

# The Effect of Work Discipline and Work Motivation on Employee Performance in a Soap Company

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DOI: <https://doi.org/10.30880/rmtb.2024.05.02.022>

## Article Info

Received: 30 September 2024

Accepted: 01 November 2024

Available online: 01 December 2024

## Keywords

Work discipline, work motivation, employee performance

## Abstract

The aim of this study is to examine how employee performance is affected by both work discipline and motivation as well as to explore the relationship between these two independent variables. The research was conducted at a soap company that produces household chemicals, located in Karawang. The results for this study were based on the quantitative method and includes a population of 142 active employees from the company's LQ3 group B division. Using the Slovin formula with a 5% margin of error, a sample of 103 respondents was selected. Path analysis was used for data processing in this study. The findings indicate a positive relationship between work discipline and work motivation, with a Pearson correlation value of 0.471, categorized as strong. The individual impact of work discipline on employee performance is 0.219, which equates to 21.9%, while the impact of work motivation is 0.121, or 12.1%. When considering both independent variables together, the combined effect on employee performance is 0.494, representing 49.4%, with the remaining 50.6% attributed to other unexamined factors. These results will help the employer to increase their profits by providing related courses to their employee.

## 1. Introduction

Human resources play a key role in every aspect, be it a company, organization or institution. HR is the people who are responsible for thinking, planning, and achieving organizational goals, to establish a good relationship between the company and employees (individuals). The success of the company depends on the performance of individuals or groups. The company will continue to strive to improve the quality of its employees' performance so that it runs in accordance with the company's goals and expectations. Performance is based on the process of a community or organization in completing its tasks (Manik & Bancin, 2022).

Soap company is a chemical company located in Karawang and produces products in the fields of fabric care, household care, and personal care. The level of employee performance affects the growth of a company. Human resources, consisting of the abilities & skills possessed by workers, can help achieve organizational goals. Production achievement data is needed to assess worker performance.

Enjang & Suroso (2019) defined performance as the final form of a job, both in terms of quantity and quality, which has been completed within a certain period. Table 1 below presents data on the production results of soap companies that are not yet optimal and raises the performance variable to the dependent variable.

**Table 1** Production Result Data from January to October 2023 at the soap company (Production Result Data Combined in Excel, 2023)

Month	Target	Minimum	Achievment (Production Result)
January	100%	92%	88%
February	100%	92%	90%
March	100%	92%	85%
April	100%	92%	86%
May	100%	92%	84%
June	100%	92%	89%
July	100%	92%	88%
August	100%	92%	82%
September	100%	92%	84%
October	100%	92%	86%
Total average	100%	92%	86%

Based on the data above, we can see that there is a problem regarding production results that do not reach the main target of 100% and the minimum target of 92%. The total average production results for the last 10 months are at 86%, not reaching the minimum target. Discipline in a company is something important. Therefore, discipline in working is always needed by every company to achieve the productivity results desired by the company. Previous studies Sadat *et al.* (2020) found that the level of discipline at work can influence employee performance results.

Discipline at work is an important factor that can help improve the achievement of company goals. Discipline at work cannot be eliminated in the world of work because it will affect the effectiveness of the work results achieved. According to Vallennia *et al.* (2021), discipline factors in work have an impact on employee performance results. Thus, the study provides an overview of the hypothesis developed in this study. According to other sources, the level of discipline in a person's work is related to their level of performance in the workplace. However, Irawan & Suprianto (2021) found that the threshold of worker productivity was not affected by work discipline.

In the context of human resource management, motivation is an important component. It is very important for employee performance because motivation produces good performance. Previous studies have shown that employee motivation affects their performance, so companies must always provide motivation and meet employee needs (Rismayadi & Suroso, 2020). A worker or employee must be motivated by optimism and high work enthusiasm. so that they don't feel lazy.

Motivation is an energy that is encouraging or triggering to do an activity or a job, so that motivation has a specific goal to be achieved. Ratnawati *et al.* (2022) mentioned that motivation in the workplace can have a significant impact on employee performance results. Therefore, the study provides general assumptions regarding the hypothesis that will be developed in this study. However, another study shows that motivation cannot improve employee performance (Hidayat, 2021). Employee performance is not affected by the lack of praise (motivation) from their superiors.

Work discipline and work motivation are factors that can affect the results of a job. With the same opinion in the study by Astria (2018) discipline and motivation in the workplace simultaneously have an impact on employee performance results. Thus, this study provides a general description of the variables studied in this study.

