

The impact of work discipline and motivation on job satisfaction at DUKCAPIL Surakarta

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Abstrak

Penelitian ini bertujuan untuk (1) mengetahui pengaruh disiplin kerja terhadap kepuasan kerja Pegawai DUKCAPIL Kota Surakarta, (2) mengetahui pengaruh motivasi kerja terhadap kepuasan kerja Pegawai DUKCAPIL Kota Surakarta, (3) mengetahui pengaruh disiplin kerja dan motivasi kerja terhadap kepuasan kerja Pegawai DUKCAPIL Kota Surakarta. Penelitian ini merupakan penelitian kuantitatif dengan populasi yang digunakan dalam penelitian ini yaitu sebanyak 82 pegawai. Pengumpulan data dilakukan dengan menyebarkan kuesioner penelitian dengan teknik Sampel Jenuh. Hasil penelitian menunjukan bahwa: (1) terdapat pengaruh yang positif dan signifikan antara disiplin kerja terhadap kepuasan kerja pegawai DUKCAPIL Kota Surakarta dibuktikan dengan nilai $t_{hitung} (3,426) > t_{tabel} (1,993)$ dan nilai signifikansi $0,006 < 0,05$; (2) terdapat pengaruh yang positif dan signifikan antara motivasi kerja terhadap kepuasan kerja pegawai DUKCAPIL Kota Surakarta dibuktikan dengan nilai $t_{hitung} (10,750) > t_{tabel} (1,993)$ dan nilai signifikansi $0,000 < 0,05$; (3) terdapat pengaruh yang positif dan signifikan antara disiplin kerja dan motivasi kerja secara bersama-sama terhadap kepuasan kerja DUKCAPIL Kota Surakarta dibuktikan dengan nilai $F_{hitung} (78,789) > F_{tabel} (3,11)$. Hasil penelitian ini menunjukan nilai sumbangan efektif secara bersama-sama sebesar 0,666 atau 67%, sedangkan sisanya sebesar 33% dipengaruhi oleh faktor lain yang tidak diteliti pada penelitian ini.

Kata kunci: kinerja pegawai, perilaku organisasi, layanan sipil, manajemen sumber daya manusia, administrasi publik

Abstract

This research aims to (1) determine the influence of work discipline on job satisfaction of employees at the Department of Population and Civil Registration (DUKCAPIL) of Surakarta City, (2) determine the influence of work motivation on job satisfaction of DUKCAPIL employees in Surakarta City, and (3) determine the combined influence of work discipline and work motivation on job satisfaction of DUKCAPIL employees in Surakarta City. This research employed a quantitative approach with a population of 82

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employees. Data collection was conducted by distributing research questionnaires using the saturated sampling technique. The results indicated that: (1) there is a positive and significant influence of work discipline on job satisfaction of DUKCAPIL employees in Surakarta City, evidenced by a t-value (3.426) > t-table (1.993) and a significance value of $0.006 < 0.05$; (2) there is a positive and significant influence of work motivation on job satisfaction of DUKCAPIL employees in Surakarta City, evidenced by a t-value (10.750) > t-table (1.993) and a significance value of $0.000 < 0.05$; (3) there is a positive and significant combined influence of work discipline and work motivation on job satisfaction of DUKCAPIL employees in Surakarta City, evidenced by an F-value (78.789) > F-table (3.11). The results demonstrate an effective contribution value of 0.666 or 67%, while the remaining 33% is influenced by other factors not examined in this study.

Keywords: employee performance; organizational behavior; civil service; human resource management; public administration

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Introduction

Every individual is required to continuously develop programs related to human resources in order to create quality employees. The development of effective Human Resource Management (HRM) programs is expected to enable employees to adapt to changes and continuously improve work performance, responsibility, and loyalty toward each individual. With effective HRM, each individual can continue to develop until achieving their objectives. When individual goals are achieved, employees will certainly experience job satisfaction. If job satisfaction reaches a high level within employees, it provides better impacts for individual development, where employees will perform their roles more optimally without coercion and feeling pressured in carrying out their work. Job satisfaction itself represents the feelings within an individual regarding whether they enjoy their work; if employees do not experience pleasure in their work, it may lead to employee turnover and high absenteeism rates. Conversely, if employees enjoy their work, they will continue working and feel motivated by assigned tasks. Job satisfaction is an important issue that requires greater attention, as enhancing employee job satisfaction will impact the development of each individual (Indrayani, 2022).

