PF#4	6	10	-0.089	-0.27	-1.074	-1.626
PF#3	5	10	-0.29	-0.879	-0.984	-1.49
PF#2	4	10	-0.463	-1.402	-0.388	-0.588
PF#1	2	10	-1.167	-3.533	2.69	4.072
MO#1	6	10	-0.774	-2.344	-0.286	-0.433
MO#2	5	10	-0.9	-2.726	-0.087	-0.132
MO#3	6	10	-0.055	-0.166	-1.252	-1.896
MO#4	6	10	-0.639	-1.936	-0.78	-1.181
MO#5	5	10	0.285	0.862	-0.758	-1.148
DI#1	3	10	-0.753	-2.28	0.649	0.982
DI#2	5	10	-0.873	-2.644	-0.199	-0.301
DI#3	4	10	-0.357	-1.081	-0.497	-0.753
DI#4	5	10	-0.573	-1.736	-0.785	-1.189
DI#5	2	10	-0.523	-1.582	0.347	0.525
Multivariate					38.368	6.3

Based on the test results using the Bootstrapping method, a p value of 0.339 was obtained, where this value was higher than (0.05) so that the model could be tested at the next stage. From the results of the bootstrapping test, it is known that the data used has

passed the normality test so that the decisions resulting from the data processing results can represent the company population.

3. Validity Test

At this stage a validity test will be carried out where the test is carried out to find out whether the statements used in the questionnaire can be used on the object of the research being carried out and provide accurate results. A statement used is said to be valid if it provides a value >0.50. Based on the output results produced using the AMOS application, it is known that there are 2 invalid indicators where the resulting value is <0.5, namely indicators DI#4 and MO#5. So it is necessary to re-test the validity by removing invalid indicators.

Table 3. *Initial Model Validity Test on variable indicators*

			Estimate
DI#5	<---	DICIPLINE	0,776
DI#4	<---	DICIPLINE	0,492
DI#3	<---	DICIPLINE	0,583
DI#2	<---	DICIPLINE	0,621
DI#1	<---	DICIPLINE	0,723
MO#5	<---	MOTIVATION	0,345
MO#4	<---	MOTIVATION	0,694
MO#3	<---	MOTIVATION	0,546
MO#2	<---	MOTIVATION	0,555
MO#1	<---	MOTIVATION	0,628
PF#1	<---	PERFORMANCE	0,826
PF#2	<---	PERFORMANCE	0,877
PF#3	<---	PERFORMANCE	0,91
PF#4	<---	PERFORMANCE	0,867
PF#5	<---	PERFORMANCE	0,542

After carrying out the validity test, it was again found that all research indicators were declared valid with a value of >0.5.

Table 4. *Initial Model Validity Test Iteration#1 on variable indicators*

			Estimate
DI#5	<---	DICIPLINE	0,782
DI#3	<---	DICIPLINE	0,56
DI#2	<---	DICIPLINE	0,625
DI#1	<---	DICIPLINE	0,712
MO#4	<---	MOTIVATION	0,713
MO#3	<---	MOTIVATION	0,505
MO#2	<---	MOTIVATION	0,567
MO#1	<---	MOTIVATION	0,662
PF#1	<---	PERFORMANCE	0,827
PF#2	<---	PERFORMANCE	0,876
PF#3	<---	PERFORMANCE	0,909
PF#4	<---	PERFORMANCE	0,871
PF#5	<---	PERFORMANCE	0,533

4. Reliability Test

In the next stage, a reliability test will be carried out to check the consistency of the results throughout the research period, in various places and researchers, and throughout all parts of the test itself. Indicators in research are said to be reliable when the CR value is> 0.70 and the AVE value is> 0.5.

Table 5. *Reliability Test on research variables*

Component	Discipline	Motivation	Perfomance
CR	0.7672	0.7074	0.9057
AVE	0.4556	0.3808	0.6641
Information	Not Reliable	Not Reliable	Reliable

Based on the table above, it is known that the Discipline and Motivation variables have an AVE value <0.50 so they are declared unreliable. Therefore, it is necessary to carry out a reliability test again to get reliable results for these three variables.

Table 6. *Reliability Test Iteration#1 on research variables*

Component	Discipline	Motivation	Perfomance
CR	0.7732	0.7863	09039
AVE	0.5421	0.4821	0.6601
Information	Reliable	Not Reliable	Reliable

Based on the table above, it is known that Motivation has an AVE value <0.50 so it is declared unreliable. Therefore, it is necessary to carry out a reliability test again to get reliable results for these three variables.

