



# The Influence Of Work Discipline And Work Motivation On Job Satisfaction With Employee Performance As Mediation At PT. Jagat Sejahtera Abadi Kota Bekasi

Dodi Rustandi <sup>1</sup>; Anna Wulandari <sup>2</sup>; Sarwo Edy <sup>3</sup>

<sup>1,2,3</sup> Magister Manajemen Universitas Pelita Bangsa

Email: <sup>1)</sup> [inidodiemail@gmail.com](mailto:inidodiemail@gmail.com) , <sup>2)</sup> [anna.wulandari@pelitabangsa.ac.id](mailto:anna.wulandari@pelitabangsa.ac.id) ,

<sup>3)</sup> [sarwoedy@pelitabangsa.ac.id](mailto:sarwoedy@pelitabangsa.ac.id)

## How to Cite :

Rustandi, D. Wulandari, A. Edy, S. (2024). The Influence Of Work Discipline And Work Motivation On Job Satisfaction With Employee Performance As Mediation At PT. Jagat Sejahtera Abadi Kota Bekasi. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(3). doi: <https://doi.org/10.37676/ekombis.v12i3>

## ARTICLE HISTORY

Received [13 Maret 2024]

Revised [19 Juni 2024]

Accepted [02 Juli 2024]

## KEYWORDS

Work Discipline, Work Motivation, Job Satisfaction, Employee Performance

*This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## ABSTRACT

*This study aims to determine The Influence Of Work Discipline And Work Motivation On Job Satisfaction With Employee Performance As Mediation At PT. Jagat Sejahtera Abadi Kota Bekasi. Respondents of this study were 54 respondents and this study used a quantitative approach with the SmartPLS 3.0 data processing application. The results of this study found that 1. There is a significant effect of work discipline on employee performance Employees, 2. Work motivation has no significant effect on employee performance, 3. Employee performance has a significant effect on job satisfaction, 4. Work discipline has a significant effect on job satisfaction, 5. Work motivation has no significant effect on employee performance, 6. Work discipline has a significant effect on job satisfaction through employee performance, 7. Work motivation has no significant effect on job satisfaction through employee performance.*

## INTRODUCTION

Human resources are the most valuable asset owned by an organization, because humans are the only resources that can drive other resources. Thus, the element of human resources is a key factor that must be maintained by an organization in line with the demands that the organization always faces to answer any existing challenges. Therefore, efforts to maintain quality human resources are the main steps of the organization (Arianto, 2019). One of the factors that affect the success rate of an organization is the performance of its employees. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Optimal employee performance is a picture of quality human resources. This performance reflects the success of a person, employee performance is very concerned because the high performance of an employee

will result in increased overall performance. The author found a phenomenon regarding performance, which can be seen as follows:

**Table 1 Performance Assessment Of Employees Of PT Jagat Sejahtera Abadi In 2020-2022**

NO	ASPECTS	PERFORMANCE ASSESSMENT			TARGET
		2020	2021	2022	
1	Quality of Work	75%	80%	80%	100%
2	Quantity of Work	70%	60%	50%	100%
3	Punctuality	70%	60%	60%	100%
4	Work Relationship	80%	80%	90%	100%
<b>TOTAL</b>		<b>74%</b>	<b>70%</b>	<b>70%</b>	<b>100%</b>

Source : PT Jagat Sejahtera Abadi, 2022

Based on the table above, it can be seen that the performance appraisal at PT Jagat Sejahtera Abadi targets 100% every year, but the realization received for the quality of work and achieved in 2020 reached 75%, and experienced an increase in 2021 and 2022 by 80%. Meanwhile, the quantity of work has always decreased by 10% from 2020 to 2022. For punctuality, 70% was achieved in 2020, and decreased in 2021 and 2022 to 60%. For relationships between employees in 2020-2021, it reached 80% and increased in 2022 to 90%.

