

THE INFLUENCE OF DISCIPLINE, MOTIVATION AND WORK FACILITIES ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research aims to identify the simultaneous and partial relationship between work discipline, motivation and facilities on employee performance at Bapenda Palu City. The type of this research is descriptive quantitative. The sampling technique in this research is using the census technique (saturated *sampling*), with a sample of 58 respondents. The types of data are quantitative data and qualitative data. Data sources are primary data and secondary data. Techniques in collecting data are carried out by observation, questionnaires and documentation. The technique in analyzing data is multiple linear regression analysis. The results showed that (1) Discipline, motivation and work facilities have a positive and significant relationship on employee performance at Bapenda Palu City (2) Work discipline has a positive and significant relationship on employee performance at Bapenda Palu City (3) Work motivation has a positive and significant relationship at Bapenda Palu City (4) Work facilities have a positive and significant relationship on employee performance at Bapenda Palu City.

Keywords: Discipline, Motivation, Work Facilities, Employee Performance

INTRODUCTION

Human resources are central players in the running of an association, the results of which are not determined by the presence of each of its potentials. So human resources or representatives in an association are of great concern in an effort to achieve hierarchical progress. Basically, human resources are one of the resources and have an important role in the results of an organization or office. (Agustian, 2019). The important role of human resources in achieving the goals of an organization or association must be balanced with the capacity driven by human resources or representatives in the office, so that human resources who have good quality and quantity must be equipped with the capacity and ability according to their field. work on so that goals will be achieved in the association. HR who take care of the business must always be energized so that they remain enthusiastic in carrying out their responsibilities. (Bariyah, 2014).

One of the efforts to strengthen employee capabilities is through the implementation of labor discipline. Work discipline is one of the instruments used by pioneers to talk to representatives so that they change their behavior by paying attention to the established game guidelines. Discipline must be maintained in an association, because without the help of good work discipline from its representatives, an association or organization will find it difficult to achieve its goals. So work discipline is a way out of an association to achieve its goals (Farida and Hartono, 2016: 42).

In addition to having good discipline, discipline also needs to have work inspiration to achieve goals in an organization. Inspiration comes from the word intention which means support or drive. Inspiration means a situation that supports or makes someone complete a demonstration or action carried out intentionally. This work inspiration is closely related to the needs of a representative. In essence, worker inspiration will arise because of the feeling of wanting to fulfill their life needs. Clues in work inspiration such as responsibility in completing responsibilities, completing tasks with clear targets, criticizing the work done and working with motivators. (Syafriana, 2017).

An important factor that also affects performance in employees is the availability of adequate facilities. Facilities at work are a type of hierarchical or office administration to representatives to assist the implementation and solve the problems of workers, to further develop the implementation of representatives. The presence of work positions provided by associations or organizations strongly upholds representation at work. This work facility is an apparatus or office and foundation to help representatives to be more effective in completing their work. With a good work office, representatives

will feel happy to work and create energy to achieve the results expected by an organization. (Pratiwi, 2019).

Performance is the level of achievement of certain task implementation results. Performance is also the result of work done by a person in carrying out the tasks assigned to him based on expertise, experience, honesty and time. (Saputra & Pertiwi, 2020). Worker execution is an important variable for an association. Execution as a sign of a representative's work behavior that is displayed as the implementation of work according to his duties in an organization within a certain period of time. This is on the basis that worker exhibition is one of the determinants of organizational progress and resilience. (Setiawan, 2013).

In line with government standards that rest on the idea of good administration and efficiency in all aspects of work responsibilities, it is fully understood that administrative offices may have the option to associate with the assumption that they are enforced by the existence of valuable human resources with educated people who can be relied upon so that they have the capacity and work efficiency ideal. In government institutions, it is not uncommon for government institutions to often receive the spotlight from the public due to the low presentation delivered in each task completion, within the internal scope of the institution, especially in terms of implementation, this is influenced by administrative factors and work discipline as an element of initiative command over the implementation of subordinate work obligations including the assessment of work performance. (Marsaoly, 2016).