Table 7. *Reliability Test Iteration#2 on research variables*

Component	Discipline	Motivation	Perfomance
CR	0.7736	0.7627	0.9042
AVE	0.5427	0.5174	0.6608
Information	Reliable	Reliable	Reliable

5. Uji Moderasi

At this stage, interaction testing will be carried out by looking at the influence of motivation as a moderating variable in strengthening or weakening the relationship between the independent and dependent variables, which in this case is work discipline on employee performance. Below is an SEM model where motivation acts as a moderating variable.
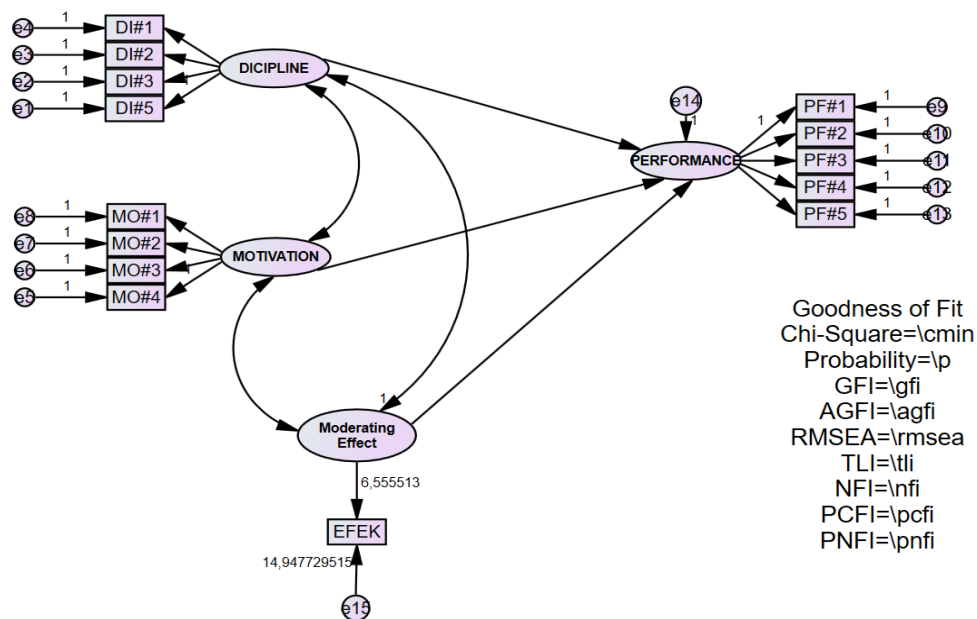

Figure 3. *Moderating Effects on research models*

6. Hypothesis Testing

At this stage, a hypothesis test is carried out to see the influence of each Work Discipline and Motivation variable on Employee Performance and to see the impact of the influence of Work Discipline on Employee Performance through Motivation as a moderating variable. A variable is said to have an influence when the p value is <0.05 so that Ho is rejected.

Table 8. *Hypothesis Testing of relationships between variables*

			Estimate	S.E.	C.R.	P
PERFORMANCE	<---	DICIPLINE	0.988	0.345	2.862	0.004
PERFORMANCE	<---	MOTIVATION	-0.503	0.667	-0.754	0.451
PERFORMANCE	<---	Moderating_Effect	0.004	0.001	3.414	***

Based on the results of tests carried out using AMOS software, it was found that Work Discipline has a significant influence on employee performance, this can be seen from the p-value of 0.004 so that Ho1 is rejected, while motivation has no effect on employee performance, this can be seen from the p-value of 0.457 so Ho2 accepted. However, motivation also strengthens the influence of discipline on employee performance, this can be seen from the p-value of 0.000 so Ho3 is rejected.