The success of an organization is greatly influenced by the performance of its employees, therefore organizations try to improve the performance of their employees in the hope that organizational goals can be achieved. Achieving employee performance can be through compensation and work discipline assessment programs for all employees, the dominant factor influencing it is the level of discipline. The opinion expressed by (Hasibuan, 2019) states that the better the work discipline of an employee, the higher the performance results that will be achieved. According to (Rivai & Veithzal, 2020) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness to obey all organizational regulations and applicable social norms. Work discipline at PT Jagat Sejahtera Abadi still has many employees who do not obey the rules and often come late.

**Table 2 Employee Attendance Data Of PT Jagat Sejahtera Abadi Period 2020-2022**

Year	Reasons for Not Going to Work				Total
	Absent	Leave (Cuti)	Late	No Reason	
2020	45	34	28	20	127
2021	39	36	25	14	114
2022	35	28	18	17	97

Source : PT Jagat Sejahtera Abadi, 2022

Based on the table above, the average employee absence rate during the 2020-2022 period has increased. This happens because there are still employees who do not come to work due to absent, leave, late and also no reason. From the attendance above, it can be seen that the level of employee discipline is not optimal because there are still many employees who are late for work every year. This is because employees feel that the company still lacks attention to employees, especially about work. Besides the enforcement of work discipline, work motivation is also needed, namely to motivate oneself to be enthusiastic at work. In the organization, a supervisor must respond to the needs and desires of employees so as to create conditions where employee welfare is guaranteed. According to Suprayento (2019: 125) in (Andiyanto & Darmastuti, 2020) motivation is the desire to do as a willingness to expend a high level of effort

for organizational goals, which is conditioned by the ability of that effort to meet an individual need.

## LITERATURE REVIEW

### A. Work Discipline

According to (Sintaasih & Wiratama, 2019), work discipline is a management action to encourage the awareness and willingness of its members to obey all regulations that have been determined by the organization or company and social norms that apply voluntarily. Besides of that, according to (Setyaningdyah, 2019) work discipline is a policy of shifting individuals to become self-responsible for complying with environmental (organizational) regulations. According to (Siagian, 2020) a good form of discipline will be reflected in the atmosphere, namely:

1. High sense of employee concern for the achievement of company goals.
2. The high spirit and passion of work and initiative of employees in doing work.
3. The high sense of responsibility of the employees to carry out their duties as well as possible.
4. The development of a sense of belonging and a high sense of solidarity among employees.
5. Increased work efficiency and productivity of employees.

Work discipline's indicators according to (Sutrisno, 2020) are as follows :

1. Obeying the rules of time : Judging from the hours of entry to work, hours of return, and rest hours that are on time in accordance with the rules that apply in the company.
2. Obeying company regulations : Basic rules on how to dress, and behave at work.
3. Obeying the rules of behavior at work : Demonstrated by ways of doing work in accordance with positions, duties, and responsibilities as well as how to relate to other work units.
4. Obeying other rules in the company : Rules about what employees can and cannot do in the company.

### B. Work Motivation

Motivation according to Wexley & Yukl in (Sutrisno, 2020) is something that gives rise to the spirit or drive of work. Motivation as a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability to satisfy some individual needs. Motivation can encourage someone to do a job well and in accordance with their responsibilities. So that with the existence of motivation in a person can increase the productivity produced. In his book (Mangkunegara, 2019) describes one by one the principles in motivating employees, namely :

1. Participation Principle : In an effort to motivate work, employees need to be given the opportunity to participate in determining the goals to be achieved by the leader.
2. Communication Principle : Leaders communicate everything related to the achievement of goals, with clear information, employees will be more easily motivated work.
3. Principle of Delegation of Authority : Leaders who give authority or authority to employees to at any time can make decisions on the work done, will make the employee concerned become motivated at work.

### C. Employee Performance

Performance is an expression of a person's potential in fulfilling their responsibilities by setting certain standards. According to (Moeheriono, 2019) performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic

planning. According to (Sutrisno, 2020), performance measurement is directed at six aspects, namely :

1. Work results : the level of quantity and quality produced and the extent of supervision.
2. Job knowledge : the level of knowledge related to job duties that will directly affect the quantity and quality of work results.
3. Initiative : the level of initiative while carrying out job duties, especially in terms of handling problems that arise.
4. Mental aptitude : the level of ability and speed in receiving work instructions and adjusting to existing work methods and work situations.
5. Attitude: the level of work enthusiasm and positive attitude in carrying out job duties.
6. Time discipline and attendance: level of punctuality and attendance.