Based on the results of observations at the Palu City Regional Revenue Agency related to employee discipline is the main thing that needs to be improved by the leadership because there are still many employees who have not worked in a disciplined manner so that a lot of tax collection work and management of local taxes in Palu City are delayed and not completed according to the time set based on employee performance rules established by the Palu City Regional Government such as conducting collection activities on taxpayers who have not paid taxes to the Palu City Regional Revenue Agency, besides that officers lack discipline in collaborating or confirming with the Bank Mandiri in checking back taxpayers without the need for taxpayers to report tax payments to the Palu City Regional Revenue Agency. In addition, the presence of employees in the office needs to be evaluated immediately because there are still employees who arrive late at the office, resulting in many services to the community, especially services to taxpayers, which are slightly disrupted and result in many taxpayers experiencing delays in making tax payments.

The results of observations at the Regional Revenue Agency of Palu City, the employee work motivation factor needs attention from the leadership because there are still employees who do not have good work motivation, so this is due to the fact that many employees feel that they have not received appreciation from the leadership for their work achievements at the agency. In addition, there are still many employees who are placed not according to their field of work, resulting in many work programs not running effectively and efficiently. Leaders need to provide great motivation to their subordinates such as by providing incentives in the form of additional wages to subordinates who work overtime, giving *rewards* to every employee who has work performance in the office by giving promotions and providing equal rights or without discriminating employees to be able to attend education and training outside the region so that each employee has the same work ability as other employees in effectively managing and implementing local tax collection.

Employee performance at the Regional Revenue Agency of Palu City is also influenced by work facilities. Employees cannot work on the tasks assigned to them without adequate facilities. Work facilities that are limited and cannot be utilized properly will hinder the completion of work, on the other hand, sufficient and appropriate work offices can support the fulfillment of work quickly and surely so that maximum implementation. The existing work facilities or facilities at the Regional Revenue Agency of Palu City are available but insufficient, such as the number of existing employees does not match the number of computers and laptops provided, so there are still employees who use personal laptops to complete their work. The Regional Revenue Agency of Palu City in improving

employee performance needs to motivate its employees so that they can work in a disciplined manner and can work optimally to achieve the goals planned by the leadership. In addition, it is also necessary for leaders to be able to provide good examples for employees so that employees can work optimally to achieve the objectives of each work program planned by the Regional Revenue Agency of Palu City.

Research conducted Nasution and Chandra, (2021) which states that discipline and work facilities have a relationship with the performance of employees of the Regional Office VI BKN Medan. The positive impact shows that the better/higher the work discipline of the representative, which contains markers that the representative is present on time for work, the representative participates in adding to each of his actions, the representative routinely gets ideas and directions from the pioneer, and workers generally submit to existing guidelines in the organization. ready to work on the presentation of representatives of the VI BKN Medan Provincial Office. Based on the explanation of the background, the problem formulation in this study is "Do discipline, motivation and work facilities have a significant relationship on employee performance at Palu City Bapenda?", In connection with the details of the problems that have been referred to, the objectives to be achieved in this exploration are to determine and analyze the relationship between discipline, motivation and work facilities on employee performance at Palu City Bapenda.

Mangkunegara, (2013: 2) Human resource management is the preparation, sorting, planning, implementation, and management of the acquisition, improvement, compensation, mixing, and isolation of work to achieve hierarchical goals. Hasibuan, (2017: 24) organization is a formal affiliation arrangement, organized and consisting of meetings that work together in achieving certain goals. Sastrohadiwiryo, (2010: 25) discipline can be characterized as an attitude of respect, respect, approval and obedience to the guidelines concerned, both written and unwritten, and is ready to carry them out and does not try not to recognize sanctions if he abuses the obligations and authority given to him. Darsono and Siswandoko, (2011: 129) High discipline can reflect the high awareness of a worker of the expectations of others for the effort given by the association. Motivation is something that is the main support for someone to work. Basically, the association expects healthy, complete and talented representatives, but most importantly they must try sincerely and will achieve ideal work results. (Wahjosumidjo, 2012: 177). Daradjat, (2008: 6) Facilities can be defined as anything that can work and facilitate the implementation of all businesses. Regarding what can work and accelerate this business, it can be in the form of merchandise or cash, so in this case the office can be likened to an office at work. Mangkunegara, (2013: 67) performance is the quality and quantity achieved by a representative in carrying out his obligations in accordance with the obligations given to him. The following shows a picture of a system to understand the flow that makes sense in connection with this examination.

