

The Influence of Work Ability, Discipline, and Motivation on Employee Performance: A Study at PT. Freeport McMorent Indonesia

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ABSTRACT

Facing increasingly tight competition in the era of economic globalization requires PT. Freeport Indonesia Industri to improve work ability, work motivation and work discipline in order to improve employee performance. The problem faced is that employee performance is not optimal, so that work ability, work motivation and work discipline need to be further improved. The purpose of this study: to determine the effect of work ability on work performance at PT Freeport Indonesia to determine the effect of discipline on performance at PT Freeport Indonesia To determine the effect of motivation on employee performance at PT Freeport Indonesia to determine the effect of discipline and motivation on employee performance at PT Freeport Indonesia. There is an influence of work ability, discipline and motivation on employee performance at PT. Freeport Indonesia. There is an influence of motivation on employee performance on the influence of work ability, discipline and motivation on employee performance at PT. Freeport Indonesia There is an influence of discipline on employee performance at PT Freeport Indonesia In this study an associative approach was used. Approach and quantitative work ability, work ability Discipline and motivation have a significant effect on employee performance, meaning that the more work ability is improved, discipline will increase, then performance will increase and if the motivation given is better, performance will also increase significantly..

INTRODUCTION

In today's fast-paced world, companies must continuously prepare to anticipate and adapt to changes. As business development increases, competition among economic actors becomes more intense. To remain competitive, companies need to operate with the best possible strategies, focusing on enhancing employee development and performance. It is essential to optimize all aspects of company activities while improving overall employee performance.

A crucial factor in achieving company goals is human resources. According to one expert, human resources encompass the potential that individuals possess, which can be contributed to society in the form of goods or services. A company's success is not solely measured by its profit but also by various supporting factors, including the quality of its human resources. The workforce consists of employees who diligently work towards achieving the company's objectives.

Improving the quality of human resources is expected to have a direct impact on enhancing employee performance. This is crucial, as every company aims to boost employee performance to achieve both organizational and individual goals. According to (Mangkunegara, 2012), performance reflects an employee's work achievements, assessed in terms of quality and quantity, and is demonstrated through the results of work over a specific period that align with the tasks and responsibilities assigned. Organizations generally seek high-performing employees who can contribute optimally and help improve overall organizational performance. In support of this, (Fahmi, 2014) states that performance denotes the results

achieved by an organization, particularly in profit-oriented contexts, over a defined timeframe. Additionally, (Rivai, 2010) emphasizes that performance encompasses the specific behaviors exhibited by individuals as a reflection of their work achievements, based on the roles they fulfill within the company.

According to (Prawirosentono, 1999), performance is influenced by several key factors: (1) effectiveness and efficiency. Effectiveness pertains to the degree to which group goals are achieved according to predetermined plans, while efficiency refers to the resources sacrificed to achieve those goals; (2) authority and responsibility involve being accountable for carrying out assigned tasks; and (3) discipline, which reflects obedience and respect for agreements made between the organization and its employees.

Furthermore, (Afandi, 2018) defines motivation as an internal drive that arises from inspiration, enthusiasm, and a genuine desire to engage in an activity sincerely. This drive results in producing high-quality outcomes. Afandi also explains that discipline is a tool employed by managers to foster behavioral change and to enhance individual awareness and willingness to adhere to company regulations and social norms. Supporting this view, (Sutrisno, 2011) states that discipline encompasses a person's attitude, behavior, and actions, all of which demonstrate compliance with the organization's established rules, both written and unwritten.

Another important factor, alongside employee motivation, is discipline, which plays a crucial role in determining an employee's performance. One expert explains that discipline involves individual awareness and a willingness to comply with all applicable regulations. This awareness reflects a person's voluntary adherence to rules and a complete understanding of their duties and responsibilities. Therefore, an individual with a strong sense of discipline can carry out their tasks effectively without needing external coercion. Additionally, willingness encompasses the attitudes, behaviors, and actions that align with company rules and regulations.