Employee performance's indicators according to (Mangkunegara, 2019) are as follows :

1. Quality of Work : Shows neatness, thoroughness, and relevance of work results by not ignoring the volume of work.
2. Work Quantity : Shows the number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company goals.
3. Responsibility : Shows how much the employee accepts and carries out his work, is responsible for the results of work as well as the facilities and infrastructure used and his daily work behavior.
4. Cooperation : The willingness of employees to participate with other employees vertically and horizontally both inside and outside of work so that work results will be better.
5. Initiative : The existence of initiative from within members of the organization to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that is the obligation of an employee.

#### D. Job Satisfaction

Employee job satisfaction is an emotional attitude that is pleasant and loves his job. Basically, employee job satisfaction is an individual thing. According to (Sudaryo, Agus, & Nunung, 2019) employee job satisfaction is a feeling about pleasant or unpleasant about work based on expectations with the rewards provided by the company. According to (Hasibuan, 2019), there are seven factors that affect employee job satisfaction, namely:

1. Fair and appropriate remuneration
2. Proper placement according to expertise
3. The lightness of the work
4. Work atmosphere and environment
5. Equipment that supports the implementation of the work
6. The attitude of the leader in his leadership
7. The nature of the work is monotonous or not

Job satisfaction's indicators according to (Afandi, 2019 dalam Santoso & Yuliantika, 2022) are as follows :

1. Job : The content of the work one does whether it has satisfying elements.
2. Wages : The amount of pay that a person receives as a result of performing work is in accordance with the needs that are perceived as fair.
3. Promotion : The possibility that a person can develop through promotion. This relates to whether or not there is an opportunity to obtain career advancement while working.
4. Supervisor : Someone who always gives orders or instructions in the implementation of work.
5. Coworkers : Someone always interacts in carrying out work. A person can find their coworkers very pleasant or unpleasant.

According to Kinlaw; Asiah in (Santoso, 2018) states that the indicators of motivation are:

1. Match : Employees have a task that is in line with their interests and needs, so employees will be more enthusiastic and encouraged to complete their work and achieve the desired goals.
2. Return : Employees consider extrinsic rewards that will be obtained such as wages, salaries, benefits.
3. Expectation : Employees consider the extent to which the work environment facilitates the completion of tasks.

## METHODS

This research has a quantitative approach, descriptive and associative types. According to (Sugiyono, 2019), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing hypotheses that have been developed. The population in this study were all employees of PT Jagat Sejahtera Abadi, totaling 54 people and the sample in this study amounted to 54 samples.

## RESULTS

### A. Validity Test

**Table 3. Outer Loading**

Variable	Indicator	Loading Factor	Validity
<b>Work Discipline</b>	X1.1	<b>0,875</b>	Valid
	X1.2	<b>0,810</b>	Valid
	X1.3	<b>0,815</b>	Valid
	X1.4	<b>0,873</b>	Valid
	X1.5	<b>0,875</b>	Valid
	X1.5	<b>0,941</b>	Valid
<b>Work Motivation</b>	X2.1	<b>0,899</b>	Valid
	X2.2	<b>0,815</b>	Valid
	X2.3	<b>0,821</b>	Valid
	X2.4	<b>0,704</b>	Valid
	X2.5	<b>0,821</b>	Valid
	X2.6	<b>0,833</b>	Valid
<b>Employee Performance</b>	Y.1	<b>0,812</b>	Valid
	Y.2	<b>0,722</b>	Valid
	Y.3	<b>0,844</b>	Valid
	Y.4	<b>0,864</b>	Valid
	Y.5	<b>0,724</b>	Valid
<b>Job Satisfaction</b>	Z.1	<b>0,839</b>	Valid
	Z.2	<b>0,840</b>	Valid
	Z.3	<b>0,866</b>	Valid
	Z.4	<b>0,900</b>	Valid
	Z.5	<b>0,827</b>	Valid

Source: Primary data processed, 2024

Based on the table above, it can be seen that all indicators that measure Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance variables have a loading factor value greater than 0.6. Thus the indicators is declared valid.

