

The Effect of Employee Discipline and Commitment on Employee Performance Using the Greatday Application at PT. Jasa Raharja (Persero)

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Abstract

The purpose of this study was to determine and analyze the effect of Discipline and Employee Commitment on Employee Performance, to identify and analyze Employee Commitment to Employee Performance, to identify and analyze Employee Discipline and Commitment to Employee Performance at PT. Jasa Raharja (Persero) Pekanbaru, Riau, Branch. The approach used in this research is an associative approach. The associative approach is an approach using two or more variables to determine the relationship or influence between one variable and another. The population in this study were all employees of the Raharja Service Company in the Pekanbaru, Riau branch office, totaling 30 people. The data collection technique in this study used a questionnaire technique. The data analysis technique in this study used Path Analysis, Partial Least Square (PLS) and Hypothesis Testing. Data processing in this study using the SmartsPLS 3.0 software program. From the research results it can be concluded that the results of the first hypothesis test indicate that the relationship between the discipline variable and employee performance has a correlation value of 0.920. The second hypothesis test results show that the relationship between the employee commitment variable and employee performance has a correlation value of 0.833. Based on the calculation results show that employee discipline and commitment have a positive effect on employee performance. This is evidenced by the R Square value of 0.853. This shows that the higher the discipline and commitment of employees, eating will have an effect on employee performance, which will be better.

Keywords Discipline, Employee Commitment, Employee Performance

INTRODUCTION

In a company's operating system, the potential of human resources is essentially one of the capitals and plays the most important role in achieving company goals. Human resources are the main aspect to support the productivity of a company in order to be able to survive under job pressure. Human resources are an asset for the company which if it will produce performance output for the company which will certainly be profitable for the company. The company seeks to get employees who can provide work performance in the form of the highest possible performance to realize the goals that have been set before. The factor that determines the performance of an employee is work discipline. The loss of discipline will affect the work efficiency of employees and the effectiveness of work tasks.

The importance of employee performance is as an evaluation and further employee career development as well as the implementation of productive ways by using resources efficiently while maintaining quality. Therefore, the performance of employees needs to be monitored seriously by the leadership of the company, so that they can try to improve and enhance the performance of their employees. A good level of performance by employees will have a positive effect on the company's operational activities both now and in the future. To achieve the above objectives human resource management must carry out several groups



of activities which are all interrelated and related, as occurs in the organizational context including human resource planning, application of work discipline, compensation and health benefits, safety and security, relations employees and laborers.

Employee performance appraisal is a process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about their work performance. Performance is the result of work achieved by someone based on job requirements. Good employee performance aims at quantity, as well as employee responsibilities by improving work systems carried out by each component in the company, namely with a good performance management system. Performance management system is a process to identify, measure, and evaluate the performance of employees in the company. The definition of discipline can be interpreted as a person's awareness and willingness to comply with company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work properly (Hasibuan, 2015). Discipline is the most important operative function of human resource management, because the better the employee discipline, the higher the work performance that can be achieved (Siswadi, 2016). Work discipline is one of the factors that can affect employee performance and discipline is also something that affects employee performance because the higher the employee discipline, the higher the achievements achieved.

Employee or employee commitment is the level at which an employee identifies with the company and its goals and is an attitude that reflects the feelings of like or dislike of an employee towards the company where he works and wishes to maintain his membership in the company, because employee commitment is important behavioral dimensions that can be used to assess employee tendencies, identification and involvement of someone who is relatively strong towards the company and is willing to work hard for the achievement of organizational goals. (Joko et al., 2019). An employee's commitment grows and develops according to the introduction to the organization, the length of time he has worked in the organization, the rewards he receives and his participation in the organization. Reasonable treatment within the organization and a harmonious environment within the organization allows employees to have high work commitments.

State-owned enterprises as one of the economic actors in Indonesia take an active role in national development, especially in the insurance sector. The business entity is PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau is a State-Owned Enterprise engaged in the field of Accident Insurance for passengers of public transportation equipment and legal liability insurance for third parties as stipulated in Law no. 33 and 34 in 1964. PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau also cooperates with several agencies such as Hospitals, Regional Police, Department of Transportation (Dishub). In general, companies must be able to maintain their image in maintaining the stability of employee productivity. In this case the company must also be able to improve the quality of the company, for example from an internal perspective of the company itself, including improving the quality of employees. The quality of employees can be seen from the enthusiasm for work, timeliness in completing tasks and work discipline carried out by employees on a daily basis.