The quality of human resources significantly supports the optimal functioning of organizational activities. In relation to achieving this quality, Baskoro (2019) argues that motivation is the primary factor that enhances human resources by combining internal and external consistency based on determination and desire. Appropriate motivation can drive employees' enthusiasm to produce effective work patterns with high integrity through all efforts to achieve job satisfaction. Additionally, motivation has a significant influence in supporting employee behavior patterns that create a desire to work hard and enthusiastically to achieve maximum results. The next factor is work discipline, which is a condition where employees adhere to all forms of regulations and social norms within the institution or organization (Dwilaksono, 2017).

It is essential for each individual to provide the best efforts in providing work motivation to maintain high levels of employee motivation, which will ultimately have positive impacts on the individuals themselves. Based on this background, it is important for individuals to pay attention to employee job satisfaction levels; employees with high job satisfaction can produce good performance and achieve organizational goals.

Another factor that needs attention regarding employees is work discipline. Work discipline is necessary for employees to perform their duties optimally. With work discipline, employees can carry out tasks enthusiastically so that work can be carried out as well as possible according to predetermined work procedures. According to Rivai (2009), work discipline is a tool used by company management to communicate with employees so they are willing to change their behavior and as an effort to increase awareness and compliance with prevailing social norms (Abrar Muslim et al., 2020).

Employee motivation and work discipline both require serious attention in organizations because the emergence of problems in organizations, especially in government agencies, is often caused by a lack of discipline and work motivation toward duties and obligations that are inherent responsibilities of each employee. This frequently occurs due to conflicts between employees' personal interests and institutional interests. This produces side effects where organizational interests are not maximally achieved and are compromised due to lack of encouragement and compliance in employees as a result of these conflicts, or even preferring to lead themselves out of the rules or regulations within the organization. From these issues, it can be stated that the success of organizational management and institutions heavily relies on the balance between institutional interests and the personal interests of each employee.

The Department of Population and Civil Registration (DUKCAPIL) of Surakarta City functions as a government agency that stands as a public service in the field of population and civil registration. Based on observations, the researcher found several employees who still have low work motivation and lack discipline to the extent of receiving warnings from supervisors due to weaknesses demonstrated by some employees, such as not arriving at work on time, delaying office tasks resulting in failure to meet predetermined deadlines, leaving the office environment for personal matters leading to neglected and unsystematically or unstructured completed tasks, ignoring supervisors' warnings which will impact employee performance, and inability to establish good communication creating indifference and reluctance to build relationships, thereby reducing the sense of kinship in encouraging or facilitating work completion and diminishing comfort in the work environment.

The data obtained by the researcher during observation and research interviews showed that some employees did not arrive at the office on time and left the office not according to the established time. There were also employees who experienced unclear roles and responsibilities in their work, workloads that did not correspond with compensation (salary and benefits) received, employees who were dissatisfied with unfair and non-transparent organizational management and policies, supervisors who lacked in providing appreciation and recognition for work performed by employees, and a lack of teamwork conditions due to conflicts between employees.

The workplace issues described above can lead to decreased employee job satisfaction. Employees who are unhappy and uncomfortable at work may experience high work stress. According to Morse (Panggabean, 2018), job satisfaction fundamentally depends on what someone wants from their job and what they obtain.

Table 1

Late Arrival Data of DUKCAPIL Employees in Surakarta City in 2023

Month	Number of Employees	Number of Working Days	Percentage of Late Employees/Day
June	82	20	30,2%
July	82	20	32,3%
August	82	22	31,9%

(Source: Head of General and Personnel Sub-Division of DUKCAPIL, Surakarta City, 2023)

Table 1 contains information regarding the percentage of late arrivals among DUKCAPIL employees in Surakarta City in 2023, which tended to increase over 3 months in 2023. With a total of 82 employees at the DUKCAPIL office in Surakarta City, the data shows a percentage beginning at 30.2% in June. Tardiness experienced an increase in the following 2 months, reaching 32.35% in July and 31.9% in August.

Based on these issues, the researcher is interested in conducting research to analyze the relationship between work discipline and work motivation on employee job satisfaction with the title "The Influence of Work Discipline and Work Motivation on Employee Job Satisfaction at the Department of Population and Civil Registration of Surakarta City."

Research Method

This research was conducted at the Department of Population and Civil Registration of Surakarta City, located at the Surakarta City Hall Complex, Jl. Jend. Sudirman No. 2, Kp. Baru, Ps. Kliwon District, Surakarta City, Central Java 57111. This research employed a quantitative approach as it aimed to test the hypothesis of the influence of independent variables, namely work discipline (X1) and work motivation (X2), on job satisfaction (Y) as the dependent variable.

