

# The Effect Of Work Supervision, Competence And Work Motivation On Work Discipline Of Rattan Industry Employees PT. Totum Diba Cirebon Regency

**Fahri Muhamad Riyandi<sup>1</sup>**

**Ryalnaldi Putra Permana<sup>2</sup>**

**Alfanda Pratama<sup>3</sup>**

**Noveria Susijawati<sup>4</sup>**

Universitas Swadaya Gunung Jati Cirebon, Indonesia<sup>1,2,3,4</sup>

Email: fahrimuhamadriyandi0910@gmail.com, ryalnaldip@gmail.com,

alfandapratama13@gmail.com, noveriasusijawati@ugj.ac.id

\*Correspondence: noveriasusijawati@ugj.ac.id

**ABSTRACT:** In a company, nothing succeeds if it does not have disciplined employees. Work Discipline guarantees the implementation of tasks in an orderly and smooth manner so as to achieve optimal results. The purpose of this study is to determine the significant relationship between the influence of work supervision, competence and motivation on the work discipline of rattan industry employees of PT. Totum Diba, Cirebon Regency. In this study the research approach used was quantitative approach with survey / questionnaire method, and the data was tested using multiple linear regression test. The sample in this study is employees of PT. Totum Diba, Cirebon Regency totaled 160 respondents. The findings show that the sig value for the effect of Work Supervision (X1) on Work Discipline has a positive influence of Work Supervision (X1) on Work Discipline (Y), then it is known that the sig value for the influence of Competence (X2) on work discipline (Y) that there is no influence for Competence (X2) on work discipline (Y), and it is known that the sig value for the influence of Motivation (X3) on Work Discipline (Y) there is a positive influence for Motivation (X3) on work discipline (Y). Based on the data, Work Supervision, Competence, and Work Motivation The results of multiple linear regression analysis show significance, This means that there is a simultaneous and significant influence on Work Discipline. Therefore, the level of work discipline is positively influenced by effective work supervision, high level of competence, and strong work motivation towards the Work Discipline of PT. Totum Diba, Cirebon Regency.

**Keywords: Work Discipline; Work Supervision; Competence; Work Motivation**

## INTRODUCTION

Economic development in the era of globalization at this time is influenced by increasingly fierce business

competition. Seeing the challenges that exist in the present and the future, companies are important and need to pay attention to and maintain human

resources such as employees, so that they can continue to be the most important asset for the company (Amanda, 2019). To obtain optimal profits or profits, especially for manufacturing companies, the role of calculating the cost of goods produced and selling prices of products with other similar companies (Yana & Wuriyani, 2017). Therefore, it is important to investigate managerial doctrines that have an effect on a particular context and explore their specific implications for workforce management (Claudia Figari, 2011).

Research results from disciplinary procedures in African local governments. The trend seen is that most employees give vague reasons for reporting late work, even though there is a code of ethics in disciplinary procedures that is often violated by employees without any serious reprimand from management. In addition, some staff members engage in absenteeism and attendance practices that constitute a violation of disciplinary procedures and non-compliance with the code of ethics in the workplace, thereby affecting the efficiency and quality of service delivery by local authorities (C. & K.T., 2021). Work discipline is needed by every employee, because it is a means to train employee personality to always show good performance. Employee discipline tied to organizational performance will ensure the efficiency and productivity of the organization (Agbo, 2020).

No company succeeds if it does not have disciplined employees. This is because without work discipline, employees will be disorganized and may deviate from their place, which makes the organization unreliable and

hampered. This is also part of the evaluation of employees who have unproductive tendencies to have the will to follow or obey the company's rules and decisions that have been set previously (Lasmaya, 2018).