In addition to discipline, work ability significantly influences achievement within a company. This ability is essential for superiors or managers when assessing employee performance. Work ability refers to an employee's capacity to fulfill their responsibilities while demonstrating the quality of their skills and making a meaningful contribution to achieving company goals.

Furthermore, an individual's ability to successfully complete various tasks reflects their competency. As (Winardi, 2007) points out, individual abilities are formed from specific traits and skills that must be continuously developed. One key aspect of this is "initiative," which represents active engagement on the part of the employee. This can be observed through several important indicators, such as the relevance of knowledge to work methods, techniques, and tools; the ability to collaborate; an understanding of company policies; and clarity regarding the company's overall goals.

Work motivation and work discipline have been shown to positively influence employee performance, both individually and collectively. This indicates that these two factors support one another in enhancing individual performance in the workplace. When an employee is highly motivated and demonstrates strong discipline, their work results are generally more effective. Therefore, motivation and discipline are crucial elements that should not be overlooked when aiming to improve employee performance. In addition, employee performance is influenced by several key indicators. These include: (1) the quality of work produced; (2) the quantity of tasks completed; (3) the timeliness of task completion; (4) employee attendance or absenteeism during work hours; and (5) a cooperative attitude, which is reflected in adherence to rules and the ability to work well with others according to applicable regulations. These five indicators serve as important measures for assessing how much an employee contributes to the achievement of organizational goals.

Literature Review and Hypothesis Development

Work Ability and Employee Performance

In an increasingly competitive workplace, work skills are no longer merely complementary but have become a key element determining an employee's success in carrying out their duties. Work skills reflect an individual's potential and readiness to face various job demands, including technical, cognitive, and social aspects. As (Perdana, 2012) stated, skills are a key indicator of how well someone can perform a task. Therefore, employees with high work skills will more easily meet targets and demonstrate superior performance. This emphasis is further reinforced by the findings of (Devischa & Mukzam, 2018) and Pribadi (2016), which empirically demonstrate a significant relationship between work skills and improved employee performance. This means that increased individual capacity—whether in terms of knowledge, skills, or work attitudes—will be directly proportional to the resulting performance.

Furthermore, Handoko (2014) explains that work skills represent a person's intelligence and skills. Individuals with high skills are not only able to work more quickly and accurately but also adapt to organizational dynamics. The research findings of (Efawati, 2020) and (Prastiwi et al., 2022) align with this finding, demonstrating that work ability has a positive and significant impact on performance. Considering this extensive empirical evidence and managerial logic, there's no doubt that work ability is a crucial foundation for optimal employee performance.

H1: Work ability has a positive and significant impact on employee performance.

Work Discipline and Employee Performance

Work discipline is a crucial factor in creating an orderly, focused, and productive work environment. Work discipline not only reflects employee compliance with organizational regulations and procedures but also reflects responsibility, commitment, and integrity in carrying out their duties. According to various perspectives, strong work discipline encourages consistent work behavior, increases efficiency, and minimizes the likelihood of errors, ultimately positively impacting individual and organizational performance. Employee performance is the end result of a work process influenced by various internal and external factors, one of which is discipline. Employees with high levels of discipline tend to arrive on time, complete work by deadlines, adhere to work procedures, and maintain work ethics and professionalism. Thus, work discipline is the foundation for optimal performance.

The relationship between work discipline and employee performance has been extensively studied in previous research. (Sari & Amanda, 2023) and (Paaïs & Pattiruhu, 2020) stated that work discipline has a positive and significant effect on employee performance. This suggests that the higher an employee's level of discipline, the more likely they are to demonstrate good performance. These findings are also supported by other studies conducted by (Purwanto & Hermani, 2017), (Susanto, 2019); (Tanjung & Manalu, 2019); (Liyas & Primadi, 2016), which strengthen the argument that discipline is a crucial variable in driving high performance. Based on the theoretical studies and empirical findings presented, it can be assumed that work discipline also plays a strategic role in driving performance improvement.

H2: Work discipline has a positive and significant impact on employee performance.