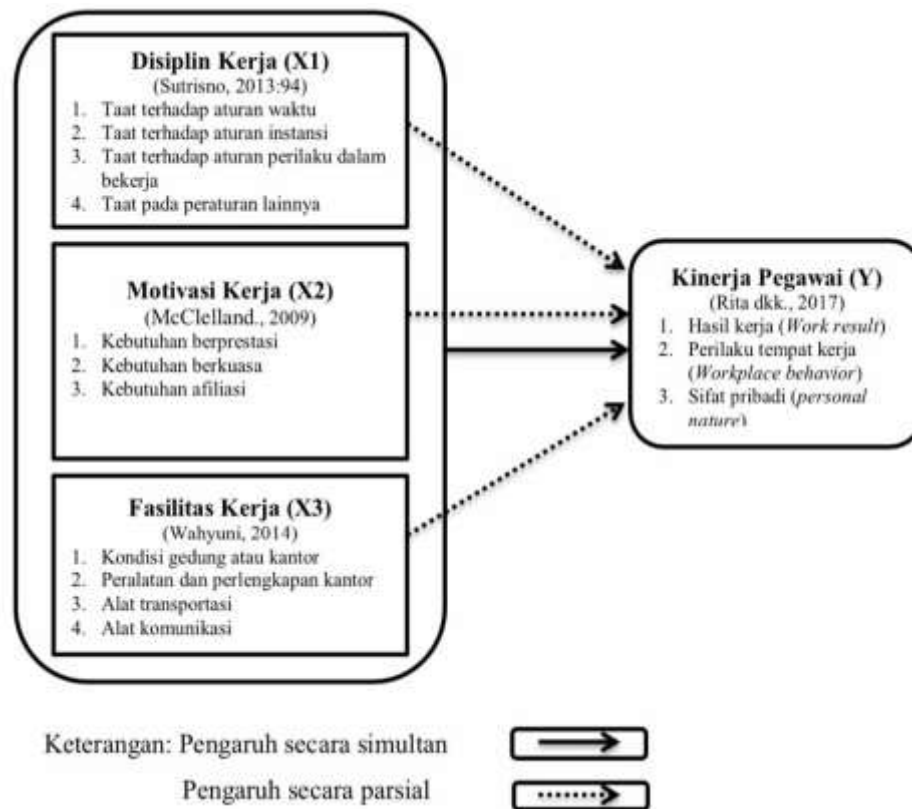


Figure 1. Framework of Thought

Based on the problems and explanation of the framework above, the hypothesis of this research is:

1. Discipline, motivation and work facilities have a significant relationship on employee performance at Bapenda Palu City.
2. Discipline has a significant relationship to employee performance at Bapenda Palu City.
3. Motivation has a significant relationship to employee performance at Bapenda Palu City.
4. Work facilities have a significant relationship to employee performance at Bapenda Palu City.

RESEARCH METHODS

This type of research is descriptive quantitative. Expressive examination is still largely exploratory, the result of this examination is still speculation which actually requires testing its reality in additional examinations. In this exploration, an interesting examination is used to find out how discipline, motivation and work facilities have a relationship to employee performance at Palu City Bapenda. (Sugiyono 2018). This research was conducted at Bapenda Palu City, located at Jl. Baruga No.2, Palu City, Central Sulawesi Province. This research was conducted in April-June 2023 which lasted for 3 months.

The population in this study were all employees in the work unit of the Regional Revenue Agency of Palu City on Jl. Baruga No.2 which amounted to 58 employees. The technique in taking samples is using saturated *sampling*. Saturated *sampling* is a testing strategy when all individuals from the population are examined. The type of information in this examination is quantitative and subjective information. In this research, quantitative data as information that arises due to the handling of poll information circulated to respondents, especially Bapenda Palu City employees. While Qualitative data is information in the form of explanatory words and not in the form of numbers. The data sources in this study are derived from primary data and secondary data. Primary data was obtained from discussions with respondents, namely Palu City Bapenda employees. Secondary data is obtained from journals, books, articles related to the factors that are the focus of this study.

Techniques in collecting data in this study were carried out by utilizing perceptions, opinion polls and documentation. Perception is done by seeing and paying attention directly to the exploration area of discipline, motivation, work facilities and employee performance. Researchers distributed questionnaires *offline* to 58 employees at Bapenda Palu City. Screening in this exploration through direct question and answer with respondents, especially employees at Bapenda Palu City. The instrument test research was conducted in May 2023 at the Investment and One-Stop Integrated Service Office of Palu City with 30 respondents. The technique in analyzing the data used in this research is *multiple regression analysis*.