Symptoms of problems that arise in companies related to employee discipline are that there are still obstacles where some employees are late for work hours. Then there are still some employees who are not in the office during working hours and there are still some employees who are less disciplined about working time, such as being late in completing work assignments given by the company. Delays in entering working hours include employee violations of the rules that have been made by the company and employees often make mistakes in doing work. With the greatday application as an online-based attendance feature that is used, So based on the description above, it is interesting for the writer to study, analyze and evaluate the discipline and commitment given by a company, so the writer is interested in compiling a scientific paper entitled: "The Effect of Employee Discipline and Commitment on Employee Performance Through the Use of the Greatday Application at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau".

Then based on the limitations of the problem, the formulation of the research problem is as follows:

1. Does discipline affect the performance of employees at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau?
2. Does employee commitment affect employee performance at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau?
3. Does the discipline and commitment of employees jointly affect the performance of employees at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau?

METHOD

The following is the conceptual framework in this study regarding the influence of employee discipline and commitment to employee performance as follows:

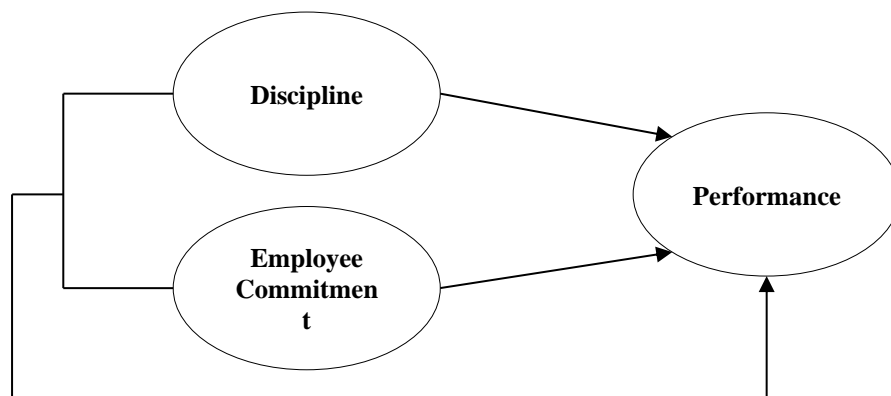


Figure 1. The Research Paradigm of the Effect of Discipline and Employee Commitment on Employee Performance

Information:

X1 : Discipline

X2 : Employee Commitment

Y : Performance



Based on the research analysis model above, the research hypothesis can be formulated as follows:

H1: Discipline affects the performance of employees at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau.

H2: Employee commitment affects employee performance at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau.

H3: Discipline and employee commitment jointly affect the performance of employees of PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau.

The operational identification and definition of research variables are as follows:

1. Discipline (X1) According to Simamora in the journal (Heriyanto & Hidayati, 2015) discipline is a producer who corrects or punishes subordinates for violating rules or procedures. Research indicators according to Soedjono, (Heriyanto and Hidayati, 2015) that can be used are: timeliness, use of facilities, high responsibility, and obedience to office rules. Then the measurement scale used is the Likert scale.
2. Employee Commitment (X2) Employee commitment to the company is an important factor, because employees feel they have an obligation to achieve the goals of the company where they work. Research indicators according to Sunuharjo & Ruhana, (2016) that can be used are: affective commitment, normative commitment, and continuance commitment. Then the measurement scale used is the Likert scale.
3. Employee Performance (Y) According to Sinambela in the journal (Joko Tri, 2019) that employee performance is defined as the ability of employees to do certain skills. With this performance, it will be known how far the employee's ability to carry out the task. Research indicators according to Arda, (2017a) that can be used are: quality of work, quality of work, toughness, and attitude. Then the measurement scale used is the Likert scale.