The population in this study consisted of all employees at the Department of Population and Civil Registration of Surakarta City. This population included all Non-Civil Servant and Civil Servant personnel within the Department of Population and Civil Registration (DUKCAPIL) of Surakarta City, totaling 82 employees.

The sampling technique used in this research was saturated sampling, while the data collection technique employed a Likert scale questionnaire with 4 alternative answers: "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree." Before collecting research data, the questionnaire underwent a pilot test of research instruments by conducting validity and reliability tests. The pilot test was conducted with 32 respondents who were employees at the Department of Population and Civil Registration of Karanganyar Regency.

In this research, the collected data underwent prerequisite analysis tests using several tests including normality tests, linearity tests, and multicollinearity tests. Meanwhile, hypothesis testing was conducted using multiple linear regression analysis, t-tests, F-tests, coefficient of determination analysis, and calculating effective and relative contributions.

Results and Discussion

Research Results

The normality test was conducted using the Kolmogorov-Smirnov method, which was then examined through the obtained significance value. The normality test results showed an Asymp. Sig. (2-tailed) value of 0.084. This indicates that the significance value obtained > 0.05 , meaning the data used in this research—both the work discipline variable data (X1), work motivation variable data (X2), and job satisfaction variable data (Y)—were normally distributed.

The linearity test was based on deviation from linearity, which can be observed from SPSS output in the ANOVA table. Based on the linearity test results for work discipline on job satisfaction, it was determined that the significance value found in the deviation from linearity row was 0.146. This significance value > 0.05 , indicating that the work discipline and job satisfaction variables have a linear relationship. Meanwhile, the linearity test results for work motivation on job satisfaction showed that the significance value found in the deviation from linearity row was 0.481. This significance value > 0.05 , meaning that the work motivation and job satisfaction variables have a linear relationship.

The multicollinearity test results can be determined by examining the Tolerance and VIF values. The multicollinearity test showed that the work discipline and work culture variables have a Tolerance value of 0.763 and a VIF value of 1.311. Both variables have Tolerance values > 0.10 and VIF values < 10 , meaning neither variable exhibits multicollinearity symptoms. The t-test in this research was conducted to determine the influence of independent variables on the dependent variable individually or partially. The following are the t-test results in Table 2:

Table 2
T-test Results

Variables	t	Sig.
Constant	3.975	.000
Work Discipline	3.426	.006
Work Motivation	10.750	.000

Based on Table 2, the test results show a significance value for Work Discipline (X_1) of $0.006 < 0.05$. Additionally, the t-value was $3.426 > t\text{-table } 1.993$. The t-table value was sought at $\alpha = 0.05$ with df 79 ($n - k - 1$) or $(82 - 2 - 1)$. From the comparison of significance values and t-values, it can be concluded that there is a significant partial influence between the Work Discipline (X_1) variable and Job Satisfaction (Y). The test results show a significance value for work motivation of $0.000 < 0.05$. Additionally, the t-value was $10.750 > t\text{-table } 1.993$. The t-table value was sought at $\alpha = 0.05$ with df 79 ($n - k - 1$) or $(82 - 2 - 1)$. From the comparison of significance values and t-values, it can be concluded that there is a significant partial influence between the Work Motivation (X_2) variable and Job Satisfaction (Y).

Table 3
F-test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1280.232	2	640.116	78.789	.000
Residual	641.829	79	8.124		
Total	1922.061	81			

Based on Table 3, it can be observed that the probability value in the Sig. column is 0.000, which is < 0.05 . Furthermore, the F-value shows 78.789. These results indicate that the F-value $> F\text{-table } 3.11$. The F-table value was sought at $\alpha = 0.05$ with df 80 ($n-k = 82-2$). From the comparison of significance values and F-values, it can be concluded that there is a significant influence between the Work Discipline (X_1) and Work Motivation (X_2) variables on Job Satisfaction (Y) simultaneously.

Table 4
Coefficient of Determination Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
.816	.666	.658	2.850

Based on Table 4, the coefficient of determination (R Square) value can be identified as 0.666. This result can be interpreted as 0.666 or 67% of job satisfaction among DUKCAPIL employees in Surakarta City being influenced by work discipline and work motivation. The remaining 33% may be influenced by other factors not examined in this study.