Classic assumption tests in this research include:

1. Normality Test

The normality test has the objective of testing whether in the recurrence model, the confounding factor or the residual factor has a typical dispersion. One way to distinguish whether the residuals are regularly dispersed is by realistic testing, by looking at a histogram diagram that distinguishes perceptual information and a circulation close to normal dispersion. The bias is recognized by looking at the interesting circulation of data on the oblique axis of the graph (Ghozali, 2006).

2. Multicollinearity Test

The multicollinearity test aims to test whether the relapse model tracks the relationship between the independent (autonomous) factors. A good relapse model should not have relationships between its independent factors. If autonomous factors are interconnected, then they are not symmetrical. Symmetric factors are independent factors whose relationship value between autonomous factors is meaningless. (Ghozali, 2006).

3. Heteroscedasticity Test

The heteroscedasticity test has the purpose of testing whether in the relapse model there are disparities in changes from one residual perception to another. Reasons for this choice: (1) assuming there is a definite example, i.e. the focus frames a certain regular example (wavy, widening, then capping), then it is shown that heteroscedasticity has occurred. (2) assuming there are no definite examples, and the spots spread out above and below the 0 mark on the Y hub, then there is no heteroscedasticity. (Ghozali, 2006).

The *multiple regression analysis* equation model can be explained in this research, namely:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \quad (1)$$

Description:

Y= Employee Performance

a= Constant

b_1 = Regression coefficient of Discipline variable

b_2 = Regression coefficient of Motivation variable

b_3 = Regression coefficient of Work Facility variable

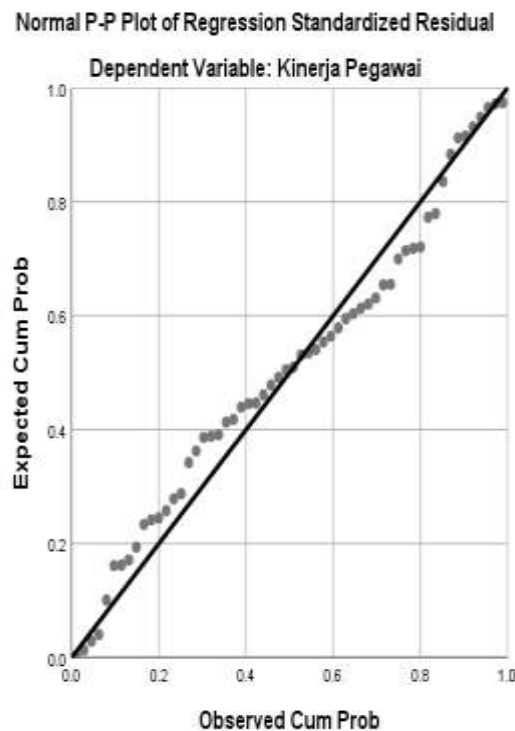
X_1 = Discipline

X_2 = Motivation

X_3 = Work Facilities

e = Standard Error

RESULTS AND DISCUSSION
RESULT DESCRIPTION
CLASSICAL ASSUMPTION TEST
NORMALITY TEST



Gambar 2. Uji Normalitas
 Sumber: Data Primer Yang Diolah Melalui SPSS 25, (2023)

Based on the histogram diagram or typical graph, it can be seen that the Typical Likelihood Plots graph shows a regular circulation design. This should be seen in the focal points that are scattered around the regular line and the circulation follows the corner to corner line, so the relapse model fulfills normality.

MULTICOLONIERITY TEST

Table 1. Multicollonierity Test

Variables	Tolerance	VIF
Work Discipline (X1)	.869	1.151
Work Motivation (X2)	.887	1.127
Work Facilities (X3)	.902	1.109

Source: Primary Data Processed Through SPSS, (2023)

Based on the table above, it is known that the result of calculating the Resilience value shows that there is no independent factor that has a Difference Expansion Variable (VIF) value of not more than 10 and has a Resistance value of more than 0.1. This means that all the factors tried do not show the side effects of multicollinearity, so all factors can be utilized as autonomous factors, so it tends to be assumed that there is no multicollinearity between independent factors in relapse.