The research method used by the author is an associative approach. Associative research is research that uses two or more variables to determine the effect of one variable on another. This is also supported by (Juliandi et al., 2015) that associative research aims to find out the problem of the relationship between a variable and other variable. As for the place of research conducted at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau. This research is planned from January 2022 to April 2022. The population of the study were all Human Resources employees at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau, totaling 30 people. The sample in this study were 30 employees at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau. So, the sample that I will use in this research is the saturated sample technique or what is called total sampling, namely the entire population is used as research (Suryani and Wulandari, 2014). Data collection techniques in this study used questionnaires and interviews. The analysis technique used in this study is SEM analysis with PLS which is an alternative technique to SEM analysis where the data used does not have to be multivariate normal distribution.

RESULTS AND DISCUSSION

Characteristics of Respondents

The characteristics of the respondents in this study can be grouped into several aspects, namely gender, age, last level of education, and years of service. The description of each respondent's characteristics can be described as follows:

a. By gender

Based on gender, the respondents of this study can be described as follows:

Table 1
Characteristics of Respondents Based on Gender

Gender	Amount	Percentage
Man	19	63.33%
Woman	11	36.67%
Amount	30	100.00%

Source: Primary data processed, 2023

The table above explains that of the 30 respondents studied, the male respondents were 63.33%, while the female respondents were 36.67%.

b. By age

Based on age, the respondents of this study can be described as follows:

Table 2
Characteristics of Respondents by Age

Age	Number of Respondents	Percentage
18 – 20 years	10	33.33%
21 – 23 years	15	50.00%
24 – 26 years	5	16.67%
Total	30	100.00%

Source: Primary data processed, 2023

The table above explains that of the 30 respondents studied, there were 10 respondents aged 18-20 years (33.33%). Respondents aged 21-23 years were 15 people (50) %. Meanwhile, there were 5 respondents aged 24-26 years (16.67%).

c. Based on education level

Based on the level of education, the respondents of this study can be described as follows:



Table 3
Characteristics of Respondents Based on Education Level

Level of education	Amount	Percentage
SENIOR HIGH SCHOOL	2	5%
D3	3	7%
S1	25	88%
Amount	30	100

Source: Primary data processed, 2023

Based on the table above, it is known that the education level of the respondents at PT. Jasa Raharja (Persero) Branch Pekanbaru, Riau recorded that at least 2 people (5%) had a high school level of education. Furthermore, respondents with a D-3 education level were 3 people (7%). And the majority of respondents with an undergraduate education level were 25 people (88%). So, it can be concluded that the respondents who became the research sample were employees of PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau, who has a bachelor's degree.

d. Based on working time

Based on years of service, the respondents of this study can be described as follows:

Table 4
Characteristics of Respondents Based on Years of Service

Category	Amount	Percentage
15 years	19	77%
6 – 10 years	9	18%
> 11 years	2	5%
Amount	30	100

Source: Primary data processed, 2023

Based on the table above, it is known that the working period of employees at PT. Jasa Raharja (Persero) Branch Pekanbaru, Riau recorded the most employees in the 1 to 5 year service category and the least in the > 11 year service category.

Data analysis

The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the affected variable (endogenous) (Juliandi, 2018). The criteria for testing the direct effect hypothesis are as shown in the section below. First, the path coefficient: (a) If the path coefficient value is positive, then the effect of a variable on other variables is unidirectional, if the value of a variable

increases/increases, then the value of other variables also increases/increases ; and (b) If the value of the path coefficient (path coefficient) is negative, then the influence of a variable on other variables is in the opposite direction, if the value of a variable increases/increases, then the value of other variables will decrease/lower. Second probability/significance value (P-Value): (1) If the P-Values < 0.05 , it is not significant and if the P-Values > 0.05 it is not significant (Juliandi, 2018).