Discipline and motivation in a job are not the same thing, but they are related to the implementation of company tasks. Previous research by Mamanua *et al.* (2022) found that management must be able to increase motivation in the work of its employees to improve employee discipline in working. Likewise, if work discipline increases, motivation also increases.

**Table 2** Research Gap Table of Work Discipline and Work Motivation According to Previous Research

Research Gap	Results	Researcher
Work Discipline Affects Employee Performance	Effect	(Vallennia <i>et al.</i> , 2021)
	No Effect	(Irawan <i>et al.</i> , 2021)
Work Motivation Affects Employee Performance	Effect	(Ratnawati <i>et al.</i> , 2022)
	No Effect	(Hidayat, 2021)

Based on the problems above, this research aims to identify the influence of work discipline and work motivation on employee performance at PT Multi Indimandiri.

## 2. Theoretical Review

### 2.1 Work Discipline

Discipline at work This is defined as an individual's understanding and interest in complying with the company's regulations and social standards. Work discipline can help achieve company goals by increasing work enthusiasm and passion (Nasir *et al.*, 2021). There are several signs of discipline namely 1) Dimension of effective time measurement with indicators of obedience and accuracy, 2) dimension of responsibility measured by indicators of motivation, loyalty, work and clothing, 3) dimension of absence measured by indicators of working hours, leaving the workplace, not coming to work and taking leave (Gede *et al.*, 2022). Therefore, the definition of work discipline is the behavior of appreciating, obeying, obeying and respecting applicable rules to ensure that organizational productivity remains smooth.

### 2.2 Work Motivation

If there is good work motivation, employees will remain motivated and inspired to complete the tasks given to them well and resulted significant improvement and growth for the organization. According to Chairani & Khair (2022), motivation in the world of work is the desire to do something based on the flow of a person's behavioral process by considering every aspect of direction, intensity, and diligence in achieving a goal. According to Pratama (2021) the dimensions and indicators of motivation are: 1) the need for achievement with indicators of work targets, work quality, responsibility and risk, 2) expanding relationships with indicators of communication and friendship, 3) mastering a job with dimensions namely leaders, company ambassadors and role models. From this theory, it was concluded that motivation in the world of work is a process of channeling energy produced by a person and can be influenced by their environment to carry out activities that are useful in achieving a goal.

### 2.3 Employee Performance

Performance in the world of work is defined as a result or income from something that someone does within a specified period or can also be called the result of an action. Performance, according to Prabowo (2019) the acquisition of a certain mandate or job in a certain field based on a predetermined period. Job acquisition is a product of a person's strengths, skills, and desires. According to Safitri (2022) the dimensions and indicators used are: 1) Quality of work with indicators of skills, neatness and work results, 2) quantity with indicators of speed and ability, 3) cooperation with indicators of cooperation and cohesiveness, 4) responsibility with indicators of work results and decision making, 5) initiative with indicators of ability. By paying attention to the theory above, it can be concluded that employee performance is the achievement of a job, which refers to the time set to complete the obligations and responsibilities given to reach a set point.

### 2.4 Framework of Thought

The following is the framework of thought in this study, which discusses the impact of discipline and motivation on the work carried out at the Soap Company.

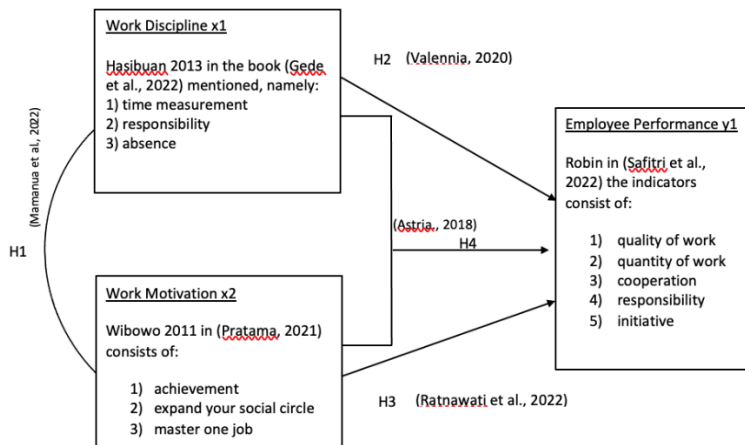


Fig. 1 Research Framework X1 and X2 Against Y

### 3. Research Methods

The research employed a quantitative method and was conducted at a soap company in Karawang, West Java. The study included a total of 142 employees from the company, and a sample of 103 respondents was determined using the Slovin formula with a 5% margin of error. Data was gathered by using surveys, direct observations, and review of documents. To analyze the data, path analysis was utilized. Path analysis, as defined by Enjang & Suroso (2019), is a research technique used to evaluate the strength of relationships between endogenous and exogenous variables, both directly and indirectly.