HETEROSCEDASTICITY TEST

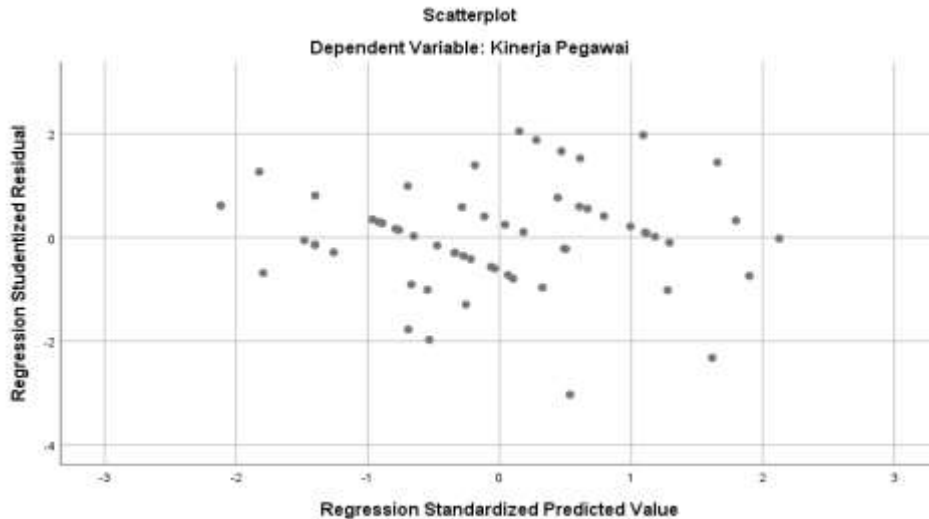


Figure 3. Heteroscedasticity test

Source: Primary Data Processed Through SPSS 25, (2023)

Based on the above figure, the scatterplot graph shows that the delivery focus does not resemble a clear example and the spread above and below the 0 on the Y axis is circulated haphazardly. Based on the experimental results, it tends to reason that there are no symptoms of heteroscedasticity in the relapse model, so this model is suitable for anticipating the dependent variable given the influence of the independent factors.

MULTIPLE LINEAR REGRESSION ANALYSIS

Table 2. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 Constant	20.777	2.319		8.959	.000
Work Discipline	.041	0.019	0.222	2.172	.034
Work Motivation	.236	0.047	0.505	5.003	.000
Work Facilities	.117	0.033	0.355	3.546	.001
<i>R Square</i>	= .512		Constant	= 20.777	
<i>Adjusted R Square</i>	= .484		F-Count	= 18.849	
<i>Multiple R</i>	= .715		Sig. F	= .000	

Source: Primary Data Processed Through SPSS 25, (2023)

The results of the *multiple linear regression analysis* above are then made into the following *multiple linear regression* equation model:

$$Y = 20.777 + 0.041 X_1 + 0.236 X_2 + 0.117 X_3 \quad (2)$$

The explanation of each equation above is as follows:

- The *constant* value (α) is 20.777, proving that the variables of discipline, motivation and work facilities process have a positive relationship to employee performance at Bapenda Kota Palu. This means that if the variables of discipline, motivation and work facilities ($X_1, X_2, X_3, = 0$) then the performance of employees at Bapenda will also increase. Good discipline, good motivation and adequate facilities will improve employee performance at Bapenda Palu City.
- The *regression coefficient* b_1 value of work discipline has a positive value of 0.041, which means that if discipline increases, employee performance at Bapenda Kota Palu will also

increase. Good discipline from employees will increase employee performance at Bapenda Kota Palu.

- c. *The regression coefficient* value b_2 motivation has a positive value of 0.236, which means that if motivation increases, employee performance at Bapenda Kota Palu will also increase. Good motivation from employees will increase employee performance at Bapenda Kota Palu.
- d. *The regression coefficient* value b_3 facility has a positive value of 0.117, which means that if the facility increases, the performance of employees at Bapenda Kota Palu will also increase. Adequate facilities will improve employee performance at Bapenda Palu City.

HYPOTHESIS TESTING

F TEST RESULTS (SIMULTANEOUSLY)

The F-test is a test to determine the concurrent impact between the factors of discipline, motivation and work facilities on employee performance at Bapenda Palu City with a significant level of 0.05. Based on the estimation, it shows that the F-count is 18.849 at a significance level of $0.000 < 0.05$. This means that the variables of discipline, motivation and facilities simultaneously have a significant relationship on employee performance in Bapenda, so hypothesis one is **accepted**.

