

The Effect of Discipline Development and Work Motivation on the Performance of Employees in *the Supply Chain Management* Section at PT QRS

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ABSTRACT

Employees play a key role in how well an organization does, but at PT QRS, some employees are not meeting their performance goals. This study looks at how discipline and work motivation affect employee performance, both on their own and together, in Supply Chain Management department at PT QRS. The study used is a quantitative method and includes all 51 employees through a census approach. Data was gathered by conducting field research, where questionnaires were given out, and then the data was looked at in detail and connected with other factors using SPSS version 27. The study's findings indicate that discipling development helps improve how well employees perform. In addition, work motivation also helps improve employee performance, as shown by the criteria that show a strong influence. At the same time, building discipline and keeping employees motivated can greatly impact how well they perform their jobs. The study's results show that encouraging discipline and work motivation, either on their own or together, is key to helping employees at PT QRS perform better.

INTRODUCTION

The pharmaceutical industry now deals with more difficult problems than ever before. According to a report from the American Society of Health-System Pharmacists (ASHP) released in April 2024, the global pharmaceutical industry is facing a serious logistics problem. This crisis has led to a very high level of drug shortages, with up to 323 different types of active drugs currently lacking stock in the market. Pharmaceutical companies need to keep their operations running well, make sure their products get to people without problems, and create good quality medicines in a way that doesn't harm the environment.

Employees play a key role in driving the operational process and are essential for meeting production goals, ensuring product quality, and helping the company stay competitive. So, companies should improve how they manage their staff to help every worker do their job well, give their best effort, and help the company reach its goals in a smart and effective way.

According to Awwali and Sentosa (2024), employee performance refers to how well employees meet the results that the company expects from their work. PT QRS is a company that makes medicine, both products you can buy without a doctor's order and those that need a prescription, and it is based in West Bandung. According to the information given by the HR supervisor at PT QRS, the performance of the employees in the Supply Chain Management Section, which is measured by the quality of their work, is shown in the table below:

Table 1. Employee Performance Data of Supply Chain Management at PT QRS, January-December 2025

GRADES	CATEGORY	NUMBER OF EMPLOYEES	PERCENTAGE (%)
A	Very good	2	3.92
B	Good	17	33.33
C	Enough	21	41.18
D	Less	10	19.61
E	Less Than Once	1	1.96
TOTAL			100

Source: PT QRS 2025, Reprocessed, Year 2026

Some employees still have work quality assessments that fall into the category of getting worse over time. This condition shows that there are issues that are impacting how well employees are performing.

Discipline development is one of the factors that can lead to employee performance being lower than it should be. According to Lesmana & Abdurahman (2024), discipling development is an action that involves shaping

an employee's attitude and behavior to align with the rules and guidelines set by an institution, whether they are written down or not. According to the interview with the HRD supervisor at PT QRS, it was mentioned that even after the break time ended at 13.00 WIB, some employees were still arriving late, entering the work area at 13.15 WIB. Additionally, it was noted that many employees often left the work area during their working hours for a long time without getting permission from their supervisor. This can affect how well an employee performs their job. This finding is backed by research from Safitri and Romi (2025), which indicates that employee performance is affected by various factors, including discipling development. If discipling development is not properly carried out for employees, it can directly affect their performance.

Employee performance can also be affected by work motivation factors, along with the implementation of discipline and development. According to Suwanto (2024), work motivation is a condition in a person that makes them want to do different activities or specific tasks in order to help reach the goals set by the company. Based on interviews with HRD supervisors, the drop in employee motivation at PT QRS is caused by several internal factors like tiredness, personal stress, and lower morale, which can make it harder for employees to stay focused at work. These findings match the study by Hidayat et al. (2024), which found that work motivation strongly influences how well employees perform. If an employee is already interested in doing a job, that interest will influence the steps they take to reach the goal. If an employee isn't interested in doing a task, it can stop the goal from being reached.

THEORETICAL REVIEW

Discipline Development

According to Handoko (2014), discipling development is an activity to improve the effectiveness of employees' work in achieving predetermined work results with the aim of improving skills for a certain detailed and routine job. Nitisemito (2015), explained that discipling development is the development of an employee's attitude and behavior in accordance with the rules that have been set by the company, both in writing and unwritten. Based on this, it can be concluded that discipling development is an effort made by companies to form, foster, and improve employee attitudes, behaviors, and skills in order to comply with applicable regulations and be able to work effectively in achieving organizational goals. Nursanti (2017), explained the pattern of discipling development, including: Creating rules and regulations that must be implemented by employees and Creating and providing sanctions for discipline violators. In this study, the pattern functions as a sub-variable.