Seen as something that is very beneficial for the organization and its employees, Work Discipline guarantees the orderly and smooth execution of tasks so as to achieve optimal results. Sutrisno (2016), as quoted in (Ngasti & Bahiroh, 2023) Work discipline is a person's behavior with rules, existing work procedures, behavior, and actions that are in accordance with the regulations of the organization both written and unwritten. As for employees, a pleasant working atmosphere will be obtained so that it will increase morale in carrying out their work (Suwanto et al., 2021). Therefore, good work discipline must be applied in every company. This means that employees must arrive on time, complete their tasks according to the company's plans, and comply with applicable regulations. The level of employee discipline will be an indicator of how well the organization achieves its targets for work productivity (Remen et al., 2023).

Another problem that affects work discipline is supervision, Supervision is a process or step to prevent fatal deviations and correction actions if there are small deviations committed by employees in the implementation of organizational activities and ensure organizational goals can be achieved as previously planned (Situmeang, 2017). Moekizat (2016) explained that intensive supervision is the key to employee work discipline, because through supervision, the company will obtain an evaluation data that can prevent or improve a work

process carried out by employees, so that if there is an error or deviation during the work process, the same error will not continue continuously (Nuryadi et al., 2023)

Another factor that affects work discipline is competence. Competence according to Ruky (2006, in (Hafid, 2018) Competence as a basic characteristic of a person that influences thinking and action, to generalize all situations encountered and persist long enough in human beings. Competency is a collection of knowledge, skills and behaviors used to improve performance or circumstances or adequate or highly qualified qualities, having the ability to perform a particular role (Soetrisno & Gilang, 2018). Therefore, companies can achieve success if supported by highly competent employees (Baba, 2017). Spencer and Spencer (1993), as cited in (Susijawati et al., 2023), describes competence as a fundamental characteristic of an individual that is causally linked to effective performance and excelling in a particular job or situation.

Work motivation is essentially the drive to work triggered by internal and external factors through individual psychological processes, with the aim of achieving goals (Lapasau et al., 2024). Motivation is one of the key elements that affect human life (Hendijani & Steel, 2020). Motivating employees in an organization to work efficiently towards goals is perhaps the most important task in work management. An organization motivates its employees to work effectively by rewarding them for their effectiveness and possibly penalties for poor performance (Mat et al., 2017).

PT. Totum Diba is one of the rattan industries in Cirebon regency, which was established in 1995 in Cirebon Regency is a rattan manufacture industry company that produces various kinds of furniture. All furniture is made manually using human resources, so the company prioritizes middle to upper quality, and currently PT. Totum Diba already has 160 permanent production employees.

Based on the above problems, this shows that work supervision, work competence and motivation on work discipline, phenomena about employee work supervision that are poorly monitored, one's competence can still be lacking in carrying out their duties, less work motivation makes employees less strong, and work discipline that is still not good at PT. Totum Diba, Cirebon Regency.

Based on previous research, facts obtained from PT. Totum Diba Cirebon about the existence of several employees who have low performance, competence that is not in accordance with their fields, and work discipline that is still not good (Scientific & Educational, 2024).

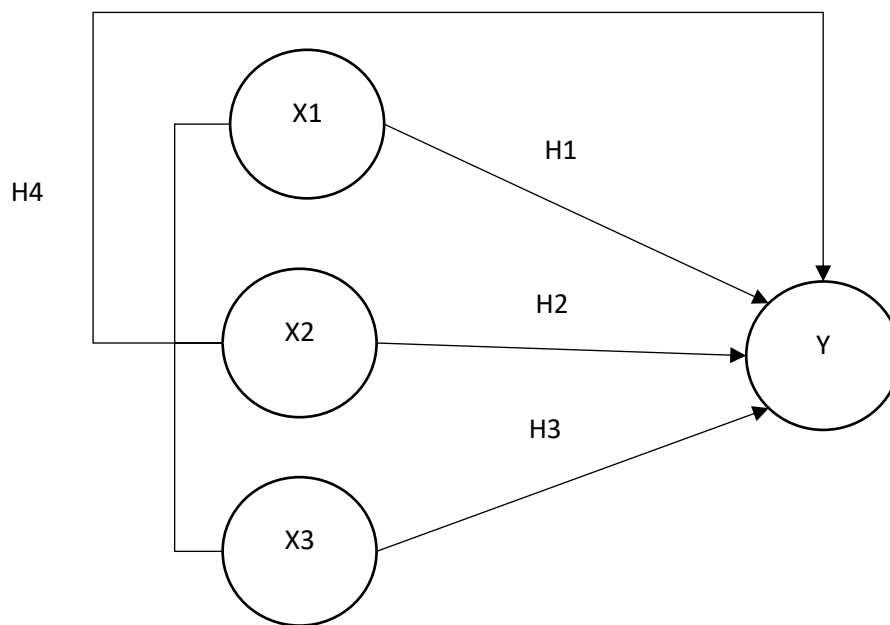
Based on the introduction above, this study is interested and aims to conduct further research at PT. Totum Diba. The purpose of this study is to determine the significant relationship between the influence of work supervision, competence and motivation on the work discipline of PT. Totum Diba, Cirebon Regency.