#### B. Reliability Test

**Table 4 Reliability Test Results**

Variable	Cronbach's Alpha	Composite Reliability	Description
Work Discipline	0,933	0,947	Very Reliable
Work Motivation	0,900	0,923	Very Reliable
Employee Performance	0,908	0,931	Very Reliable
Job Satisfaction	0,857	0,895	Very Reliable

Source: Primary data processed, 2024

Based on the table above, it can be seen that the composite reliability value on the variables of Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance is greater than 0.7. Thus, based on the calculation of composite reliability, all indicators that measure the variables of Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance are declared highly reliable. Furthermore, the Cronbach Alpha value on the variables of Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance is greater than 0.6. Thus, based on the calculation of Cronbach Alpha, all indicators that measure the variables of Work Discipline, Work Motivation, Job Satisfaction, and Employee Performance are declared highly reliable.

#### C. Path Coefficient Results

**Table 5. Hypothesis Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Discipline (X1) -> Job Satisfaction (Z)	1,039	1,050	0,064	16,200	0,000
Work Motivation(X2) -> Job Satisfaction (Z)	-0,065	-0,077	0,075	0,873	0,383
Job Satisfaction (Z) -> Employee Performance (Y)	0,946	0,959	0,281	3,367	0,001
Work Discipline (X1) -> Employee Performance (Y)	0,447	0,464	0,170	2,622	0,009
Work Motivation (X2) -> Employee Performance (Y)	0,433	0,420	0,165	2,618	0,009

Source: Primary data processed, 2024

**Table 6 Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Work Discipline (X1) -&gt; Job Satisfaction (Z) -&gt; Employee Performance (Y)</b>	0,983	1,010	0,309	3,184	<b>0,002</b>
<b>Work Motivation (X2) -&gt; Job Satisfaction (Z) -&gt; Employee Performance (Y)</b>	-0,062	-0,077	0,078	0,789	<b>0,431</b>

## DISCUSSION

1. The effect work discipline on job satisfaction, produces an original sample value of 1.039 with a statistical T value of 16.200 and P Values of 0.000 or smaller than the  $\alpha$  value ( $0.000 < 0.05$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an effect of work discipline on job satisfaction. This is in line with (Fenianti & Nawawi, 2023), the results showed that the work discipline affects job satisfaction.
2. The effect work motivation on job satisfaction, produces an original sample value of -0.065 with a statistical T value of 0.873 and P Values of 0.383 or greater than the  $\alpha$  value ( $0.383 > 0.05$ ). It can be concluded that  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no effect of work motivation on job satisfaction. This is in line with (Adam, Machasin, & Efni, 2021), the results showed that the work motivation has an insignificant effect on job satisfaction.
3. The effect job satisfaction on employee performance, produces an original sample value of 0.946 with a statistical T value of 3.367 and P Values of 0.001 or smaller than the  $\alpha$  value ( $0.001 < 0.05$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an effect of job satisfaction on employee performance. This is in line with (Nurrohmat & Lestari, 2021), the results showed that job satisfaction affects employee performance.
4. The effect work discipline on employee performance, produces an original sample value of 0.447 with a statistical T value of 2.662 and P Values of 0.009 or smaller than the  $\alpha$  value ( $0.009 < 0.05$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an effect of work discipline on employee performance. This is in line with (Al Hafizh & Hartono, 2022), the results showed that work discipline affects employee performance.
5. The effect work motivation on employee performance, produces an original sample value of 0.443 with a statistical T value of 2.618 and P Values of 0.009 or smaller than the  $\alpha$  value ( $0.009 < 0.05$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an effect of work motivation on employee performance. This is in line with (Caissar et al., 2022), the results showed that work motivation affects employee performance.
6. The effect of work discipline on employee performance mediated by job satisfaction, produces an original sample value of 0.938 with a statistical T value of 3.184 and P Values of 0.002 or smaller than the  $\alpha$  value ( $0.002 < 0.05$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an effect of work discipline on employee performance mediated by job satisfaction. This is in line with (Putra & Jhon Fernos, 2023), that work discipline has a positive and significant effect on employee performance and in line with (Hermana, Areros, & Tatimu, 2023) that job satisfaction has a positive and significant effect on employee performance.
7. The effect of work motivation on employee performance mediated by job satisfaction, produces an original sample value of -0.062 with a statistical T value of 0.789 and P Values of 0.431 or greater than the  $\alpha$  value ( $0.431 > 0.05$ ). It can be concluded that  $H_0$  is accepted and  $H_a$