7. Conformity Test or Goodness of Fit

At this stage, a goodness of fit test will be carried out, where this test is carried out to show whether the sample data used represents the expected data for the actual population.
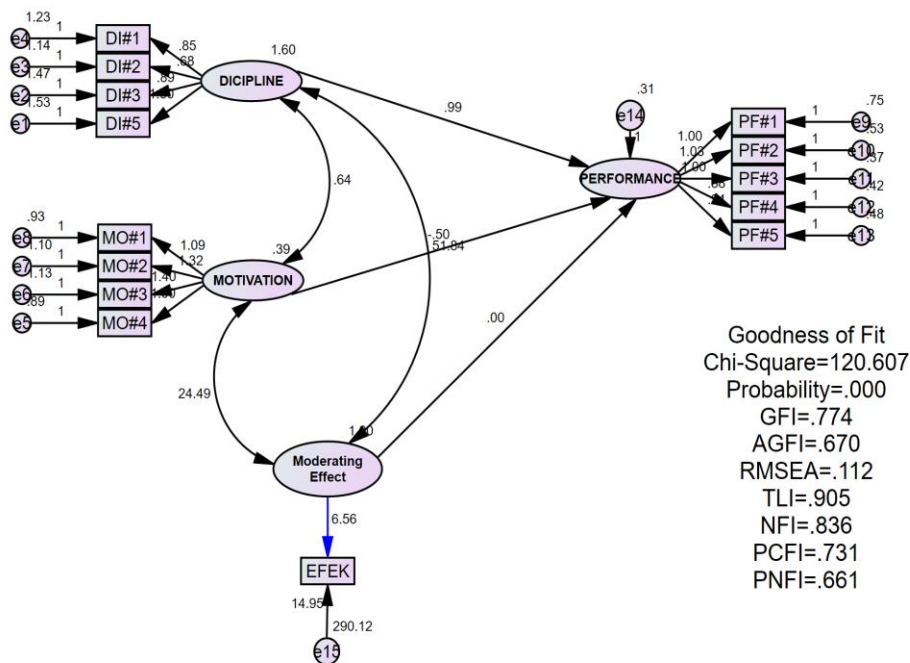

Figure 4. *Goodness of fit initial model*

Below are the results of the Goodness of Fit test on the initial model used. Dimana dari hasil pengujian didapatkan beberapa parameter yang tidak FIT diantaranya nilai probability yang lebih kecil dari pada nilai α sebesar 0.000; dan nilai RSMEA yang >0.05 dengan nilai yang didapatkan sebesar 0.112.

Jurnal Manajemen
dan Organisasi
(JMO),
Vol. 15 No. 4,
Desember 2024,
371-384

380

Table 9. *Initial Model Goodness of Fit Value*

Criteria	Value	Information
Chi-Square	120.607	FIT
Probability	0.000	NOT FIT
GFI	0.774	NOT FIT
AGFI	0.670	NOT FIT
RMSEA	0.159	NOT FIT
TLI	0.819	MARGINAL FIT
NFI	0.784	NOT FIT
PCFI	0.777	FIT
PNFI	0.717	FIT

8. Model Modification

Modifications to the model are carried out to obtain suitability between the sample data used and the expected data. The image below is a model modification made to obtain suitability or Goodness of Fit.
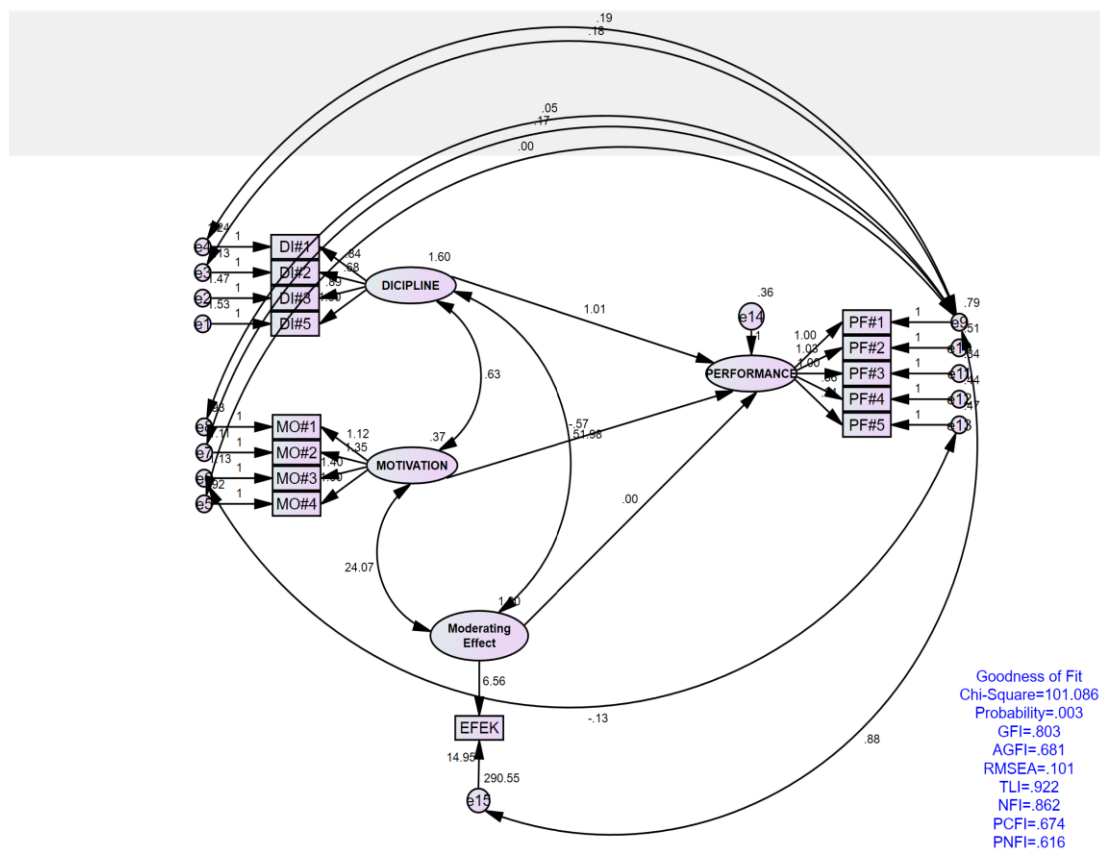