Work Motivation and Employee Performance

Work motivation is a fundamental factor that drives employees to achieve their best performance in their work, both in terms of quality, quantity, and responsibility for assigned tasks. Motivation is not merely a momentary urge or a temporary desire to work, but rather an internal and ongoing psychological state that actively drives, activates, and directs individual behavior toward achieving specific goals. In an organizational context, motivation acts as a driving force that determines the extent to which an employee is committed, has a positive attitude toward their tasks, and demonstrates a high level of work initiative. As explained by (Sutrisno, 2011), motivation is a crucial element that can mobilize a person's energy to

act, influence their mindset and attitude in completing work, and encourage individuals to continuously develop and strive to make their best contribution. In other words, motivation is a key element connecting individual potential and realized performance, and has a direct impact on achieving overall organizational targets and goals. Various studies have linked motivation to improved performance. Previous research, such as that conducted by (Purnomo, 2017), has shown a positive relationship between motivation and improved employee performance. This aligns with the views of Jufrizen (2017), (Ainanur & Tirtayasa, 2018), and Gultom (2014), who explain that employees with high work drive tend to be more productive and able to make greater contributions to the organization.

Furthermore, motivation also influences how an individual responds to work targets and challenges. (Sabir & Cura, 2021) suggest that high motivation fosters enthusiasm and dedication to work, thus contributing to better work results. This is reinforced by (Supriadi et al., 2018) view, which states that employees with high work motivation will strive to achieve their work successfully and achieve company goals in accordance with established procedures. This view is also supported by Andi and Martinus (2017) and Abdullah (2018), who emphasize the importance of motivation in driving positive work behavior. Based on the theoretical studies and empirical findings presented, it can be assumed that work motivation plays a strategic role in driving improved performance.

H3: Work motivation has a positive and significant effect on employee performance.

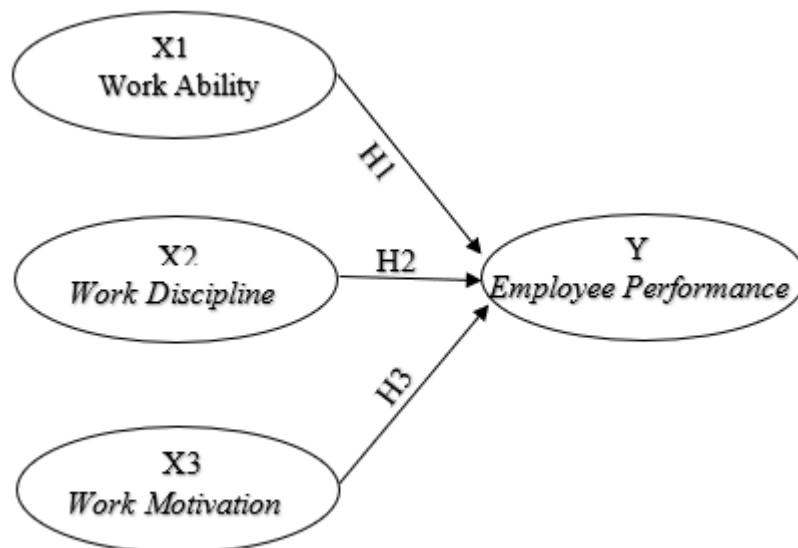


Figure 1. Theoretical Framework

RESEARCH METHOD

The research was conducted using a quantitative descriptive approach, distributed directly through Google Forms using a Likert scale assessment. The sample size for each department at PT. Freeport-McMorent Indonesia was calculated by dividing the population size of each department by the total population, then multiplying the result by the desired sample size. The sample size was selected among 128 PT. Freeport-McMorent Indonesia employees.

The 128 respondents were then analyzed using the SEM-PLS analysis model supported by SmartPLS3.0 software. (Juliandi, 2018) stated that SEM-PLS will be tested using an outer model and an inner model, which are considered robust because they are independent of the number of statistical assumptions used.