is rejected, meaning that there is no effect of work motivation on employee performance mediated by job satisfaction. This is in line with (Tarjo, 2019), that work motivation has no effect on employee performance and in line with (Augustine et al., 2022) that job satisfaction has a positive influence on performance but does not have a significant effect on employee performance.

## CONCLUSION

Based on the description and discussion of the research results on The Influence Of Work Discipline And Work Motivation On Job Satisfaction With Employee Performance As Mediation At PT. Jagat Sejahtera Abadi Kota Bekasi, the researcher can conclude as follows :

1. There is a significant effect of work discipline on job satisfaction at PT Jagat Sejahtera Abadi.
2. There is no significant effect of work motivation on job satisfaction at PT Jagat Sejahtera Abadi.
3. There is a significant effect of job satisfaction on employee performance at PT Jagat Sejahtera Abadi.
4. There is a significant effect of work discipline on employee performance at PT Jagat Sejahtera Abadi.
5. There is a significant effect of work motivation on employee performance at PT Jagat Sejahtera Abadi.
6. There is a significant effect of work discipline on employee performance mediated by job satisfaction at PT Jagat Sejahtera Abadi.
7. There is no significant effect of work discipline on employee performance mediated by job satisfaction at PT Jagat Sejahtera Abadi.

## SUGGESTION

1. Based on the research results on the Work Discipline variable, the identified problem lies in the lack of employee compliance with the rules and their tendency to arrive late. To overcome this, it is recommended to improve the supervision system and stricter discipline enforcement. This could include implementing clear consequences for violations of discipline, as well as providing more intensive training or socialization on the importance of discipline in the work environment.
2. Based on the results of research on Work Motivation variables, the main problem is the lack of motivation and work enthusiasm of employees, which leads to low performance. Suggestions to overcome this are to introduce incentive and reward programs that can increase motivation, as well as provide clear career development opportunities. Open communication and support from management in creating a pleasant and supportive work environment can also help increase employee motivation.
3. Based on the research results on the Job Satisfaction variable, problems arise from employee perceptions that the promotion process is not fair or transparent, causing a decrease in satisfaction with the company. To overcome this, it is necessary to improve the promotion process to make it more transparent and performance-based. Providing clear feedback to employees about promotion criteria and opportunities to ask questions or input can also increase employee satisfaction.
4. Based on the research results on the Employee Performance variable, a 10% decrease in work quantity from 2020-2022 indicates a problem in employee productivity. To address this, the company needs to conduct an in-depth evaluation to identify the causes of the decline in performance and take appropriate measures. This could include improving the efficiency of work processes, providing training or mentoring to employees who need it, as well as reviewing the allocation of resources to ensure that tasks are done effectively and efficiently.