### 4. Results and Discussion

#### 4.1 Respondent Profile

Active company employees are the respondents participated in this study. This study only involves PT. Multi Indomandiri employees who are involved in the production process. Table 3 provides a general overview of the employees who are respondents in this study.

Table 3 Description of Job Sections Involved in Production Activities

Job Title	Amount
Production Operator	63
Qc	4
Admin	7
Maintenance	18
Staff	11
Total	103

Based on the results, it can be seen that the number of respondents used according to the previous Slovin method was 103 people with various positions., namely production operators totaling 63 people or 61.16% of the total, QC totaling 4 people or 3.88% of the total, admin totaling 7 people or 6.80% of the total, maintenance totaling 18 people or 17.47% of the total and finally the number of staff as many as 11 people or equal to 10.67% of the total number.

#### 4.2 Validity Test

The validity test consists of questionnaire items that must be analyzed by carrying out a procedure to correlate the value of each item with the overall value in SPSS.

**Table 4** Results of Validity Test of Variable X1

No	X1	X2	Y	R Tabel	Validity Test
1	0,530	0,628	0,68	0,361	Valid
2	0,528	0,612	0,821	0,361	Valid
3	0,485	0,549	0,699	0,361	Valid
4	0,539	0,500	0,775	0,361	Valid
5	0,540	0,464	0,818	0,361	Valid
6	0,628	0,641	0,746	0,361	Valid
7	0,447	0,636	0,669	0,361	Valid
8	0,689	0,765	0,523	0,361	Valid
9	0,556	0,570	0,685	0,361	Valid
10	0,615	0,768	0,517	0,361	Valid
11	0,503	0,804	0,568	0,361	Valid
12	0,536	0,623	0,662	0,361	Valid
13	0,432	0,591	0,668	0,361	Valid
14		0,515	0,605	0,361	Valid
15		0,558		0,361	Valid
16		0,704		0,361	Valid

Of the 13 questionnaire items related to X1, 13 items obtained calculated r values no less than the table r value of 0.361., therefore it is said to be valid. Therefore, all results shown in the table 4, all items can continue to the next test. All items in the questionnaire regarding X2 totaling 16 items, with the results of all r counts > r table 0.361 then it is stated that all X2 items are VALID. All items in the questionnaire regarding Y totaling 14 items, with the results of all r counts > r table 0.361 then legally all Y items are VALIDATED.

### 4.3 Reliability Test

The main reason for reliability testing is to ensure the quality of the unwavering information results. A device is considered robust if it gives the same results every time it is used. Or the analyst may be presumptuous. This means that even though the information results are repeated checks with different subjects and at other times, the results will be the same. The Cronbach technique states that a reliable device must have an alpha coefficient greater than 0.6. This alpha value is then analogous to the basic dependence value. For example, if the Cronbach alpha coefficient is greater than 0.60, then the instrument used for the variable is declared solid or reliable (Setiawan *et al.*, 2023).

**Table 5** Reliability Test Results

Variable Item	Alpha Cronbach's	R Minimum	results
Work Discipline X1	0,802	0,600	Reliabel
Work Motivation aX2	0,887	0,600	Reliabel
Employee Performance Y	0,887	0,600	Reliabel

### 4.4 Normality Test

Normality testing ensures that the research data has a normal distribution. Using the "Kolmogorov-Smirnov" technique and using SPSS software version 27.

**Table 6 Normality Test Results**

		<u>Unstandardized Residual</u>
N		103
<u>Normals Parameters<sup>a,b</sup></u>	<u>Mean</u>	.0000000
	<u>Std. Deviation</u>	.08961852
<u>Most Extreme Differences</u>	<u>Absolute</u>	.085
	<u>Positive</u>	.085
	<u>Negative</u>	-.049
<u>Test Statistic</u>		.085
<u>Asymp. Sig. (2-tailed)<sup>c</sup></u>		.066

The results of the data testing reveal a significant value since the sig value is greater than 0.05. With a sig value of 0.066, the data is considered normally distributed, allowing the research to proceed.