## **METHOD**

In this study, the research approach used was a quantitative approach with survey methods. This study aims to determine the relationship

between work supervision (X1), competence (X2), motivation (X3), with work discipline (Y) quantitative techniques. Survey is a quantitative study used to examine the symptoms of a group or individual behavior (Sugiyono, 2016). In this approach, data is obtained in various ways, including by observation of questionnaires, as well as by direct interviews, with the intention of obtaining data that can be analyzed accurately and the results of the

conclusions can be generalized. The formulation of the problem in this study uses the formulation of associative problems in the form of causal relationships. Associative is a research problem formulation that asks the relationship between 2 or more variables. While causal is a causal relationship. So there are independent variables (variables that influence and defend variables that are influenced).



**Figure 1 : Research Paradigm**

Hypothesis:

H1: Work Supervision affects the Work Discipline of PT. Totum Diba

H2: Competency has an effect on the Work Discipline of PT. Totum Diba

H3: Work Motivation has a direct effect on the Work Discipline of PT. Totum Diba

H4: Work Supervision, Competence, and Motivation simultaneously affect the Work Discipline of PT. Totum Diba

The research was conducted at PT. Totum Diba, Cirebon Regency. This research time was carried out for one month, namely in January 2024. The

sample in this study is employees of PT. Totum Diba, Cirebon Regency totaled 160 respondents. Because this study is a quantitative research, the data obtained from respondents through questionnaires are encoded with a likert scale of 1-5, and then tabulated using statistical analysis with the SPSS computer program. The collected data will be analyzed in several stages, the first stage of testing the validity and reliability of the research instrument, testing classical assumptions, and finally multiple linear regression analysis.

**RESULT AND DISCUSSION**

Based on the results of data processing, the characteristics of

respondents are shown in the following table:

Characteristics of Respondents	Number of Respondents	
	In numbers	Percentage
1. Gender		
a. Man	88	55%
b. Woman	72	45%
2. Age		
a. <20 years	3	1,9%
b. 20-29 years old	81	50,6%
c. 30-39 years old	39	24,4%
d. 40-49 years old	22	13,7%
e. >49 Years	15	9,4%
3. Education		
a. SD	11	6,9%
b. Junior High School	35	21,9%
c. High School / Equivalent	114	71,2%
d. S1	0	0%
4. Respondent's Length of Service		
a. <1 year	2	1,3%
b. 1-5 years	114	71,3%
c. 6-10 years	37	23%
d. >10 years	7	4,4%

Source : Data Processing Results 2024

Based on the table of respondent characteristics, it shows that the respondents who are the object of research consist of 88 men or 55% of the total respondents, while women 72 people or 45% of the total number of respondents. Respondents' education showed that for elementary school as many as 11 respondents or 6.9% of the total number of respondents, for junior high school as many as 35 people or 21.9% of the total number of respondents, high school / equivalent as many as 114 people or 71.2% of the total number of respondents, and S1 as many as 0 people or Nil of all respondents. The length of work of respondents for less than 1 year as many as 2 people or 1.3%, the length of work from 1 to 5 years as many as 114 people or 71.3%, while the length of work 6-10 years as many as 37 people or 23%, for those more than 10

years as many as 7 people or 4.4% of the total number of respondents.