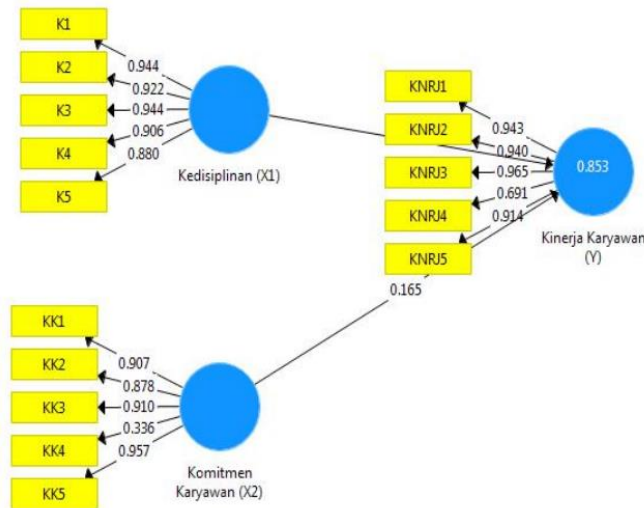


Figure 2. Mediation Effect

a. Assessing Outer Models

In order to evaluate the outer model or measurement model, it is necessary to evaluate the construct validity test and construct reliability test. The construct validity test was measured using convergent validity and discriminant validity.

Table 5
Outer Loading

	Outer Loading		
	X	X2	Y
K1	0.944		
K2	0.922		
K3	0.944		
K4	0.906		
K5	0.880		
KK1			0.907
KK2			0.878
KK3			0.910
KK4			0.336
KK5			0.957
KNRJ1		0.943	



KNRJ2	0.940
KNRJ3	0.965
KNRJ4	0.691
KNRJ5	0.914

Source: Data Processing With PLS, 2023

Based on the results of data processing, it can be concluded that the outer loading value meets the criteria of convergent validity and can be declared valid.

b. Evaluating Reliability

In the reliability test of a construct there are also two criteria used as benchmarks, namely Cronbach alpha and composite reliability. A construct is declared reliable if the Cronbach alpha and composite reliability values are more than 0.6 (Ghozali, 2016). The following is the result of data processing using SmartPLS 3.0:

Table 6
Cronbach Alpha & Composite Reliability

	<i>Construct Reliability and Validity</i>			
	<i>Cronbach Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variation</i>
X1	0.954	0.956	0.965	0.845
X2	0.935	0.955	0.953	0.803
Y	0.868	0.947	0.911	0.69

Source: Data Processing With PLS, 2023

Based on the table above, it shows that all constructs meet the Cronbach alpha and composite reliability criteria, which are more than 0.6. Thus, it can be concluded that all constructs have good reliability.

Hypothesis test

Hypothesis testing on Partial Least Square can be done with the bootstrapping method. In the bootstrapping method one can also see the value of the structural path coefficient. The following is the test result using bootstrapping:

1. Hypothesis Testing 1 (Discipline Influences Employee Performance)

Table 7
Hypothesis Testing 1

	<i>Latent Variable Correlations</i>		
	<i>Discipline</i>	<i>Employee Commitment</i>	<i>Employee performance</i>
X1	1,000	0.859	0.920

X2	0.859	1,000	0.833
Y	0.920	0.833	1,000

Source: Data Processing With PLS, 2023

The results of the first hypothesis test show that the relationship between discipline variables and employee performance has a correlation value of 0.920. This value means that there is a positive influence between discipline and employee performance at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. The higher the discipline, the higher the employee performance.

2. Testing Hypothesis 2 (Employee Commitment Influences Employee Performance)

Table 8
Hypothesis Testing 2

	<i>Latent Variable Correlations</i>		
	Discipline	Employee Commitment	Employee performance
X1	1,000	0.859	0.920
X2	0.859	1,000	0.833
Y	0.920	0.833	1,000

Source: Data Processing With PLS, 2023

The results of the second hypothesis test show that the relationship between the variables of employee commitment and employee performance has a correlation value of 0.833. This value means that there is a positive influence between employee commitment and employee performance at PT. Jasa Raharja (Persero) Pekanbaru Branch, Riau. The higher the employee commitment, the higher the employee performance.

3. Testing Hypothesis 3 (Discipline and Employee Commitment Influence Employee Performance)

Table 9
R Square value

	R-Square	R-Square Adjusted
Y	0.853	0.842

Source: Data Processing With PLS, 2023

Based on the calculation results show that discipline and employee commitment have a positive effect on the performance of employees of PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. This is evidenced by the R Square value of 0.853. This shows that the higher the discipline and commitment of employees, the better the performance of employees.



