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The Effect of Work Motivation and Work Discipline on Employee Performance

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Abstract: This study was conducted against the background of fluctuating employee performance and service quality challenges in the competitive culinary industry, specifically at Sate Taichan Kopi Nama Cirebon. The objective of this research was to examine and analyze the effect of work motivation and work discipline on employee performance, both partially and simultaneously. The research object consisted of employees working at Sate Taichan Kopi Nama Cirebon. This study employed a quantitative causal research method with a survey approach. The sample included 80 employees selected from a population of 100 using the Slovin formula. Data were collected through structured questionnaires and analyzed using multiple linear regression with statistical software. The results of the study showed that work motivation has a positive and significant effect on employee performance, indicating that psychological encouragement and recognition play an important role in improving work outcomes. Work discipline also demonstrated a positive and significant effect, emphasizing that compliance with work rules, standards, and operational procedures supports consistent performance. Simultaneously, work motivation and work discipline were found to significantly influence employee performance. The study concludes that strengthening motivation and enforcing effective work discipline are essential strategies for improving employee performance and maintaining business sustainability in the culinary sector.

Keyword: Work Motivation, Work Discipline, Employee Performance, Culinary Industry.

INTRODUCTION

The culinary industry has experienced rapid growth and increasingly intense competition in recent years, particularly in urban areas where consumer demands continue to evolve toward fast service, consistent product quality, and satisfying dining experiences. Along with this growth, the success of culinary businesses is no longer determined solely by menu innovation or pricing strategies, but increasingly depends on the quality of human resources as the main driving force of operational performance. Employees play a crucial role in ensuring service quality, maintaining hygiene standards, handling customer interactions,

and sustaining the overall image of the business. In labor-intensive industries such as food and beverage, employee performance becomes a strategic asset that directly affects customer satisfaction and business sustainability (Mangkunegara, 2017).

In practice, many small and medium-scale culinary businesses still face challenges related to suboptimal employee performance. Issues such as lateness, inconsistency in service procedures, lack of initiative, and declining enthusiasm during peak hours are frequently found in daily operations. These problems often arise from internal factors related to employees, particularly low work motivation and weak work discipline. Without sufficient motivation, employees tend to work only to fulfill minimum job requirements rather than striving for optimal results. Similarly, inadequate work discipline can lead to violations of operational standards, reduced efficiency, and uneven service quality, all of which weaken organizational performance in the long run (Hasibuan, 2008).

Work motivation is commonly understood as the internal and external forces that stimulate employees to act, direct behavior, and maintain persistence in achieving organizational goals. Motivation influences how much effort employees are willing to invest in their tasks, how resilient they are when facing pressure, and how committed they remain to their work. Herzberg's Two-Factor Theory explains that motivation is shaped by intrinsic factors such as achievement, recognition, responsibility, and personal growth, as well as extrinsic or hygiene factors such as salary, working conditions, supervision, and company policies (Anwar, 2020). In the culinary sector, where work routines are repetitive and physically demanding, maintaining employee motivation is essential to prevent fatigue and disengagement. Motivated employees are more likely to provide friendly service, maintain consistency in food preparation, and contribute positively to team collaboration (Winardi, 2020).

In addition to motivation, work discipline is a fundamental element in human resource management that ensures employees comply with organizational rules, schedules, and standard operating procedures. Discipline reflects an individual's awareness and willingness to obey regulations and perform tasks in accordance with established norms. According to Sinungan (2009), work discipline represents a mental attitude that encourages compliance, orderliness, and responsibility in carrying out duties. In the context of culinary businesses, work discipline is particularly important due to strict requirements related to hygiene, timing, service flow, and customer handling. Employees who demonstrate high discipline are more punctual, consistent in following procedures, and reliable in completing tasks, thereby supporting stable operational performance (Rivai, 2015).

Several empirical studies have shown that motivation and work discipline have a significant relationship with employee performance. Research by Hardi and Kurniawati (2022) indicates that motivated and disciplined employees consistently demonstrate higher productivity and better quality outcomes. Similar findings were also reported by Hanavi and Handrito (2023), who concluded that both variables significantly affect employee performance in service-oriented organizations. These findings confirm that motivation encourages employees to work harder and more enthusiastically, while discipline ensures that such efforts are carried out within organizational standards. However, most existing studies focus on large companies or formal institutions, while research on small and medium-scale culinary businesses remains limited.