**Validity Test**

To calculate the correlation between each statement and the total score using the product moment correlation technique formula. The validity test is carried out by comparing  $r$  count with  $r$  table, where the data is declared valid if  $r$  counts  $>$   $r$  table and vice versa the data is said to be invalid if  $r$  count  $<$   $r$  table. By using the number of respondents 160, the  $r$  value of the table can be obtained. The calculation is  $df = 160 - 2 = 158$  then the  $r$  value of the table is 0.155. The results of the validity test of each variable can be seen in table 1 below:

**Work Supervision (X1)**

Statement No.	R Calculate	R Table	Information
1	0,185	0,155	Valid
2	0,176	0,155	Valid
3	0,365	0,155	Valid
4	0,380	0,155	Valid
5	0,329	0,155	Valid
6	0,303	0,155	Valid
7	0,305	0,155	Valid
8	0,244	0,155	Valid
9	0,206	0,155	Valid
10	0,330	0,155	Valid
11	0,198	0,155	Valid
12	0,320	0,155	Valid

**Competency (X2)**

Statement No.	R Calculate	R Table	Information
1	0,682	0,155	Valid
2	0,516	0,155	Valid
3	0,691	0,155	Valid
4	0,413	0,155	Valid
5	0,263	0,155	Valid
6	0,245	0,155	Valid
7	0,469	0,155	Valid
8	0,243	0,155	Valid
9	0,560	0,155	Valid
10	0,446	0,155	Valid
11	0,211	0,155	Valid
12	0,325	0,155	Valid

**Motivation (X3)**

Statement No.	R Calculate	R Table	Information
1	0,213	0,155	Valid
2	0,220	0,155	Valid
3	0,230	0,155	Valid
4	0,553	0,155	Valid
5	0,249	0,155	Valid
6	0,204	0,155	Valid
7	0,569	0,155	Valid
8	0,303	0,155	Valid
9	0,351	0,155	Valid
10	0,298	0,155	Valid
11	0,286	0,155	Valid
12	0,427	0,155	Valid

**Work Discipline (Y)**

Statement No.	R Calculate	R Table	Information
1	0,386	0,155	Valid
2	0,325	0,155	Valid
3	0,249	0,155	Valid
4	0,457	0,155	Valid
5	0,271	0,155	Valid
6	0,223	0,155	Valid
7	0,502	0,155	Valid
8	0,370	0,155	Valid
9	0,274	0,155	Valid
10	0,305	0,155	Valid
11	0,351	0,155	Valid
12	0,442	0,155	Valid

Based on the results of the validity test, the variables of work supervision, competence, motivation and work discipline have a calculated  $r$  value  $>$   $r$  table meaning that each variable is declared valid.

**Reliability Test**

Reliability tests are intended to show the extent to which a measuring instrument is reliable or reliable when measured repeatedly with the same object (Hafid, 2018) . An instrument is said to be reliable if the value *Cronbach's Alpha*  $>$  0.70.

**Reliability Test Results**

No.	Variable	<i>Cronbach's Alpha</i>	Information
1	Work Supervision (X1)	0,905	Reliable
2	Competency (X2)	0,862	Reliable
3	Motivation (X3)	0,862	Reliable
4	Work Discipline (Y)	0,878	Reliable

Based on the Reliability Test the variables Work supervision, Competence, Work Motivation and Work Discipline have a *Cronbach's Alpha value* of  $>$  0.70. So it can be concluded that the measurement of each variable is declared reliable.

**Classical Assumption Test**

Before performing hypothesis testing, classical assumption testing is first carried out which is intended to ensure that multiple linear regression

models can be used or not. When the classical assumption test has been met, multiple linear statistical test tools can be used.

In the classical assumption test in this case using a normality test, and a multicollinearity test.

The Normality Test is used to test whether residual data is normally distributed or not. Exist (Situmeang, 2017).