Table 5
Multiple Linear Regression Analysis Results

	Unstandardized Coefficients B	Std. Error	Standardized Coefficients
(Constant)	3.494	3.582	
Work Discipline	0.026	0.061	0.02
Work Motivation	0.561	0.052	0.800

Based on Table 5, the regression formulation obtained for this research is as follows:

$$\hat{Y} = 3.494 + 0.026 X_1 + 0.561 X_2$$

Where: Y: Job satisfaction X_1 : Work discipline X_2 : Work motivation

Based on the above regression equation, the following interpretations can be made: (1) The constant value of 3.494 mathematically states that if the value of the Work Discipline (X_1) variable equals 0 and the Work Motivation (X_2) variable equals 0, then the value of the Job Satisfaction (Y) variable is

3.494. (2) The regression coefficient value for the Work Discipline (X_1) variable of 0.026 systematically states that if Work Discipline (X_1) is increased by one unit and the Work Motivation (X_2) variable is assumed to be 0, it will cause an increase in the Job Satisfaction (Y) variable of 0.026. This means that for every 1% increase in the Work Discipline (X_1) variable, Job Satisfaction (Y) will also experience a 2.6% increase. (3) The regression coefficient value for the Work Motivation (X_2) variable of 0.561 systematically states that if Work Motivation (X_2) is increased by one unit and the Work Discipline (X_1) variable is assumed to be 0, it will cause an increase in the Job Satisfaction (Y) variable of 0.561. This means that for every 1% increase in the Work Motivation (X_2) variable, Job Satisfaction (Y) will also experience a 56.1% increase.

Discussion

This research identified a significant influence between the Work Discipline (X_1) and Work Motivation (X_2) variables on Job Satisfaction (Y) among employees at the Department of Population and Civil Registration of Surakarta City. Based on the hypothesis testing results, it was determined that work discipline influences job satisfaction among DUKCAPIL employees in Surakarta City. The significance value obtained in the t-test to determine whether there is an influence of independent variables on the dependent variable individually or partially yielded a result of $0.006 < 0.05$ and a t-value $> t$ -table ($3.426 > 1.993$). Based on the significance value being less than 0.05 and the t-value being greater than the t-table, H_0 was rejected, indicating a significant partial or individual influence between the work discipline (X_1) variable and job satisfaction (Y) among DUKCAPIL employees in Surakarta City. The multiple linear regression calculation results yielded a regression coefficient value for the work discipline variable of 0.026, meaning that for every one-unit increase in the work discipline variable, the job satisfaction variable will increase by 0.026, or for every 1% increase in the work discipline variable, job satisfaction will also increase by 2.6%. This indicates that work discipline positively and significantly influences job satisfaction among DUKCAPIL employees in Surakarta City. The better or higher the level of employee work discipline, the better and higher the level of employee performance provided to the community, so that an increase in work discipline levels will enhance job satisfaction. Additionally, other findings show that the effective contribution of work discipline (X_1) to job satisfaction (Y) is 1.3%, while the relative contribution of work discipline (X_1) to job satisfaction (Y) is 65.3%. Work discipline is an important aspect for every employee, especially those with duties and responsibilities in the governmental realm and related to community and civil registration. This can be associated with the findings of Safrina's (2017) research, where undisciplined behavior results in untimely work completion and can interfere with service provision. Work discipline is considered a factor in achieving job satisfaction. In every institution, work discipline is highly important as it can indicate employee behavior patterns toward their work. In other words, if DUKCAPIL employees in Surakarta City have habits of complying with applicable regulations within the institution, it is possible for them to achieve high job satisfaction. If non-compliance or violations related to work discipline occur, the consequences must be personally borne. As found in Yunus's (2019) research, discipline formed within employees reflects responsibility in carrying out duties and work and influences the job satisfaction that will be obtained later. The results of this study are similar to research conducted by Yumhi (2021), which showed that work discipline positively and significantly influences employee job satisfaction, as indicated by a t-value of 1.275 at a significance level of 0.210. Similar research results were also found in a study by Azhar et al. (2020), which concluded that work discipline provides a significant influence, with a t-value of 2.717 compared to a t-table of 2.036, on employee job satisfaction. These research results are supported by a study by Izaz Dany Afianto and Hamidah Nayati Utami (2017), which proved that work discipline has a significant and positive influence of 34.3% on job satisfaction. This indicates that the higher the level of employee work discipline, the higher job satisfaction will also be.