This study focuses on Sate Taichan Kopi Nama Cirebon as the research object, representing a growing culinary business that combines traditional food offerings with a modern café concept. Despite its market potential, preliminary observations indicate several employee performance issues, including inconsistent service behavior, delays during busy hours, and varying levels of work enthusiasm. Management has attempted to address these issues through daily briefings and supervision, yet employee motivation and discipline appear

uneven. This situation highlights the need for a systematic study to examine how motivation and work discipline influence employee performance within this specific business context. Understanding these relationships is essential for management in designing effective human resource strategies that align with the characteristics of culinary operations.

From a theoretical perspective, this research is also supported by the Ability–Motivation–Opportunity (AMO) Model, which explains that employee performance is a function of individual abilities, motivation, and workplace opportunities. Motivation determines the level of effort employees are willing to exert, while opportunity reflects organizational systems that enable or constrain performance, including work discipline and operational rules (Kroon et al., 2020). In this study, work discipline is positioned as a key organizational mechanism that provides structure and opportunity for motivated employees to perform effectively. The integration of motivation and discipline in the AMO framework helps explain why performance improvement requires both psychological encouragement and behavioral control.

Operationally, work motivation in this research refers to the level of internal and external encouragement perceived by employees that drives them to perform their duties enthusiastically, responsibly, and consistently. Indicators of motivation include feelings of achievement, recognition from supervisors, responsibility in tasks, opportunities for development, suitability of compensation, and supportive working conditions. Meanwhile, work discipline is defined as the degree to which employees comply with working hours, organizational rules, standard operating procedures, and ethical behavior while demonstrating self-control and accountability. Employee performance is defined as the quality and quantity of work achieved by employees, reflected in accuracy, speed, productivity, teamwork, and communication effectiveness (Mangkunegara, 2017).

Based on the background and theoretical foundations described above, this study aims to provide empirical evidence regarding the influence of work motivation and work discipline on employee performance in a small-scale culinary business. The objectives of this research are to analyze whether work motivation has a significant effect on employee performance, to examine whether work discipline significantly affects employee performance, and to determine whether work motivation and work discipline simultaneously influence employee performance at Sate Taichan Kopi Nama Cirebon. Accordingly, the main research questions addressed in this article are: does work motivation significantly influence employee performance, does work discipline significantly influence employee performance, and do work motivation and work discipline together contribute to improving employee performance? The answers to these questions are expected to contribute both theoretically to human resource management studies and practically to the improvement of performance management strategies in the culinary industry.

By addressing these objectives, this study is expected to enrich the empirical literature on human resource management in small and medium-scale culinary businesses while providing practical insights for business owners and managers in enhancing employee performance through effective motivation and disciplined work systems.

METHOD

This study employed a quantitative research approach with a causal associative design, as it aimed to examine the causal relationships between independent variables and a dependent variable. The quantitative approach was selected because the research sought to measure variables objectively and analyze their relationships using statistical techniques. Specifically, this study investigated the effect of work motivation and work discipline on employee performance. A causal associative design was considered appropriate because it allows researchers to identify the degree of influence of one or more independent variables on

a dependent variable and to test hypotheses derived from established theories in human resource management (Sugiyono, 2016).

The population of this research consisted of all employees working at Sate Taichan Kopi Nama Cirebon. At the time of the study, the total number of employees was 100 people, encompassing various operational roles such as kitchen staff, service staff, and cashier personnel. Because the population size was relatively manageable, the study attempted to obtain a representative sample that could accurately reflect the characteristics of the population. The sample size was determined using the Slovin formula with a margin of error of five percent, resulting in a sample of 80 respondents. This method was chosen to ensure that the sample size was sufficient to provide reliable statistical analysis while maintaining efficiency in data collection. The sampling technique applied was proportionate stratified random sampling, as employees were grouped based on their job characteristics, ensuring that each group was proportionally represented in the sample.

The research was conducted at Sate Taichan Kopi Nama Cirebon, which served as the location and object of the study. This site was selected because it represents a small to medium scale culinary business facing human resource management challenges typical of the food and beverage sector. Data collection was carried out in October 2025, a period considered suitable because business operations were running normally without major seasonal disruptions. Conducting the research during regular operations allowed respondents to provide answers based on their actual daily work experiences and conditions.