Work Motivation

According to Sedarmayanti (2017), explaining that motivation is the force that encourages a person to do an action or not which in essence exists internally and externally positive or negative to direct it is highly dependent on the

resilience of the leader. **Tsauri (2014)**, stated that work motivation is the willingness to work of an employee or employees that arises due to the motivation from within the employee concerned as a result of overall integration rather than personal needs, the influence of the physical environment and the influence of the social environment where the strength depends on the integration process. So work motivation can be concluded as an encouragement that comes from internal and external factors that arouse the willingness and work spirit of employees to carry out tasks and achieve organizational goals. The power of motivation is influenced by individual needs, the work environment, and the role of leaders in directing and encouraging employees. **Hasibuan (2017)** mentioned several factors that are seen from the intrinsic side of a person, including: the job itself, responsibility, opportunities to advance, the possibility of self-development, success, recognition, these factors function as sub-variables.

Employees Performance

According to **Mangkunegara (2016)**, employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to **Fahmi (2016)**, performance is an overview of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the formulation of a company's strategic planning. Therefore, employee performance can be concluded as the level of achievement of work results, both in terms of quality and quantity, obtained by employees in carrying out their duties and responsibilities as a contribution to the achievement of the organization's goals, objectives, mission, and vision. **Putra & Zabaldi (2022)** Put forward employee performance indicators, including: work quality, quantity of work, use of time at work, cooperation between other employees, these factors function as sub-variables.

The Relationship Between Discipline Development and Work Motivation on Employee Performance of Supply Chain Management at PT QRS

Safitri & Romi (2025) and **Lesmana and Abdurahman (2024)** prove that discipling development has a positive influence on employee performance. The consistent implementation of discipling development is able to encourage employees to comply more with regulations, increase responsibility, and carry out work more effectively. Furthermore, research by **Ulantini et al. (2022)**, **Adinda et al. (2023)**, and **Bahasoan and Baharuddin (2023)** shows that work motivation has a positive effect on employee performance. Employees who have high work motivation tend to show better work morale, commitment, and productivity in achieving organizational goals. In line with these findings, **Sudrajat and Ibrahim (2021)**, **Roby & Prabowo (2025)**, and **Hernandi and Prabowo (2024)**, stated that discipline development and work motivation simultaneously affects employee performance. The findings indicate that the

better the implementation of discipling development and the higher the work motivation of employees, the more optimal the performance produced.

Based on the theories described, the hypothesis in this study is as follows:

- H1: Discipling development has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS
- H2: Work motivation has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS
- H3: Discipline development and work motivation affects the performance of employees of the Supply Chain Management Section at PT QRS

METHODOLOGY

This study adopts a quantitative approach with an associative (correlational) research design to examine the relationships and effects among the variables under investigation. The population in this study comprises all employees within the Supply Chain Management Section. The sampling technique employs a non-probability sampling approach utilizing a purposive sampling method combined with a saturated sampling (census) technique, wherein the inclusion criterion requires participants to have a minimum length of service of one year to ensure sufficient operational familiarity. The justification for setting the sample size at 51 respondents is grounded in the total enumeration of all eligible members of this limited population. Furthermore, to minimize the potential for common method bias, the employee performance variable was evaluated independently through a supervisor-rating conducted by one Manager acting as the direct supervisor. Primary data collection was conducted online through the distribution of questionnaires via Google Forms. Measurement of the research instrument was executed using a Semantic Differential scale ranging from 1 to 5, anchoring two opposing polar adjectives. The collected data were subsequently processed using SPSS version 27. Quantitative descriptive analysis was utilized to summarize and illustrate the distribution of respondent answers across each variable. Prior to hypothesis testing, the research instrument underwent quality testing through validity and reliability tests, as well as classical assumption tests including normality, multicollinearity, and heteroscedasticity tests to satisfy regression requirements. Finally, quantitative associative analysis was conducted using multiple linear regression, the coefficient of determination (R^2), and hypothesis testing via t-tests and F-tests.

The following table is used to assess respondents' attitudes when conducting a descriptive analysis.