Based on the second hypothesis test results, it was determined that work motivation influences job satisfaction among DUKCAPIL employees in Surakarta City. The significance value obtained in the t-test to determine whether there is an influence of independent variables on the dependent variable individually or partially yielded a result of $0.000 < 0.05$ and a t-value $> t$ -table ($10.750 > 1.993$). Based on the significance value being less than 0.05 and the t-value being greater than the t-table, H_0 was rejected, indicating a significant partial or individual influence between the work motivation (X_2) variable and job satisfaction (Y) among DUKCAPIL employees in Surakarta City. The multiple linear regression

calculation results yielded a regression coefficient value for the work discipline variable of 0.561, meaning that for every one-unit increase in the work motivation variable, the job satisfaction variable will increase by 0.561, or for every 1% increase in the work motivation variable, job satisfaction will also increase by 56.1%. This indicates that work motivation positively and significantly influences job satisfaction among DUKCAPIL employees in Surakarta City. The better or higher the level of employee work motivation, the better and higher the level of employee performance provided to the community, so that an increase in work motivation levels will enhance job satisfaction. Additionally, other findings show that the effective contribution of work discipline (X1) to job satisfaction (Y) is 1.3%, while the relative contribution of work discipline (X1) to job satisfaction (Y) is 65.3%. Regarding employee work motivation, Sarwar and Abugre (2013) argue that "Employees who have motivational drive can automatically feel a sense of job satisfaction that can foster their performance and will have an impact on providing services to the community according to their respective fields, duties, principles, and functions." Work motivation is an internal drive within a person to perform activities to achieve goals. Motivation can provide strength and can move someone to work diligently and complete work happily without coercion, so that the work produced can be achieved optimally and with quality. Related to job satisfaction, Hamali (2018) argues that "Job satisfaction is the result of labor related to work motivation." This result is reinforced by research conducted by Prabu (2005) and Rangel et al. (2017), which stated that motivation positively and significantly influences job satisfaction. The results of this study align with research conducted by Yumhi (2021), which showed that work motivation influences job satisfaction with a t-value of 1.388 at a significance level of 0.173. Similar research results were also found in a study by Awang Mada Kurnia, Bambang Swasto Sunuharyo, and Hamidah Nayati Utami (2018), which concluded that work motivation positively and significantly influences job satisfaction by 52.4%. These research results are also supported by a study by Bayu Dwilaksono Hanafi (2017), which proved that work motivation has a significant and positive influence on job satisfaction, also stating that motivation positively and significantly influences job satisfaction. Therefore, it can be concluded that motivated employees can enhance job satisfaction.

The third hypothesis statement in this research suggested that work discipline and work motivation together positively and significantly influence job satisfaction among employees at the Department of Population and Civil Registration of Surakarta City, which was proven by conducting an F-test. Based on the F-test results, the probability value in the Sig. column is 0.000, which is < 0.05 . Additionally, the F-value shows 78.789. These results indicate that the F-value $> F$ -table 3.11. Based on these results, it can be concluded that H_0 is rejected, meaning there is a significant simultaneous influence between the work discipline and work motivation variables on job satisfaction among employees at the Department of Population and Civil Registration of Surakarta City. Work discipline and work motivation together positively and significantly influence job satisfaction among employees at the Department of Population and Civil Registration of Surakarta City. The results show that the higher the level of work discipline and work motivation applied by employees, the higher the level of employee performance, so that improvement in work discipline and work motivation will enhance job satisfaction among DUKCAPIL employees in Surakarta City. This is supported by research from Yumhi (2021), which showed that work discipline and work motivation positively and significantly influence job satisfaction. This can be indicated by the fact that increased work discipline is caused by several employee work patterns such as punctuality in employee attendance, not leaving the work environment during work hours for personal interests, completing tasks and responsibilities on time, using time effectively and efficiently, working with good quality and according to procedures and work instructions, which are considered to encourage increased employee job satisfaction, subsequently impacting increasingly improved employee performance. The results of this study can be reinforced by the findings of Habibah's (2017) research, where motivation and work discipline have a significant level of influence on job satisfaction simultaneously.

Conclusion

Based on the data analysis, review, and discussion results, it can be concluded that there is an influence of work discipline on job satisfaction among DUKCAPIL employees in Surakarta City. This is evidenced by the hypothesis test results showing a t-value $> t$ -table of $3.426 > 1.993$. This indicates that the higher the value of work discipline, the higher the level of employee job satisfaction; conversely, the lower the work discipline applied by employees, the lower the employee job satisfaction. Based on the

above test results, there is an influence of work motivation on employee job satisfaction. This is evidenced by the hypothesis test results showing a t-value $>$ t-table of $10.750 > 1.993$. This indicates that more frequent provision of motivation and appreciation toward employees will increase job satisfaction levels; conversely, if there is a lack of motivation and appreciation toward employees, job satisfaction levels will decrease. Based on the hypothesis test results above, it is known that there is an influence of work discipline and work motivation on employee job satisfaction. This is evidenced by the hypothesis test results showing an F-value $>$ F-table of $78.789 > 3.11$. The better the work discipline applied and motivation developed according to its synthesis, the higher the employee job satisfaction will be, and vice versa.

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