The primary research instrument used in this study was a structured questionnaire designed to measure work motivation, work discipline, and employee performance. The questionnaire items were developed based on relevant theories and previous empirical studies to ensure content validity. A Likert scale ranging from one to five was used, where one represented strong disagreement and five represented strong agreement. The use of a Likert scale enabled respondents to express the intensity of their perceptions and attitudes toward each statement clearly and consistently. Work motivation was measured using indicators derived from Herzberg's Two Factor Theory, including achievement, recognition, responsibility, opportunities for growth, compensation, working conditions, and supervision. Work discipline was measured through indicators such as punctuality, compliance with rules and standard operating procedures, responsibility for tasks, ethical behavior, and self control. Employee performance was assessed through indicators reflecting work accuracy, timeliness, productivity, teamwork, and communication effectiveness.

Before the questionnaire was distributed to the main sample, the instrument underwent validity and reliability testing to ensure that it accurately measured the intended variables and produced consistent results. Validity testing was conducted using item total correlation analysis, where each item was correlated with the total score of its respective variable. An item was considered valid if its correlation coefficient exceeded the critical value at a five percent significance level. Reliability testing was performed using Cronbach's Alpha, with a minimum acceptable threshold of 0.70, indicating good internal consistency. The results of these tests showed that all questionnaire items were valid and reliable, allowing them to be used for further data collection.

Data collection procedures began with obtaining permission from management and explaining the purpose of the research to potential respondents. Respondents were informed that their participation was voluntary and that all responses would be kept confidential and used solely for academic purposes. The questionnaires were distributed directly to employees during working hours with management approval to ensure a high response rate. Respondents were given sufficient time to read and complete the questionnaire carefully. Completed questionnaires were collected immediately to minimize the risk of missing data.

The research techniques used in this study included descriptive and inferential statistical analysis. Descriptive analysis was applied to summarize respondent characteristics and describe the general tendencies of each variable. Inferential analysis was conducted to test the research hypotheses. Before hypothesis testing, classical assumption tests were carried out to ensure that the data met the requirements for multiple linear regression analysis. These tests included normality testing to examine whether the residuals were normally distributed, multicollinearity testing to determine whether there was a strong correlation between independent variables, and linearity testing to confirm the linear relationship between variables.

Multiple linear regression analysis was employed as the main analytical technique to examine the effect of work motivation and work discipline on employee performance. This method was chosen because it allows for the simultaneous analysis of more than one independent variable and provides information on both partial and joint effects. Hypothesis testing was conducted using the t test to evaluate the partial influence of each independent variable and the F test to assess their simultaneous influence. A significance level of five percent was used as the criterion for hypothesis acceptance. Statistical data processing was carried out using statistical software to ensure accuracy and reliability of the results.

Ethical considerations were also an important part of the research method. The study adhered to basic research ethics, including informed consent, confidentiality, and data protection. Respondents were not required to disclose personal identities, and their answers were reported in aggregate form. By following these procedures and techniques, the research method was designed to produce valid, reliable, and objective findings regarding the influence of work motivation and work discipline on employee performance.

RESULT AND DISCUSSION

This section presents the research results and a discussion of the findings based on data analysis conducted at Sate Taichan Kopi Nama Cirebon. The analysis begins with a summary of respondent characteristics, followed by statistical testing and interpretation of the influence of work motivation and work discipline on employee performance.

The respondents in this study consisted of 80 employees of Sate Taichan Kopi Nama Cirebon who participated fully in the data collection process. Descriptive analysis shows that the majority of respondents were male employees, accounting for more than half of the total sample. In terms of age, most respondents were in the 20–25 year age group, followed by those aged 26–30 years. This demographic profile reflects the characteristics of the culinary workforce, which is generally dominated by young and productive-age employees. Such characteristics are relevant because younger employees tend to have high physical endurance and adaptability but may still require strong motivation and discipline to maintain consistent performance levels.

Before testing the research hypotheses, the quality of the research instrument was examined through validity and reliability testing. The validity test results indicated that all questionnaire items measuring work motivation, work discipline, and employee performance had corrected item–total correlation values greater than the critical value at the five percent significance level. This finding confirms that each item was able to measure the intended construct accurately. Furthermore, reliability testing using Cronbach's Alpha showed very high coefficients for all variables, exceeding the minimum acceptable threshold. These results indicate that the instruments used were reliable and produced consistent measurements, thus ensuring that further analysis could be conducted with confidence.