Discipline Influences Employee Performance

The results of the first hypothesis test show that the relationship between discipline variables and employee performance has a correlation value of 0.920. This value means that there is a positive influence between discipline and the performance of employees of PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. The higher the discipline, the higher the performance of employees at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. The results of this study are in line with the results of research conducted by (Arda, 2017b); (Faustyna & Jumani, 2015); (Jufrizen Jufrizen, 2018); (Arif et al., 2019) and (Yusnandar et al., 2020) that work discipline has a positive and significant effect on employee performance. This can be seen from the answers to the questionnaire filled out by respondents at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau who agreed and strongly agreed on each statement. This means that if the employee's work discipline increases, then the employee's performance also increases. Work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior and actions that are in accordance with the rules of the organization both written and unwritten.

Employee Commitment Affects Employee Performance

The results of the second hypothesis test show that the relationship between the variables of employee commitment and employee performance has a correlation value of 0.833. This value means that there is a positive influence between employee commitment and employee performance at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. The higher the employee commitment, the higher the employee performance. The results of this study are in line with the opinion (Muis et al., 2018); (Adhan et al., 2020); (J Jufrizen et al., 2018); (Hendra, 2015); (Akbar et al., 2017); (Faustyna, 2014); (Nurnaningsih & Wahyono, 2017) which shows that commitment has a positive and significant effect on employee performance. Customer satisfaction plays a very important role in creating employee performance, increasing the company reputation and reducing future transaction costs. Consumer dissatisfaction has an impact on consumers switching to other companies. This means that the better the commitment of employees will be able to improve employee performance.

Discipline and Employee Commitment Influence Employee Performance

Based on the calculation results show that discipline and employee commitment have a positive effect on the performance of employees of PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. This is evidenced by the R Square value of 0.853. This shows that the higher the discipline and commitment of employees, the better the performance of employees. Discipline and good commitment will make employees further improve their performance. Thus, this study cannot be generalized to the entire population of employees at the research site, but only describes the sample studied. Discipline has a positive effect on employee performance, if applied it will be the value of employee commitment (before being assessed by consumers) and the value of this employee commitment will influence/not affect employee performance.

CLOSING

Conclusion

Based on this research, it aims to examine the effect of discipline and employee commitment on employee performance at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau. Based on the analysis and discussion of the research results, the researchers concluded as follows:

1. The results of the first hypothesis test show that the relationship between discipline variables and employee performance has a correlation value of 0.920. This value means that there is a positive influence between discipline and employee performance at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau.
2. The results of the second hypothesis test show that the relationship between the variables of employee commitment and employee performance has a correlation value of 0.833. This value means that there is a positive influence between employee commitment and employee performance at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau.
3. Based on the calculation, results show that discipline and employee commitment have a positive effect on employee performance. This is evidenced by the R Square value of 0.853. This shows that the higher the discipline and commitment of employees, the better the performance of employees at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau.

Suggestion

The suggestions that can be put forward are as follows:

1. We recommend that the work discipline of the employees of PT Jasa Raharja (Persero) Pekanbaru Branch, Riau pay more attention to work regulations so that employees comply with the regulations set by the company.
2. In terms of employee commitment to the company, the company should often involve employees in matters related to activities at the company so that employees remain loyal to the company at PT Jasa Raharja (Persero) Pekanbaru Branch, Riau.
3. In improving employee performance, PT Jasa Raharja (Persero) Pekanbaru Branch, Riau should be able to assist in meeting all the needs of employees in the company, such as work facilities, so that employees can further improve their performance.

Research Limitations

Based on the researcher's direct experience in this research process, there are some limitations that are experienced and can be a number of factors that can be given more attention to future researchers in further perfecting their research because this research itself certainly has deficiencies that need to be continuously improved in research. - future research. Some of the limitations in the study, among others:

1. In employee performance factors only use discipline and commitment factors while there are still many factors that affect employee performance.
2. Limited time, knowledge and the minimum number of employees in the company, the population studied in this study was only 30 employees.



In the data collection process, the information provided by respondents through questionnaires sometimes did not show the actual opinions of respondents, this happened because sometimes different thoughts, assumptions and understandings were different for each respondent, as well as other factors such as honesty in filling out the respondents' opinions in the questionnaire.

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