**Normality Test Results**

<b>Tests of Normality</b>						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	Df	Sig.
Standardized Residual	.166	160	.200	.934	160	.236

a. Lilliefors Significance Correction

Based on the normality test with *Kolmogorov-Smirnov* in obtaining significance values of  $0.200 > 0.05$ , it can be said that the standardized residual variables are normally distributed.

The multicollinearity test is a condition in which there is a perfect or near-perfect linear relationship between

independent variables in a regression model. A regression model is said to undergo multicollinearity if there is a perfect linear function on some or all independent variables in the linear function, and the results are difficult to obtain (Situmeang, 2017).

**Multicollinearity Test Results**

<b>Coefficients<sup>a</sup></b>			
	Type	Collinearity Statistics	
		Tolerance	VIF
1	Work supervision		
	Competence	.460	2.176
	Motivation	.735	1.360
	Motivation	.438	2.284

The Multicollinearity Test is carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF), if the value of  $VIF < 10$ , then the regression model obtained does not contain symptoms of multicollinearity, if the value of  $Tolerance > 0.1$ , then the regression model obtained does not contain symptoms of Multicollinearity.

Based on the results of the Multicollinearity Test of Work Supervision Variables, Competence and Motivation have tolerance values of 0.460, 0.735, 0.438  $> 0.1$  and VIF values of 2.176, 1.360, 2.284  $< 10$ , it can be concluded that it does not contain symptoms of Multicollinearity.

**Multiple Linear Regression Test**

**Multiple Linear Regression Test Results**

<b>Coefficients<sup>a</sup></b>					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.081	2.463		4.499	.000
WORK SUPERVISION (X1)	-.375	.062	-.302	-6.074	.000
COMPETENCE (X2)	.004	.034	.005	.128	.898
MOTIVATION (X3)	1.165	.056	1.076	20.876	.000

a. Dependent Variable: WORK DISCIPLINE (Y)



$$\text{Work Discipline} = 11,081 + (-0.371) \text{ Work Supervision} + 0.004 \text{ Work Competence} + 1,165 \text{ Work Motivation} + e$$

The explanation of multiple linear regression above is a constant value of 11.081 which shows the variables Work Supervision, Competence, Work

Motivation are considered zero (0) then employee Work Discipline is 11.081. The value of the Work Supervision regression unit is -0.371. The competency regression unit value is 0.004. The value of the Work Motivation regression unit is 1.165.

**Results of the Coefficient of Determination**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896a	.803	.800	.903

Based on the output results above, it is known that R Square is 0.803. This means that the influence of Work Supervision variables (X1), Competence (X2), Motivation (X3) simultaneously

affects the Work Discipline Variable (Y) is 80.3%.

**Simultaneous hypothesis testing (F test)**

Hypothesis testing using F testers is:

**Simultaneous Hypothesis Test Results**

ANOVA					
Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	519.775	3	173.258	212.539	.000b
Residuals	127.169	156	.815		
Total	646.944	159			

A. Dependent Variable: Work Discipline(Y)

Based on the results of the output above, it is known that the significance value for the effect of Work Supervision (X1), Competence (X2), Motivation (X3) simultaneously on (Y) is  $0.000 < 0.05$  and the calculated f value is  $212,539 > f$  table 2.66, so it can be concluded that there is a stimulating influence of Work Supervision (X1), Competence (X2), Motivation (X3) on Work Discipline.

**Partial Hypothesis Testing (T Test)**

The regression equation is used to determine the influence of independent variables, namely work supervision (X1), competence (X2), motivation (X3) on the dependent variable of work discipline (Y), the calculation results can be seen in the table below:

**Partial Hypothesis Test Results (T Test)**

<b>Coefficients<sup>a</sup></b>					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.081	2.463		4.499	.000
WORK SUPERVISION (X1)	-.375	.062	-.302	-6.074	.000
COMPETENCE (X2)	.004	.034	.005	.128	.898
MOTIVATION (X3)	1.165	.056	1.076	20.876	.000

a. Dependent Variable: WORK DISCIPLINE (Y)