Table 2. Respondents' Attitude Criteria Regarding Variables of Discipling Development, Work Motivation, and Employee Performance

INTERVAL	DISCIPLINE DEVELOPMENT	WORK MOTIVATION	EMPLOYEE PERFORMANCE
1,00 – 1,80	Very Bad	Very Low	Very Bad
1,81 – 2,60	Bad	Low	Bad
2,61 – 3,40	Enough	Medium	Enough
3,41 – 4,20	Good	High	Good
4,21 – 5,00	Excellent	Very High	Excellent

To determine how much influence the of discipline development and work motivation has on employee performance both partially and simultaneously using multiple regression analysis methods and determination coefficients. The following are guidelines for interpreting the determination coefficient:

Table 3. Guidelines for Providing Interpretation of Determinative Coefficients

INTERVAL COEFFICIENT	LEVEL OF INFLUENCE
$\leq 4.99\%$	Very Low Influence
5% - 16,99%	Low but Definite Influence
17% - 49,99%	Influence Is Quite Meaningful
50% - 80,99%	High/Strong Influence
$\geq 81\%$	Very High Influence

Sources: Fitrianingsih and Budiansyah (2019)

RESULT

Results of the Validity Test

The table below is the result of the validity test for each variable:

Table 4. Validity Test Results

NO. Q	X1-r _{Count}	X2- r _{count}	Y-r _{Count}	r _{table}	REMARK
1.	0,883	0,932	0,647	0,276	Valid
2.	0,905	0,872	0,670		Valid
3.	0,832	0,827	0,420		Valid
4.	0,779	0,868	0,640		Valid
5.	0,864	0,881	0,705		Valid
6.	0,860	0,786	0,648		Valid

7.	0,825	0,775	Valid
8.	0,915	0,594	Valid
9.	0,847		Valid
10.	0,924		Valid
11.	0,713		Valid
12.	0,830		Valid

Based on table 4, the results that came out after the validity test was carried out on the variables of discipling development (X1), work motivation (X2), and employee performance (Y) were valid, because the results that came out were $r_{\text{calculated}} > r_{\text{table}}$ (0.276), showing that all statement items were declared valid so that all research instruments met the validity criteria and were suitable for use in the research.

Results of the Reliability Test

The table below is the results of the reliability test for each variable:

Table 5. Reliability Test Results

VARIABEL	CRONBACH'S ALPHA	CONDITIONS	REMARKS
X1	0,921	0,6	Reliabel
X2	0,963	0,6	Reliabel
Y	0,793	0,6	Reliabel

All variables in the table are declared reliable because each gets a Cronbbach's Alpha value of more than 0.6.

Respondents' Responses To The Implementation of Discipling Development For Employees of The Supply Chain Management Section at PT QRS.

To find out the total average responses from the discipling development variables, you can see from table 6 below:

Table 6. Total Average Responses Regarding Discipline Development Variables

SUB VARIABEL	TOTAL AVERAGE	CRITERIA
Creating rules and regulations that must be implemented by employees	4,45	Highly Appropriate
Creating and providing sanctions for disciplinary violators	4,29	Highly Effective

AVERAGE TOTAL SCORE	4.45+4.29=8.74/2=4.37
DISCIPLING DEVELOPMENT	Excellent

Source: Questionnaire, Data Reprocessed 2026

Based on table 6, which shows an overall average score of 4.37 for all sub-variables of discipline development among employees of the Supply Chain Management Section at PT QRS, the section is included in the criteria for excellent quality. Creating rules and regulations that must be implemented by employees and creating and providing sanctions for discipline violators are sub-variables of discipling development that demonstrate this.

Work Motivation of Employees of the Supply Chain Management Section at PT QRS

To find out the total average responses from the work motivation variable, you can see from table 7 below:

Table 7. Total Average Responses Regarding Work Motivation Variables

SUB VARIABEL	TOTAL AVERAGE	CRITERIA
The work itself	4,38	Very High
Responsibilities	4,52	Very High
Opportunities to progress	4,38	Very High
Possible self-development	4,45	Very High
Success	4,48	Very High
Acknowledgments	4,20	High
AVERAGE TOTAL SCORE	4.38+4.52+4.38+4.45+4.48+4.2=26.41/6=4.40	
WORK MOTIVATION	Very High	

Source: Questionnaire, Data Reprocessed 2026

Based on table 7, which shows an overall average score of 4.40 for all work motivation sub-variables among employees of the Supply Chain Management Section at PT QRS, the section falls under the very high criteria. The job itself, responsibility, opportunities for advancement, the possibility of self-development, success, recognition are the sub-variables of work motivation that indicate this.

Performance of Supply Chain Management Employees at PT QRS According to Direct Supervisors.