The classical assumption tests were then performed to ensure that the regression model met the necessary requirements. The normality test using the Kolmogorov–Smirnov

method showed that the residual values were normally distributed, as indicated by a significance value greater than 0.05. This result suggests that the data fulfilled the assumption of normality, allowing for valid inferential statistical analysis. The multicollinearity test showed tolerance values above 0.10 and variance inflation factor values below ten for both independent variables. These findings indicate the absence of multicollinearity, meaning that work motivation and work discipline were not strongly correlated with each other and could be analyzed simultaneously in the regression model.

Multiple linear regression analysis was conducted to examine the influence of work motivation and work discipline on employee performance. The regression equation obtained from the analysis indicates that both independent variables had positive coefficients. This means that increases in work motivation and work discipline were associated with increases in employee performance. The positive direction of these coefficients indicates that both variables play an important role in improving performance outcomes among employees at Sate Taichan Kopi Nama Cirebon.

The first hypothesis proposed that work motivation has a positive and significant effect on employee performance. The results of the t-test showed that the coefficient for work motivation was positive and statistically significant at the five percent level. This result indicates that work motivation significantly influences employee performance. Employees who reported higher levels of motivation tended to demonstrate better performance in terms of work accuracy, speed, productivity, teamwork, and communication. This finding confirms that motivation functions as a driving force that encourages employees to exert greater effort and commitment in their daily tasks.

From a theoretical perspective, this result supports Herzberg's Two Factor Theory, which emphasizes that motivational factors such as achievement, recognition, and responsibility play a crucial role in enhancing job performance. In the context of a culinary business, motivated employees are more likely to maintain service quality, follow food preparation standards, and interact positively with customers. Motivation also helps employees endure the physical and mental demands of fast paced work environments, particularly during peak service hours. Therefore, the significant influence of work motivation on performance underscores the importance of creating a work environment that fosters both intrinsic and extrinsic motivation.

The findings are also consistent with previous studies that reported a positive relationship between motivation and employee performance. Prior research has shown that motivated employees demonstrate higher levels of engagement and productivity, leading to better organizational outcomes. In this study, motivation emerged as a critical psychological factor that directly affects how employees perform their duties, reinforcing the view that performance improvement strategies should focus on enhancing employee motivation through recognition systems, fair compensation, and opportunities for development.

The second hypothesis stated that work discipline has a positive and significant effect on employee performance. The results of the t-test confirmed this hypothesis, as the coefficient for work discipline was positive and statistically significant. Notably, the magnitude of the discipline coefficient was larger than that of motivation, indicating that work discipline had a stronger influence on employee performance in this study. This result suggests that adherence to rules, punctuality, and compliance with standard operating procedures are particularly important in shaping performance outcomes within the culinary sector.

Work discipline ensures that employees perform tasks according to established standards, which is essential in food and beverage operations where consistency, hygiene, and timing are critical. Employees who are disciplined are more likely to arrive on time, follow service procedures, maintain cleanliness, and complete tasks efficiently. This

behavioral consistency contributes directly to improved performance and service reliability. The strong effect of work discipline observed in this study highlights its role as a stabilizing factor that translates motivation into tangible work results.

The results are in line with theories of discipline proposed by Hasibuan and Sinungan, which describe discipline as an expression of employees' willingness to comply with organizational norms and regulations. In a practical sense, discipline acts as a control mechanism that aligns individual behavior with organizational objectives. When employees understand and accept workplace rules, they are more likely to perform consistently and responsibly. The significant influence of discipline on performance found in this study confirms that effective discipline systems are essential for sustaining operational efficiency, especially in labor intensive businesses.

The third hypothesis examined the simultaneous effect of work motivation and work discipline on employee performance. The results of the F-test showed that both variables jointly had a positive and significant effect on performance. This finding indicates that motivation and discipline work together to enhance employee performance more effectively than when considered individually. The combined influence of these variables explains a substantial portion of the variation in employee performance at Sate Taichan Kopi Nama Cirebon.

This result supports the Ability–Motivation–Opportunity Model, which posits that optimal performance is achieved when employees are motivated and operate within supportive organizational structures. In this study, motivation provided the energy and willingness to perform, while discipline supplied the organizational framework that guided behavior. Together, these factors created a synergistic effect that improved performance outcomes. Employees who were both motivated and disciplined were better equipped to meet work demands, adhere to standards, and deliver consistent service quality.

The discussion of these findings suggests that focusing solely on motivation without reinforcing discipline may not produce optimal performance results. Similarly, strict discipline without sufficient motivation may lead to compliance without enthusiasm, resulting in minimal performance improvements. Therefore, an integrated approach that balances motivational initiatives with clear and fair disciplinary systems is necessary to achieve sustainable performance enhancement.