Based on the table above, it can be seen that the sig value for the effect of Work Supervision (X1) on Work Discipline is  $0.000 < 0.05$  and the calculated t value is  $-6.074 < t$  table 1.975 so that it can be concluded that there is a positive influence of Work Supervision (X1) on Work Discipline (Y). It is known that the sig value for the effect of Competency (X2) on work discipline (Y) is  $0.898 > 0.05$  and the calculated t value is  $0.128 < t$  table 1.975 so that it can be concluded that there is no influence for Competency (X2) on work discipline (Y). It is known that the sig value for the effect of Motivation (X3) on Work Discipline (Y) is  $0.000 < 0.05$  and the calculated t value is  $20,876 > t$  table 1.975 so that it can be concluded that there is a positive influence for Motivation (X3) on work discipline (Y).

**The Effect of Work Supervision on Employee Work Discipline**

Based on data, work supervision affects the Work Discipline of PT. Totum Diba, Cirebon Regency. Thus, H1 is acceptable. This is because, Work supervision helps ensure employees comply with established work rules and procedures. This creates an orderly and structured work environment that can improve overall work discipline. If employees know they are being monitored, they tend to put more effort

into maintaining expected behavior and performance. This finding is in line with the results of research conducted by (Rizal, et al., 2019), (Sigar et al., 2018) and (Mendrofa et al., 2021).

**The Effect of Competency on Employee Work Discipline**

Based on the data, Competency does not affect the Work Discipline of PT. Totum Diba, Cirebon Regency. Thus, H2 is rejected. This is because, competence is a person's ability and skills in doing certain jobs, while work discipline is more related to behavior and adherence to rules and procedures. Despite having high competence, a person can still lack discipline in carrying out his duties if he does not have the awareness or motivation to comply with work regulations. Therefore, high competence does not always guarantee a good level of work discipline. This finding is in line with the results of research conducted by (Tax & Zirman, 2013)

**The Effect of Work Motivation on Employee Work Discipline**

Based on data, Work Motivation has a positive effect on the Work Discipline of PT. Totum Diba, Cirebon Regency. Thus, H2 is acceptable. This is because, high work motivation tends to make someone more excited and committed to achieving work goals.

When someone feels motivated, they are more likely to abide by work rules and procedures because they have an internal drive to achieve success. Motivation can also make a person more accountable to their tasks, thus improving overall work discipline. This finding is in line with the results of research conducted by (Haekel Awwali et al., 2024), (Fariska et al., 2022) and (Hasanah, 2018)

#### **The Effect of Work Supervision, Competence, and Work Motivation, on Work Discipline**

Based on the data, Work Supervision, Competence, and Work Motivation The results of the regression analysis showed a significance of 0.000. At a significant level, values of  $0.000 < 0.05$ . This means that there is a simultaneous and very significant influence on the Work Discipline of PT employees. Totum Diba, Cirebon Regency. Thus, H4 is acceptable. This is because, The level of work discipline is positively influenced by effective work supervision, a high level of competence, and strong work motivation. Effective supervision helps maintain consistency and accuracy in tasks, while high competence allows employees to complete tasks well. Strong motivation encourages employees to abide by company rules and norms and maintain a high level of discipline in their workplace. A simultaneous analysis of the effect of work supervision, competence, and work motivation on work discipline will involve measuring and assessing each factor in a particular work context. The results of this analysis can provide useful insights on how to improve supervision, competence, and motivation in the workplace.

#### **CONCLUSION**

Based on the results of the research and discussion of analysis and hypothesis tests carried out, this research can be concluded as follows:

1). From the results of the Hypothesis test, it shows that there is a significant influence of the Work Supervision variable (X1) with a calculated t value of -0.6074 on Work Discipline (Y) in PT employees. Totum Diba Cirebon Regency because the value of t is calculated  $> t$  table ( $-0.6074 > 1.975$ ), meaning that work supervision helps ensure employees comply with established work rules and procedures.