RESULTS AND DISCUSSION

Table 1. Respondent Identification

Demographic Variables	Frequency	Percentage
Gender		
Male	99	77,34%
Female	29	22,65%
Age		
17-20	1	0,78%
21-30	58	45,31%
31-40	38	29,68%
>40	31	24,21%
Recent Educational Background		
High School Equivalent	77	60,15%
Bachelor's Degree	48	37,5%
Master's Degree	3	2,34%
Total	128	100%

The majority of respondents in this study were aged 21–30 years, 58 people (45.31%), followed by the 31–40 age group, 38 people (29.68%), over 40 years, 31 people (24.21%), and 17–20 years, 0.78%. Based on gender, male respondents dominated with 99 people (77.34%), while female respondents were 29 people (22.65%). In terms of their last level of education, most respondents were high school graduates/equivalent, 77 people (60.15%), followed by bachelor's degree graduates (48 people (37.5%), and master's degree graduates (3 people (2.34%). This finding shows that the most dominant characteristics of respondents in this study were individuals aged 21–30 years, male, and with a high school/equivalent education.

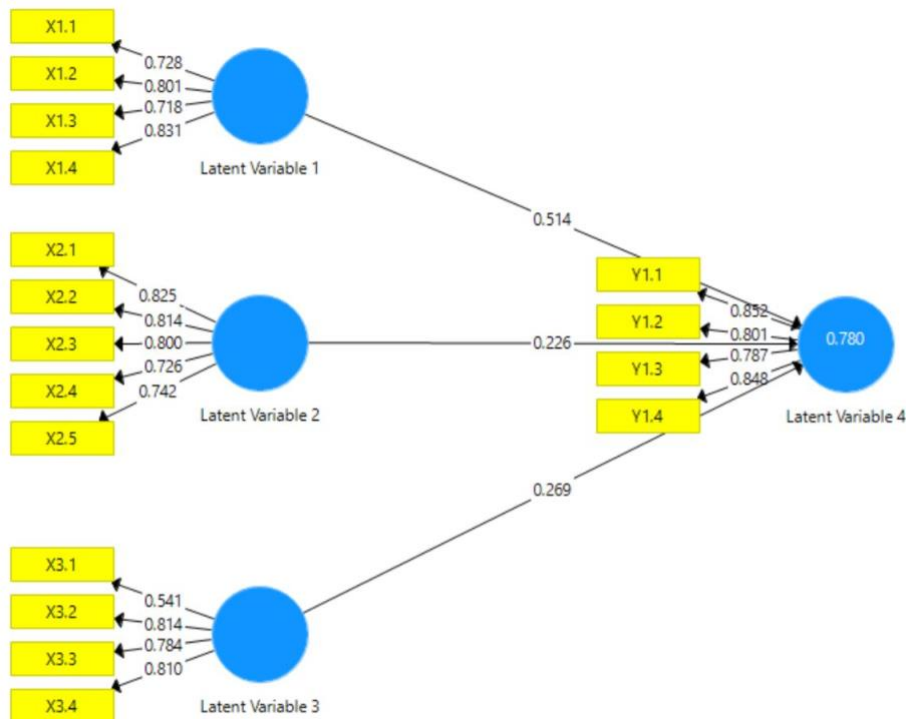


Figure 2. Outer Model Result

Table 2. Research Instrument Feasibility Test

	Items	Outer loadings	Cronbach's Alpha	VIF	Result
Work Ability	WA 1	0,727	0,778	1,605	The instruments used have met the validity and reliability criteria, and do not contain multicollinearity problems.
	WA 2	0,802			
	WA 3	0,718			
	WA 4	0,831			
Work Discipline	WD 1	0,825	0,842	1,605	The instruments used have met the validity and reliability criteria, and do not contain multicollinearity problems.
	WD 2	0,815			
	WD 3	0,799			
	WD 4	0,726			
	WD 5	0,741			
Work Motivation	WM 1	0,540	0,726	1,000	The instruments used have met the validity and reliability criteria, and do not contain multicollinearity problems.
	WM 2	0,814			
	WM 3	0,784			
	WM 4	0,810			
Work Performance	WP 1	0,855	0,840	-	The instruments used have met the validity and reliability criteria, and do not contain multicollinearity problems.
	WP 2	0,808			
	WP 3	0,781			
	WP 4	0,845			