## REFERENCES

- Adam, Andy, Machasin, & Efni, Yulia. (2021). Pengaruh Motivasi dan Kepemimpinan terhadap Kepuasan Kerja dan Kinerja Karyawan pada PT. Primalayan Citra Mandiri (Datascrip Service Center) di Indonesia. *Jurnal Ekonomi Kiat*, 32(1), 48–56. [https://doi.org/10.25299/kiat.2021.vol32\(1\).7407](https://doi.org/10.25299/kiat.2021.vol32(1).7407)
- Al Hafizh, Muhammad, & Hartono, Arif. (2022). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan yang Dimediasi Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan CV. Tiga Berlian. *Selekta Manajemen*, 01(04), 97–108. Retrieved from <https://journal.uui.ac.id/selma/index>
- Andiyanto, Wilhelmus, & Darmastuti, Ismi. (2020). *PENGARUH MOTIVASI KERJA DAN KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PADA BADAN KELUARGA BERENCANA DAN PEMBERDAYAAN PEREMPUAN KABUPATEN MANGGARAI – FLORES NUSA TENGGARA TIMUR*. Universitas Diponegoro.
- Annisa Kharenina Augustine, Alda Clarissa Sunaryo, & Yohanes Firmansyah. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan. *Juremi: Jurnal Riset Ekonomi*, 2(1), 147–156. <https://doi.org/10.53625/juremi.v2i1.2691>
- Arianto, D. .. (2019). Pengaruh Kedisiplinan, Lingkungan Kerja Dan Budaya Kerja Terhadap Kinerja Tenaga Pengajar. *Jurnal Economia*, 9(2), 191–200.
- Arief Budi Santoso. (2018). Pengaruh Disiplin Kerja, Motivasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada Panin Bank Cabang Pondok Indah. *Jurnal KREATIF: Pemasaran, Sumberdaya Manusia Dan Keuangan*, 6(1), 1–13.
- Budi Santoso, Anton, & Yuliantika, Rilfa. (2022). Pengaruh Kepuasan Kerja Dan Kompensasi Terhadap Intention To Stay (Studi Kasus Pengemudi Gojek Di Kota Bandung). *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6(3), 1407–1422.
- Caissar, Chrisvan, Hardiyana, Aan, Nurhadian, Adhie Fasha, & Kadir, Kadir. (2022). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Antam Tbk (UIBPEI) Pongkor. *Acman: Accounting and Management Journal*, 2(1), 11–19.
- Feniarti, & Nawawi, M. Tony. (2023). Pengaruh Lingkungan Kerja, Motivasi Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Tunas Toyota Di Jakarta Barat. *Jurnal Manajerial Dan Kewirausahaan*, 05(03), 611–618.
- Gito Septa Putra & Jhon Fernos. (2023). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja Dan Perindustrian Kota Padang. *Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 3(2), 617–629. Retrieved from <https://valuasi.lppmbinabangsa.id/index.php/home/article/view/210>
- Hasibuan, Melayu S. P. (2019). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Jakarta: PT Bumi Aksara.
- Hermana, Dody Daniel Josua Jizat, Areros, William A., & Tatimu, Ventje. (2023). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan PT Freshmart Superstore Bahu Mall Manado. *Jurnal Productivity*, 4(1), 48–54.
- Mangkunegara, A. .. (2019). *Manajemen Kepemimpinan*. Jakarta: PT Rineka Cipta.
- Moehersono, M. (2019). *Manajemen sumber daya manusia: Edisi keempat*. PT. Kencana Prenada Media.
- Nurrohmat, Alfian, & Lestari, Rini. (2021). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan. *Jurnal Riset Akuntansi*, 1(2), 82–85. <https://doi.org/10.29313/jra.v1i2.419>

- Rivai, & Veithzal. (2020). *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori Ke Praktik*. Jakarta: PT. Raja Grafindo Persada.
- Setyaningdyah, E. (2019). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan pada PT XYZ. *Jurnal Manajemen Dan Bisnis*, 17(1), 1–10.
- Siagian, S. .. (2020). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Sintaasih, E., & Wiratama, B. (2019). *Manajemen sumber daya manusia*. Bandung: Alfabeta.
- Sudaryo, A., Agus, S., & Nunung, S. (2019). *Manajemen sumber daya manusia*. Bandung: CV Yrama Widya.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif R&D*. Alfabeta.
- Sutrisno, E. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Tarjo, Tarjo. (2019). Pengaruh Motivasi Kerja Dan Kepuasan Kerja terhadap Kinerja Karyawan. *JAMIN: Jurnal Aplikasi Manajemen Dan Inovasi Bisnis*, 2(1), 53. <https://doi.org/10.47201/jamin.v2i1.38>