Figure 5. Model modification made to obtain suitability or Goodness of Fit.

From the model modifications carried out, it was found that overall almost all parameters were considered Fit and Marginal Fit, although there were several criteria below the specified parameters. This can be seen from several criteria that have met the specified values.

Table 10. Model Modification Goodness of Fit Test

Criteria	Value	Information
Chi-Square	101.086	FIT
Probability	0.000	NOT FIT
GFI	0.803	MARGINAL FIT
AGFI	0.681	NOT FIT
RMSEA	0.101	NOT FIT
TLI	0.992	FIT
NFI	0.862	MARGINAL FIT
PCFI	0.674	FIT
PNFI	0.616	FIT

CONCLUSION

Based on the results of tests carried out, it is known that Work Discipline has a significant influence on employee performance, this can be seen from the p-value of 0.004 while motivation has no effect on employee performance, this can be seen from the p-value of 0.457. Based on the results of the analysis and discussion that has been carried out, it can be concluded that Motivation as a moderating variable strengthens the influence of Work Discipline on Employee Performance with a p-value of 0.000..

REFERENCES

Abdullah, L. M., & Winarno, A. (2022). PENGARUH MOTIVASI KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PT BANK NEGARA INDONESIA (Persero), Tbk CABANG RENGAT. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 9(3), 369–376. DOI: https://doi.org/10.37606/publik.v9i3.363.

Alfianika Maharani, D., Supriatin, D., & Puspitawati. (2023). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Hasta Pusaka Sentosa Purbalingga. *Jurnal Media Ekonomi Dan Bisnis*, 14(1), 66–77. https://tambara.e-journal.id/medikonis/index.

Aryata, I. M., & Marendra, I. G. (2023). Effect of Work Discipline on Employee Performance with Compensation as a Moderating Variable at PT Solusi Energy Nusantara. *Enrichment : Journal of Management*, 13(1), 299–307. DOI: https://doi.org/10.35335/enrichment.v13i1.1068.

Aulia, A. R., & Yulianti, A. L. (2019). Pengaruh City Branding "a Land of Harmony" Terhadap Minat Berkunjung Dan Keputusan Berkunjung Ke Puncak, Kabupaten Bogor. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 1,2, 3(3), 71. DOI: https://doi.org/10.31955/mea.vol4.iss1.pp67.

Barias, P. T., Maringka, T., & Teneh, F. (2025). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai di Kantor Inspektorat Daerah Provinsi Sulawesi Utara. *Journal of Mandalika Literature*, 6(1), 119-132.

Denny Erica, Ita Suryani, Hoiriah, I. A. V. (2020). Pengaruh Motivasi terhadap Kinerja Karyawan Pada PT Aneka Gas Industri Tbk. *Jurnal Ecodemica*, 4, 52–58.

Farisi, S., Irnawati, J., & Fahmi, M. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Humaniora : Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 15–33. https://doi.org/10.30601/humaniora.v4i1.420.