From a managerial perspective, the findings of this study have important implications. Management at Sate Taichan Kopi Nama Cirebon should prioritize strategies that simultaneously strengthen motivation and discipline. Motivational strategies may include providing recognition for good performance, offering opportunities for skill development, and ensuring fair compensation. At the same time, discipline should be enforced through clear operational procedures, consistent supervision, and constructive feedback rather than punitive measures. Such an approach can help create a work environment where employees feel motivated yet accountable.

In addition, the dominance of work discipline in influencing performance suggests that culinary businesses should pay particular attention to enforcing standard operating procedures. Clear guidelines regarding work schedules, service processes, and hygiene standards should be communicated effectively to employees. Consistent implementation of these rules can reduce performance variability and improve overall service quality. However, discipline should be applied in a supportive manner that encourages self control and responsibility rather than fear of punishment.

In summary, the results of this study demonstrate that work motivation and work discipline are significant determinants of employee performance at Sate Taichan Kopi Nama Cirebon. Motivation influences the psychological readiness and enthusiasm of employees, while discipline shapes their behavior and consistency in performing tasks. The

simultaneous influence of these variables highlights the importance of integrating motivational and disciplinary practices in human resource management. By addressing both psychological and behavioral aspects of work, culinary businesses can improve employee performance, enhance service quality, and achieve long term business sustainability.

CONCLUSION

This study concludes that employee performance in small and medium scale culinary businesses is strongly shaped by internal psychological factors and structured organizational behavior, as reflected in the relationship between work motivation, work discipline, and employee performance at Sate Taichan Kopi Nama Cirebon. In line with the research title and objectives, the findings confirm that employee performance does not emerge randomly, but rather as the result of deliberate management of motivational drives and disciplinary systems within the workplace. The research formulation questioning the influence of work motivation and work discipline on employee performance has been clearly addressed and answered through empirical evidence obtained from statistical analysis.

Work motivation was found to be a meaningful contributor to employee performance because it strengthens employees' willingness to exert effort, maintain enthusiasm, and take responsibility for their tasks. This conclusion aligns with motivational theories in human resource management that emphasize the role of intrinsic and extrinsic encouragement in stimulating productive work behavior. Employees who perceive their work as meaningful, rewarding, and supported tend to demonstrate better accuracy, speed, cooperation, and service orientation. Motivation therefore functions as the internal energy that drives employees to transform their abilities into actual performance outcomes.

At the same time, work discipline emerged as an equally essential, and in some respects stronger, determinant of employee performance. Discipline provides a behavioral framework that ensures consistency, compliance with standard operating procedures, and adherence to organizational rules. Without discipline, even highly motivated employees may fail to deliver consistent results, especially in operational environments that require precision, timing, and hygiene, such as the culinary industry. Thus, discipline acts as a stabilizing force that channels motivation into reliable and measurable performance. The study demonstrates that motivation and discipline are not opposing forces, but complementary elements that together shape effective work behavior.

When examined simultaneously, work motivation and work discipline were shown to jointly influence employee performance in a significant manner. This finding reinforces the understanding that performance improvement requires an integrated approach. Motivation alone fosters willingness, while discipline ensures structure and alignment with organizational goals. Their combined effect reflects a balanced interaction between psychological readiness and behavioral control, confirming the relevance of integrative human resource models such as the Ability–Motivation–Opportunity framework. This contribution is important because it highlights that performance management should not rely exclusively on incentives or enforcement, but on the strategic integration of both.

In terms of its contribution to the field of industrial engineering and management science, this research adds empirical evidence from a labor intensive service context that is often underrepresented in academic studies. By focusing on a culinary business, the study extends human resource performance analysis beyond manufacturing and large corporate environments to small and medium enterprises, where operational efficiency is closely tied to human behavior. The findings underscore the importance of designing work systems, standard procedures, and motivational mechanisms that are compatible with real operational conditions. From a scientific perspective, the study strengthens the applicability of motivation

and discipline theories in service oriented industries and supports the development of more holistic performance improvement models.

Overall, this research provides a clear answer to its objectives by demonstrating that improving employee performance requires attention to both motivational enhancement and disciplined work systems. The conclusions drawn are fully grounded in the research findings and offer meaningful insights for theory and practice without extending beyond the evidence obtained. Through this contribution, the study supports more effective and sustainable human resource management strategies within the broader scope of industrial and organizational science.

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