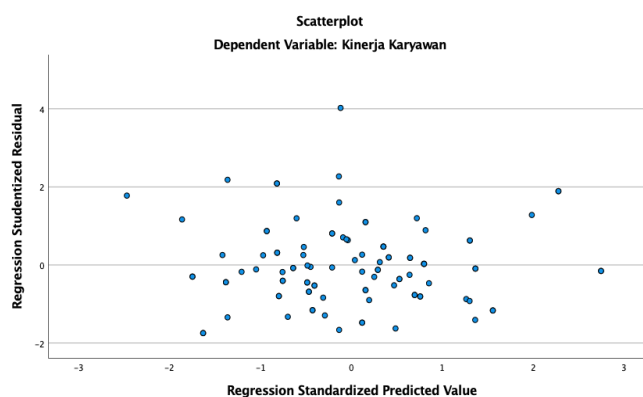
### 4.5 Multicollinearity Test

**Table 7 Multicollinearity Test Results**

		<u>Coefficients<sup>a</sup></u>	
		Collinearity Statistics	
Model		Tolerance	VIF
1	<u>Disiplin Kerja</u>	.778	1.285
	<u>Motivasi Kerja</u>	.778	1.285

The multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model, which can be done by looking at the VIF (Variance Invalidation Factor) value and the tolerance value. From the results obtained through this test, there is no multicollinearity based on the tolerance value standard > 0.10, which is 0.778 or also the same as the VIF value is not greater than 10, which is 1.285.

### 4.6 Heteroscedasticity Test



**Fig. 2 Scatterplot Heteroscedasticity Test Results**

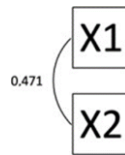
If the points spread up or down and form a certain pattern, then there is no heteroscedasticity. Based on the diagram above, it can be said that there is no heteroscedasticity.

### 4.7 Correlation Test

The correlation coefficient is a measure that shows how closely two or more variables are related. It is used in correlation to measure how strong the relationship is between the two.

**Table 8** Correlation Test Results

		<u>Work Discipline</u>	<u>Work motivation</u>
<u>Work Discipline</u>	<u>Pearson Correlation</u>	1	.417**
	<u>Sig. (2-tailed)</u>		.000
	<u>N</u>	103	103
<u>Work motivation</u>	<u>Pearson Correlation</u>	.417**	1
	<u>Sig. (2-tailed)</u>	.000	
	<u>N</u>	103	103



**Fig. 3** Figure of the Relationship between X1 and X2

The results above can be seen that there is a positive correlation between work discipline and motivation to work. With the Pearson correlation value at 0.4 to 0.59. Pearson correlation 0.471 which means the relationship is quite strong.

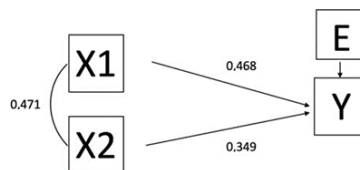
### 4.8 Path Analysis Test

Path analysis looks at how hypothetical variables are affected by actions taken on them, directly or indirectly.

**Table 9** Path Analysis Test Results

		<u>Coefficients*</u>				
		<u>Unstandardized Coefficients</u>		<u>Unstandardized Coefficients</u>		
<u>Model</u>		<u>B</u>	<u>Std. Error</u>	<u>Beta</u>	<u>t</u>	<u>Sig.</u>
1	<u>(Constant)</u>	5.021	4.945		1.015	.312
	<u>Work Discipline</u>	.614	.106	.468	5.803	.000
	<u>Work motivation</u>	.265	.061	.349	4.328	.000

The coefficient for variable X1 in relation to Y is 0.468, while the coefficient for variable X2 in relation to Y is 0.349. These values represent the path coefficients.



**Fig. 4** Path Analysis Image of X1 and X2 Against Y

Based on the image above, X1 exhibits a higher value compared to X2. Consequently, X1 has a stronger impact on Y than X2. Table 10 below outlines both the direct and indirect effects.

**Table 10** Direct Effect of X1 and X2 on Y

Variable	Path Coefficient	Partial	Indirect Influence		Subtotal Influence
			X1	X2	
Work Discipline (X1)	0,468	0,219		0,077	0,296
Work Motivation (X2)	0,349	0,121	0,077		0,198
Total Influence					0,494
Influence of Other Variables (e)					0,506

The table above shows the direct impacts of X1 and X2 on (Y). The direct effect of X1 on Y is 0.219, reflecting 21.9% of the variance in Y. In comparison, the direct effect of X2 on Y is 0.121, representing 12.1% of the variance in Y.