Based on the results of statistical analysis on the output coefficients, all variables in this study have a VIF (Variance Inflation Factor) value of less than 10, which indicates no symptoms of multicollinearity, so the regression model is considered free from this problem. The results of the reliability test using the Cronbach's Alpha value also show that all variables, namely Work Ability, Work Discipline, Work Motivation, and Employee Performance have values greater than 0.70, which means that all constructs in this study are reliable and consistent in measuring the intended concept. Furthermore, the results of the validity test show that most indicators in the research instrument have a correlation value higher than the critical value (r-table), so it is declared valid, although there is one indicator in the Work Motivation variable that is invalid. Thus, overall, the instrument used in this study can be concluded as valid, reliable, and free from multicollinearity problems.

Table 3. R-Square Test

	R-square	R-square adjusted
Work Discipline	0,539	0,536
Employee Performance	0,743	0,739

According to the R-squared table results, the R-squared value for the Work Discipline variable is 0.539, while the Adjusted R-squared value is 0.536. In contrast, the R-squared value for the Employee Performance variable is 0.743, with an Adjusted R-squared value of 0.739. These results indicate that Employee Performance has a more significant influence compared to Work Discipline. Specifically, the findings suggest that low discipline, particularly regarding the punctuality of employees arriving at work, contributes to delays in completing tasks at PT Freeport Mcmorent Indonesia.

Table 4. Hypothesis Test

Variable	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
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Work Ability on Employee Performance	0,536	0,546	0,065	8,644	0,000
Work Discipline on Employee Performance	0,394	0,411	0,052	7,570	0,000
Work Motivation on Employee Performance	0,734	0,728	0,080	9,203	0,000

Discussion

Work Ability on Employee Performance

Based on the research results, the Work Ability variable has an original sample value of 0.536, which indicates a positive influence on Employee Performance. Further evaluation through a t-statistic value of 8.644 and a p-value of 0.000, where the t-statistic > 1.984 and p-value < 0.05 , indicates that the influence is not only positive, but also significant (H1 is accepted). This finding is in line with research conducted by Perdana (2012), which states that ability reflects a person's potential in carrying out tasks and work, so that to achieve optimal work results, adequate work ability is needed. In addition, this result is reinforced by previous research findings from (Devischa & Mukzam, 2018) and Pribadi (2016), which also showed a significant influence between Work Ability on Employee Performance. Handoko (2014) also supports this finding by stating that work ability reflects a person's abilities, such as intelligence and skills. Additional support also comes from research by (Efawati, 2020) and (Prastiwi et al., 2022) which concluded that Work Ability has a positive and significant effect on Employee Performance.

In the field, several important aspects demonstrate that work skills influence employee performance. Employees who possess the competencies and expertise appropriate to their duties tend to achieve optimal performance. For example, at PT Freeport Indonesia in the Maintenance Service department, employees with adequate knowledge and skills are able to optimize the vehicle repair process, thereby making work more effective. Furthermore, employees with adequate skills also have the opportunity to participate in training regarding new tasks or jobs to be performed. Effective communication patterns between superiors and subordinates are also a supporting factor in creating a harmonious work environment, which ultimately improves employee performance. The compensation and incentive systems implemented at PT Freeport Indonesia also influence work morale, such as the continued payment of basic salary for employees absent due to illness with a doctor's certificate, and the provision of overtime incentives, for example, when employees work extra hours to prepare vehicles for company VIP guests. Regular performance evaluations, such as those conducted every morning in the Maintenance Service department, also help employees identify areas for improvement, thus encouraging continuous performance improvement.