Partial hypothesis testing is used to test the relationship of each independent variable (X) to the dependent variable (Y), namely:

- a. Discipline (X_1) has a significant relationship on employee performance at Bapenda Palu City. The result obtained in this exploration is the likelihood that the importance of discipline variable (X_1) is $0.034 < 0.05$. Thus the discipline variable in this research has a positive and significant relationship to employee performance at Bapenda Kota Palu, so it is concluded that hypothesis two is **accepted**.
- b. Motivation (X_2) has a significant relationship on employee performance at Bapenda Palu City. The result obtained in this exploration is the possibility that has the importance of motivation variable (X_2) is $0.000 < 0.05$. Thus the work motivation variable in this research has a positive and significant relationship on employee performance in Bapenda Kota Palu, so it is concluded that hypothesis three is **accepted**.
- c. Facilities (X_3) have a significant relationship on employee performance at Bapenda Palu City. The result obtained in this exploration is the possibility that the importance of the facility variable (X_3) is $0.001 < 0.05$. Thus the work facility variable in this research has a positive and significant relationship to employee performance at Bapenda Kota Palu, so it is concluded that hypothesis four is **accepted**.

COEFFICIENT OF DETERMINATION TEST (R^2)

The result of the coefficient of determination obtained is 0.512 which means 51.2%. This value means that the variables of discipline, motivation and facilities are able to be consistent 51.2% on employee performance at Bapenda Palu City. While more, namely 48.9%, is caused by other factors outside this research. This means that the relationship between discipline, motivation and facilities on employee performance in Bapenda Kota Palu is greater than the influence of other factors not included in this research. The level of influence between the independent variables of discipline, motivation and facilities on the dependent variable of employee performance in Bapenda Kota Palu can be shown from the *Multiple R value* of 0.715 (71.5%). This result proves that overall the variables of discipline, motivation and facilities are strongly related to employee performance at Bapenda Palu City.

DISCUSSION

Discipline, Motivation and Facilities Have a Positive and Significant Relationship to Employee Performance at Bapenda Palu City

Discipline, motivation and facility variables are one unit that can support the performance of each employee at Bapenda Kota Palu. Based on the research results, it proves that simultaneously discipline, motivation and facilities have a positive and significant relationship to employee performance at Bapenda Palu City, this proves that the performance of each employee at Bapenda Palu City will increase if supported by good discipline, motivation and facilities as well. Increased employee performance will be in line with the increased performance of Bapenda Kota Palu.

The findings in this research are that discipline, motivation and facilities can improve the performance of each employee so that the vision and mission of the Palu City Regional Revenue Agency can be achieved. Without good discipline, motivation and work facilities, in general, many employees are not enthusiastic in carrying out their duties, so this has an impact and becomes an obstacle to achieving organizational goals. Discipline, motivation and work facilities are very important for the success of Bapenda Palu City in achieving goals. Good discipline, good motivation and adequate facilities, the performance of each employee will increase, this means that increasing employee discipline, motivation and facilities will provide a very significant increase in employee performance at Bapenda Kota Palu.

This research agrees with the research conducted by Priyatmono, (2017) discipline, motivation and facilities simultaneously have a positive and significant relationship with the performance of each employee, where if the discipline and motivation of employees are high and the work facilities are adequate, the performance of each employee will increase and vice versa if the discipline and motivation of employees are still low and the facilities are still inadequate, the performance of each employee will be low. This research also agrees with research conducted by Humaira, (2018) shows that there is a positive and significant relationship between discipline, motivation and facilities with employee performance.

Discipline Has a Positive and Significant Relationship to Employee Performance at Bapenda Palu City

Based on hypothesis testing, it proves that discipline has a positive and significant relationship with the performance of each employee at Bapenda Kota Palu. This proves that discipline can affect the performance of each employee at Bapenda Kota Palu. Increasing employee discipline will improve the performance of employees at Bapenda Kota Palu, this proves that the performance of employees at Bapenda Kota Palu will increase if it is supported by good work discipline as well. Expanding work discipline on representatives will have an impact on the presentation of these representatives, so that the relationship between disciplinary factors and the implementation of representatives corresponds straightforwardly or has a positive impact.