**Table 11** Results of Determination Test (R2)

Model	R	R Square	Adjusted R Square	Std. Of The Estimate
1	.703 <sup>a</sup>	.494	.484	4.619

The data processing results presented in the table above reveal an R-squared value of 0.494. This indicates that the independent variables account for 49.4% of the variance in the dependent variable, while the remaining 50.6% is attributable to other factors not examined in this study. The derived path equation is  $Y = 0.468X1 + 0.349X2 + e$ .

## 4.9 Hypothesis Testing

### 4.9.1 Correlation between Work Discipline (X1) and Work Motivation (X2)

The correlation hypothesis test examining the relationship between work discipline and work motivation was conducted using Pearson's correlation coefficient, which fell within the range of 0.4 to 0.59. With a Pearson correlation of 0.471, the relationship is considered quite strong. Furthermore, the significance value is below the alpha level. Thus, the null hypothesis (Ho) is rejected, indicating a significant relationship between X1 and X2.

### 4.9.2 Hypothesis Testing of Partial Variable Influence (t-Test)

Obtained a significance value of less than 0.05 and a t table value of 1.983 is not greater than the calculated t value of 5.803. This indicates a significant influence between discipline and employee performance. Likewise for X2, the significance value is less than 0.05 and the t table value of 1.983 is not greater than the calculated t value of 4.328, which indicates a significant influence between motivation and employee performance.

### 4.9.3 Hypothesis Testing of Simultaneous Variable Influence (F Test)

From the table above, the significance values for X1 and X2 with respect to Y are 0.000, which is less than 0.05, and the calculated F-value is 48.896, which exceeds the F-table value of 3.09. This indicates a significant influence of both work discipline and work motivation on employee performance.

## 4.10 Discussion

The research conducted shows a positive relationship between X1 and X2. As work discipline increases, the desire to work also rises, and vice versa. According to Mamanua *et al.* (2022), if work discipline improves, work motivation will also increase, and the reverse is also true. In this study, the correlation value indicates a strong relationship, with a Pearson correlation coefficient of 0.471.

According to the SPSS 27 calculations, if the significance value is less than 0.05 and the calculated F-value exceeds the F-table value of 1.983, it indicates a significant impact. This demonstrates that work discipline significantly influences employee performance, with a direct effect size of 0.219, representing 21.9%. These results are in line with the findings of Valennia (2020).

According to the SPSS 27 calculations, a significance value less than 0.05 and a calculated F-value greater than the F-table value of 1.983 indicate a significant effect. This confirms that work motivation significantly impacts employee performance, with a direct effect size of 0.121, which corresponds to 12.1%. These results are consistent with the research conducted by Ratnawati (2022).

The analysis yielded an R-squared value of 0.494, indicating that 49.4% of the variability in employee performance can be explained by the variables included in the study. The remaining 50.6% of the variability is attributed to other factors not addressed in this research. The hypothesis equation derived is  $Y = 0.468X_1 + 0.349X_2 + E$ . According to the SPSS 27 calculations, a significance value less than 0.05 and a calculated F-value exceeding the F-table value of 3.09 confirm a significant influence of both discipline and motivation on employee performance. These results align with the findings of Yanthi *et al.* (2019).

## 5. Conclusion

Based on the analysis results, it can be concluded that work discipline has a significant and substantial impact on employee performance at the soap company, accounting for 21.9% of the effect. Similarly, work motivation also demonstrates a notable influence, contributing 12.1% to employee performance. When considered together, both work discipline and work motivation exhibit a positive and statistically significant effect on employee performance, underscoring their crucial role in enhancing overall productivity at the soap company.

## Acknowledgement

The authors would like to thank University Buana Perjuangan Karawang and Universiti Tun Hussein Onn Malaysia for its support.

## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** C.E.S., S., F.P.A., U.M.D.S., and A.M.Y.; **data collection:** C.E.S., S., F.P.A., U.M.D.S., and A.M.Y.; **analysis and interpretation of results:** C.E.S., S., F.P.A., U.M.D.S., and A.M.Y.; **draft manuscript preparation:** C.E.S., S., F.P.A., U.M.D.S., and A.M.Y. All authors reviewed the results and approved the final version of the manuscript.

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