To find out the total average responses from employee performance variables, you can see from table 8 below:

Table 8. Total Average Responses Regarding Employee Performance Variables

SUB VARIABEL	TOTAL AVERAGE	CRITERIA
Quality of work	3,98	Good
Working quantity	3,95	Good
Use of time at work	4,11	Good
Cooperation between other employees	4,08	Good
AVERAGE TOTAL SCORE	3.98+3.95+4.11+4.08= 16.12/4=4.03	
EMPLOYEE PERFORMANCE	Good	

Source: Questionnaire, Data Reprocessed 2026

Based on the overall mean scores of the performance sub-variables among employees in the Supply Chain Management Department at PT QRS, Table 8 demonstrates that the aggregate employee performance achieved an average score of 4.03, categorized as adequate. This performance level is reflected across various indicators, including work quality, quantity of work, punctuality/time spent at work, and interpersonal cooperation.

Classical Assumption Test Results

To ensure the validity of the multiple linear regression analysis, the data were subjected to prerequisite classical assumption testing. First, the normality test yielded a significance value of 0.200 ($p > 0.05$), demonstrating that the residuals of the dataset follow a normal distribution. Second, the assessment for multicollinearity indicated that the independent variables (discipline development and work motivation) were free from collinearity problems, supported by a tolerance value of 0.403 (>0.10) and a Variance Inflation Factor (VIF) of 2.484 (<10). Finally, the heteroscedasticity test resulted in non-significant p-values for both discipline development ($p = 0.796$) and work motivation ($p = 0.223$). This confirms that the residual variance across observations remains constant and homogeneous, verifying the absence of heteroscedasticity within the regression model.

The Effect of Discipline and Work Motivation Development on the Performance of Employees in the Supply Chain Management Section at PT QRS Partially

To determine the influence of discipline development and work motivation on the performance of employees of the Supply Chain Management Section at PT QRS partially, multiple linear regression analysis was carried out with reference to the value of the regression coefficient and the results of the t-

test. The results of data processing using SPSS version 27 can be seen in Table 9 below.

Table 9. Multiple Linear Regression Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.816	.904		5.329	.000
	Discipline Development	.483	.138	.378	3.491	.001
	Work Motivation	.269	.053	.554	5.113	.000
a. Dependent Variable: Employee Performance						

a. Dependent Variable: Employee Performance

Source: SPSS Data Process Results Version 27, 2026

Based on table 9, the results of the multiple regression test are shown and the following results are obtained:

- a. The Effect of Discipline Development on Employee Performance of Supply Chain Management at PT QRS

The regression coefficient of the variable of discipling development (X1) was partially positive of 0.483 with a significance value of $0.001 < 0.05$. indicates that there is a positive and significant relationship that is in the same direction, meaning that the better the discipling development, the performance of employees of the Managemet Supply Chain Section at PT QRS will also increase. On the other hand, if discipling development decreases, the performance of employees of the Managemet Supply Chain Section at PT QRS tends to decrease.

- b. The Effect of Discipline Development on Employee Performance of Supply Chain Management at PT QRS

The regression coefficient of the work motivation variable (X2) was partially positive of 0.269 with a significance value of $0.001 < 0.05$. shows that there is a positive and significant relationship that is in the same direction, meaning that the better the work motivation, the performance of employees of the Managemet Supply Chain Section at PT QRS will also increase. On the other hand, if work motivation decreases, the performance of employees in the Managemet Supply Chain Section at PT QRS tends to decrease.

The Effect of Discipline Development and Work Motivation on the Performance of Employees in the Supply Chain Management Section at PT QRS Simultaneously

To determine the magnitude of the influence of simultaneous discipline development and work motivation on the performance of employees of the Supply Chain Management Section at PT QRS, a determination coefficient (R Square) analysis was conducted. The results of data processing using multiple linear regression analysis with the help of SPSS version 27 are presented in Table 10 below.

Table 10. Data Processing Results on the Influence of Variables of Discipline Development and Work Motivation on the Performance of Employees of the Supply Chain Management Section at PT QRS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879a	.773	.764	1.10038

Source: SPSS Data Process Results Version 27, 2026

Based on the SPSS version 27 analytical output presented in Table 10, the coefficient of determination (R^2) reached 0.773. This indicates that 77.3% of the variance in employee performance is substantially explained by discipline development and work motivation, reflecting a strong explanatory power. Conversely, the remaining 22.7% of the variance is attributable to other unexamined external factors.

Following the evaluation of the determination coefficient, a simultaneous hypothesis test (F-test) was executed to examine whether discipline development and work motivation collectively exert a statistically significant effect on the performance of Supply Chain Management employees at PT QRS. The corresponding empirical findings are summarized in Table 11.