Work Discipline on Employee Performance

Among the variables influencing Work Discipline on Employee Performance, the original sample value was 0.394, indicating that Work Discipline can have a positive influence on Employee Performance. However, the t-statistic evaluation was 7.570 with a p-value of 0.000. The results obtained were a t-statistic > 1.984 and a p-value < 0.05 , indicating that the Work Discipline variable has a positive and significant effect on Employee Performance. (H2 is accepted). This supports previous research conducted by (Purwanto & Hermani, 2017), (Susanto, 2019), and (Tanjung & Manalu, 2019), as well as (Liyas & Primadi, 2016), which also showed that Work Discipline has a positive and significant effect on Employee Performance.

They always strive to improve employee discipline, one way of doing so is by working in accordance with the SOP/Standard Operating Procedures established by PT Freeport Indonesia. Established SOPs/Operating Procedures must be maintained to maintain employee discipline, thus positively impacting employee performance. Factors influencing work discipline at PT Freeport Indonesia

include work motivation, training and development, and incentives. High work motivation encourages employees to develop and strengthen their work discipline. At PT Freeport Indonesia, motivation provided directly by superiors makes employees more enthusiastic and disciplined in carrying out their duties. In addition, training and development programs provided to employees with good abilities also play a role in improving work discipline, especially when facing responsibilities in new jobs. Incentives provided in the form of work bonuses, health and education benefits, and even gold are also important factors in fostering discipline. For example, to achieve these incentives, employees must work without experiencing an accident for 1,000 working hours, thus encouraging them to be more disciplined and careful in their work. This is in line with the opinion of Sutrisno (2011) who stated that discipline is a person's behavior that is in accordance with organizational regulations, both written and unwritten. Based on the research results, work discipline has a positive and significant influence on employee performance, which shows that work discipline at PT Freeport Indonesia has been implemented well and has an impact on improving employee performance.

Work Motivation on Employee Performance

Among the variables influencing Work Motivation on Employee Performance, the original sample value was 0.734, indicating that Work Motivation can have a positive influence on Employee Performance. However, the t-statistic evaluation was 9.203 with a p-value of 0.000. The results obtained were a t-statistic >1.984 and a p-value <0.05 , indicating that the Work Motivation variable has a positive and significant effect on Employee Performance. (H3 is accepted). The results of this study support and align with the results of research conducted by (Purnomo, 2017), which concluded that motivation has a positive and significant effect on employee performance, especially at PT. Karoseri Tentram Sejahtera, Malang City. This research is also supported and aligned with research by (Jufrisen, 2017), (Ainanur & Tirtayasa, 2018), and (Gultom, 2014), which proves that motivation has a positive and significant effect on Employee Performance. Therefore, efforts to improve Employee Performance will increase.

Several factors influence work motivation at PT Freeport Indonesia, including the work environment, work facilities, regulations and policies, incentives, and occupational safety. A comfortable and safe work environment at PT Freeport Indonesia makes employees more enthusiastic about their work. The availability of adequate and sufficient facilities, such as good work equipment and comfortable rest areas, also encourages employees to be more motivated in carrying out their duties. Clear, fair, and consistent regulations and policies also play a significant role in increasing work motivation, as employees feel more motivated when they know what is expected of them and how their performance will be evaluated. In addition, incentives in the form of salary bonuses after working overtime provide additional encouragement for employees to work harder. Finally, the guarantee of occupational safety provided by the company increases employees' sense of security and confidence while working.

CONCLUSION

Based on the descriptive results and inferential analysis in this study, several important conclusions were obtained. Work ability is proven to have a positive influence on employee performance, which means that the abilities possessed by employees help in achieving optimal work performance at PT Freeport Indonesia. In addition, work motivation also has a positive influence on employee performance, which indicates that motivation can increase work enthusiasm. On the other hand, there is a finding that work discipline has a negative influence on performance, which indicates that some employees are not able to complete their work on time. However, work discipline is also found to have a positive influence on performance, because employees are able to work in accordance with the SOP or standard operating procedures that have been established by the company. Overall, employee performance has a positive and significant influence on work ability, work motivation, and work discipline, which indicates that

employees strive to achieve the set targets, have the ability and knowledge of their work, and demonstrate responsibility and commitment in working at PT Freeport Indonesia.

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