The findings in this research are that good work discipline can improve the performance of each employee at Bapenda Kota Palu. Discipline is something that needs to be instilled for every employee in Bapenda Kota Palu. It can also affect performance, namely habits instilled in oneself or examples from leaders given to subordinates so that subordinates can better appreciate the leadership, especially appreciate their work. Enforcement of rules that strengthen the creation of good performance, namely by utilizing time as efficiently and effectively as possible in doing daily work. There should also be supervision from superiors to subordinates who can often be found in government agencies that lack discipline enforcement so that employees carry out daily work according to their own wishes, not because of the urge to want to advance so that the vision and mission of the agency are achieved. Firm actions also need to be enforced by the Regional Revenue Agency of Palu City so that there is a deterrent effect for every employee who is inconsistent with their work.

The results of this research agree with the research conducted by Priatna and Ariska, (2021) which shows that discipline has a relationship with representative execution, this is because the discipline variable is more dominant in influencing the representative execution factor. Discipline has a

significant relationship to representative execution. It is interpreted that good discipline is discipline that is driven by awareness of their respective obligations without intimidation from the leadership.

Motivation Has a Positive and Significant Relationship to Employee Performance at Bapenda Palu City

Based on hypothesis testing, it proves that motivation has a positive and significant relationship to the performance of each employee at Bapenda Palu City. This shows that the aspects contained in work inspiration are the need for achievement, the need for power, and the need for association which characterizes inspiration because this inspiration arises from within each representative, even though the representative is not encouraged by his superiors, the work of the representative's excitement will somehow arise from within each representative which is the need for human existence. Expanding work inspiration for representatives will work on the presentation of employees in Bapenda Kota Palu. The findings in this research are that motivation can improve the performance of each employee so that the vision and mission of Bapenda Kota Palu can be achieved. Without inspiration from superiors to each representative, generally there will be many workers who are not enthusiastic in carrying out their daily work, this has an impact or becomes something that hinders the achievement of organizational goals. Inspiration is a potential power that exists in a person that can be grown freely or created by various external forces that can affect the consequences of its presentation in a firm or adverse manner.

This research is in line with the research conducted by Juliyanti and Onsardi, (2020) shows that work inspiration has a significant relationship to representative performance, this is because the work inspiration variable affects the performance factors of workers. Assuming that high work inspiration will be closely related to superior performance, and vice versa, if work inspiration is low, execution will also be low. Inspiration to complete the function well will arise if the work performed has dignity and meaning for employees.

Facilities Have a Positive and Significant Relationship on Employee Performance at Palu City Bapenda

Based on hypothesis testing, it proves that facilities have a positive and significant relationship to the performance of each employee at Bapenda Kota Palu. This proves that adequate facilities can affect the performance of each employee at Bapenda Palu City. Adequate facilities can improve the performance of each employee at Bapenda Palu City, this proves that the performance of each employee will increase if supported by adequate facilities as well. Expanding enough work offices for representatives will strive for the presentation of these representatives, so the relationship between office factors and the implementation of representatives is very compatible or has a positive impact....

The findings in this research are that adequate work facilities will improve the performance of each employee at Bapenda Kota Palu. Facilities are a form of service provided by Bapenda Palu City to employees to support their performance, so as to increase employee productivity. Facilities are indispensable in carrying out operational activities at Bapenda Kota Palu. The superiority of these facilities will affect the results of representative work that is better, precise and neat. Therefore, the work office will affect the implementation of the representative. Representatives who work with an adequate office will certainly be easier in carrying out their obligations. Then again, the perceived lack of a work office will have an impact on the mental anxiety and certainty of representatives in completing their obligations.

This study is in line with the study conducted by Nasution and Chandra, (2021) shows that facilities have a positive and significant relationship to the performance of each employee, this is because the work office variable affects the representative performance factor. Assuming the number of work offices is sufficient, representative execution will increase, and vice versa, if the work office is lacking, representative execution will be low.

CONCLUSIONS

Discipline, motivation and facilities have a positive and significant relationship to the performance of each employee at Bapenda Kota Palu. Discipline has a positive and significant relationship to the performance of each employee at Bapenda Kota Palu. Motivation has a positive and significant relationship to the performance of each employee at Bapenda Kota Palu. Facilities have a positive and significant relationship to the performance of each employee at Bapenda Kota Palu.

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