Table 11. Results of Simultaneous Hypothesis Test (F Test) The Effect of Discipline and Work Motivation Development on Employee Performance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.301	2	99.151	81.886	.000b
	Residual	58.120	48	1.211		
	Total	256.422	50			

a. Dependent Variable: Employee Performance

Source: SPSS Data Process Results Version 27, 2026

Based on the F-test results at a 5% significance level, the calculated F-value was 81.886, while the F-table value was 3.191, with 2 degrees of freedom for the numerator (df1) and 48 degrees of freedom for the denominator (df2). The results indicate that the calculated F-value was greater than the F-table value ($81.886 > 3.191$), with a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted. This indicates that discipline development and work motivation simultaneously have a significant effect on employee performance in the Supply Chain Management Department of PT QRS.

DISCUSSION

This study shows that a partial discipling development has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS. This shows that the better the discipling development that the company implements, the higher the employee performance. In line with the research of **Lesmana and Abdurahman (2024)**, which proves that discipling development has a positive influence on employee performance. **NitiseMITO (2015)**, explained that discipling development is the development of an employee's attitude and behavior in accordance with the rules that have been set by the company, both in writing and unwritten. Discipling development that is carried out consistently through direction, supervision, and rule enforcement can increase employee compliance and responsibility in carrying out their work so that it can produce optimal performance.

The results of the study also show that partially work motivation has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS. This shows that the higher the work motivation that employees have, the better the performance produced. In line with the research of **Bahasoan and Baharuddin (2023)**, which shows that work motivation has a positive effect on employee performance. Employees who have high work motivation tend to show better work morale, commitment, and productivity in achieving organizational goals. **Sedarmayanti (2017)**, explained that motivation is the force that encourages a person to do an action or not which in essence exists internally and externally, positive or negative to direct it depends on the resilience of the leader. Employees who have high work motivation will be more enthusiastic, responsible, and strive to complete their work optimally so that they are able to achieve the targets set by the company.

Based on the results of the study, simultaneously the development of discipline and work motivation affects the performance of employees of the Supply Chain Management Section at PT QRS. In line with the research of **Sudrajat and Ibrahim (2021)**, which states that fostering discipline and work motivation simultaneously has a positive and significant effect on employee

performance. This shows that good discipling development and high work motivation can improve employee performance so that the company's goals can be achieved effectively and efficiently.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion on the development of discipline and work motivation for the performance of employees of the Supply Chain Management Section at PT QRS, it can be concluded as follows:

1. The respondents' response to the implementation of discipling development for employees of the Supply Chain Management Section at PT QRS is included in the criteria for being very good.
2. The work motivation of employees of the Supply Chain Management Section at PT QRS is included in the criteria is very high.
3. The performance of employees of the Supply Chain Management Section at PT QRS according to their direct supervisors is included in the good criteria.
4. The effect of discipline development and work motivation on the performance of employees of the Supply Chain Management Section at PT QRS both partially and simultaneously is as follows:
 - a. Partial discipling development has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS.
 - b. Partial work motivation has a positive effect on the performance of employees of the Supply Chain Management Section at PT QRS.
 - c. Discipline development and work motivation simultaneously or together affects the performance of employees of the Supply Chain Management Section at PT QRS.

Recommendations

The researchers gave a number of recommendations to the company based on the results mentioned earlier.

- a. The Company is expected to maintain and continue to improve the development of discipline through the consistent implementation of regulations and regulations as well as the provision of fair and firm sanctions. This step is expected to increase employee compliance and responsibility at work.
- b. Companies need to maintain and increase employee work motivation by providing opportunities for growth, clear responsibilities, and rewards for work achievements. These efforts are expected to encourage employees to work optimally and achieve the company's targets.
- c. As an effort to improve employee performance, companies are advised to carry out regular coaching, training, and performance evaluations. In addition, companies can consider improving the quality of work, time management, and teamwork to optimize employee performance.

FURTHER STUDY

While this study provides valuable theoretical and practical insights, several limitations must be acknowledged. First, the empirical scope of this research is restricted to 51 employees within the Supply Chain Management Section, which may limit the generalizability of the findings to other divisions or organizational settings. Second, the evaluation of employee performance relies solely on a single supervisor-rating conducted by one Manager.

Consequently, future researchers are advised to expand the sample size and scope by incorporating multiple departments or other companies within the same industry to enhance cross-organizational generalizability. Furthermore, future studies are encouraged to build upon this research by integrating updated theoretical frameworks and examining additional unstudied variables that potentially influence employee performance, such as work environment, leadership style, job satisfaction, or organizational culture.

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