Fatturrahman, M., Abditama, C., Sultan, U., Tirtayasa, A., Indonesia, U. P., Sultan, U., & Tirtayasa, A. (2023). Faktor-Faktor Disiplin Kerja dan Pengaruhnya Terhadap

Produktivitas Kerja dalam Upaya Meningkatkan Mutu Perguruan Tinggi Islam di Indonesia. *Risalah: Jurnal Pendidikan Dan Studi Islam*, 9(1), 30–44.

Ghozali, I. (2006). *Aplikasi Analisis Multivariate dengan Program SPSS (Edisi Ke 4)*. Semarang: Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2008). *Structural Equation Modelling, Edisi II*. Semarang: Unversitas Diponegoro.

Ghozali, I. (2012). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Univerisitas Diponegoro.

Hair, J. . (2010). *Multivariate Data Analysis.Seventh Edition*. New Jersey: Pearson Prentice Hall.

Jintar, C. (2023). PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN CV. ANUGERAH ABADI. *Jurnal Inovasi Pendidikan*, 3, 7693–7696.

Liliana, P. F., & Kadang, C. D. (2021). Pengaruh Motivasi Dan Pelatihan Terhadap Kinerja Karyawan Pada PT Godrej Indonesia Di Jakarta Timur. *Jurnal Manajerial Dan Kewirausahaan*, 3(2), 435. DOI: https://doi.org/10.24912/jmk.v3i2.11890.

Lisawanto, L. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Dalam Penentuan Titik Batas Desa wilayah Kabupaten Barito SelatanThe Effect of Work Discipline on Employee Performance in Determining the Village Boundary Points in the South Barito Regency. *Restorica: Jurnal Ilmiah Ilmu Administrasi Negara Dan Ilmu Komunikasi*, 7(1), 14–23. DOI: https://doi.org/10.33084/restorica.v7i1.2210.

Nurhalizah, S., & Oktiani, N. (2024). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *JIBEMA: Jurnal Ilmu Bisnis, Ekonomi, Manajemen, Dan Akuntansi*, 1(3), 197–207. DOI: https://doi.org/10.62421/jibema.v1i3.18.

Nurlaily, N., & Suwaidi, R. A. (2022). Analisis Pengaruh Leverage Dan Likuiditas Pada Profitabilitas Serta Rasio Aktivitas Sebagai Variabel Moderasi. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(3), 665–684. https://doi.org/10.31955/mea.v6i3.2401.

Rasjid, A. (2022). PENGARUH MOTIVASI KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PT. RAMAYANA LESTARI SENTOSA, Tbk KOTA BATURAJA. *Jurnal Manajemen*, 10(3), 237–252. DOI: https://doi.org/10.36546/jm.v10i3.688.

Sari, Y. K., Yanti, V. A., & Rafik, A. (2024). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai pada Badan Kesatuan Bangsa Dan Politik Dalam Negeri Kota Bekasi. *GLOBAL: Jurnal Lentera BITEP*, 2(05), 184-190.

Sazly, S., & Winna, W. (2019). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Cengkareng Jakarta Barat. *Jurnal Perspektif*, 17(1), 77–83. DOI: https://doi.org/10.31294/jp.v17i1.5339.

SL, J. F. I., & Baharuddin. (2023). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Kalukku. *Jurnal Ilmiah Ilmu Manajemen*, 2(1), 45–53.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Bandung: Alfabeta.

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Bandung: Alfabeta.

Uswatun Chassanah. (2022). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pt United Pasific Solutions Jakarta Selatan. *Wawasan : Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan*, 1(1), 31–39. DOI:

https://doi.org/10.58192/wawasan.v1i1.191.

Utami, S., Kurhayadi, & Hidayat, A. I. (2023). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai pada Dinas Kearsipan dan Perpustakaan (Disarpus) Kabupaten Bandung. *Moderat : Jurnal Ilmiah Ilmu Pemerintahan*, 9(4), 732–747.

Wachidah, L. N., & Luturlean, B. S. (2019). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Perum Bulog Divisi Regional Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 3(2), 44–62. DOI: https://doi.org/10.31955/mea.vol3.iss2.pp51-57.

Widiastini, N M AD, P. I. M. (2020). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan bagian pemasaran pada UD. Nyoman. *Bisma: Jurnal Manajemen*, 6(2), 122–131. https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/26800.

Jurnal Manajemen
dan Organisasi
(JMO),
Vol. 15 No. 4,
Desember 2024,
371-384

384