2). From the results of Hypothesis testing shows that there is no significant influence of the Competency variable (X2) with a calculated t value of 0.128 on Work Discipline (Y) in PT employees. Totum Diba Cirebon Regency because the value of t counts  $> t$  table ( $0.128 > 1.975$ ), that is, because competence is a person's ability and skill in doing certain jobs, while work discipline is more related to behavior and obedience to rules and procedures.

3). From the results of testing the Hypothesis shows that there is a significant influence of the variable Work Motivation (X3) with a calculated t value of 20,876 on Work Discipline (Y) in employees of PT. Totum Diba Cirebon Regency because the value of t count  $> t$  table ( $20,876 > 1,975$ ), high work motivation tends to make someone more excited and committed to achieving work goals.

4). From the results of Hypothesis testing, it shows that there is a significant simultaneous influence of the variables of the influence of Work Supervision (X1), Competence (X2), Work Motivation (X3) stimulative on

(Y) is 212,539 on Work Discipline (Y) in PT employees. Totum Diba Cirebon Regency because the value of  $f$  is calculated  $> f$  table ( $212,539 > 2.66$ ), meaning that the level of work discipline is positively influenced by effective work supervision, Competence is a person's ability and skills in doing certain jobs, while work discipline is more related to behavior and adherence to rules and procedures, and strong work motivation. Effective supervision helps maintain consistency and accuracy in tasks, while high competence allows employees to complete tasks well.

## REFERENCES

- Agbo, M. U. (2020). Effects Of Benchmarking On Performance Of Manufacturing Firms: A Study of Nigerian Breweries Plc. Enugu, Enugu State, Nigeria. *International Journal of Business & Law Research*, 8(2), 13–20. <https://doi.org/10.9790/487X-2205033440>
- Amanda, R. (2019). Pengaruh Pengawasan Terhadap Kinerja Karyawan Melalui Disiplin Kerja Sebagai Variabel Intervening Di Pt Astra International Tbk Waru. *Jurnal Ilmu Manajemen (JIM)*, 4(4), 1–8.
- Baba, A. (2017). Pengaruh Kompetensi, Komunikasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Pt. Semen Bosowa Maros. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 18(4), 524. <https://doi.org/10.24034/j25485024.y2014.v18.i4.2191>
- C., B., & K.T., T. (2021). Disciplinary Procedures, Employee Punctuality and Employee Performance at Ndola City Council (Zambia). *African Journal of Social Sciences and Humanities Research*, 4(2), 32–48. <https://doi.org/10.52589/ajsshr-lafoqgop>
- Claudia Figari. (2011). Work discipline and corporate training in modernising large companies in Argentina. *Work Organisation, Labour and Globalisation*, 5(1), 130–149. <https://doi.org/10.13169/workorglaboglob.5.1.0130>
- Fariska, D., Chandra Kirana, K., & Subiyanto, D. (2022). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Efektivitas Kerja Dengan Disiplin Kerja Sebagai Variabel Intervening. *Coopetition: Jurnal Ilmiah Manajemen*, 13(1), 79–88. <https://doi.org/10.32670/coopetition.v13i1.1200>
- Haekel Awwali, M., Sentosa, E., & Sarpan, S. (2024). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening PT Putra Rasya Mandiri. *Ikraith-Ekonomika*, 7(2), 166–173. <https://doi.org/10.37817/ikraith-ekonomika.v7i2.3345>
- Hafid, H. (2018). Pengaruh Kompetensi, Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Samsat Polewali Mandar. *Jurnal Manajemen*, 13(2), 2–21.
- Hasanah, N. (2018). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Disiplin Kerja Karyawan Treepark Hotel Banjarmasin (Studi Kasus Pada Intro Bistro). *Jurnal Ilmiah Ekonomi Bisnis*, 4(1), 69–76. <https://doi.org/10.35972/jieb.v4i1.190>
- Hendijani, R., & Steel, P. (2020). Motivational congruence effect:

- How reward salience and choice influence motivation and performance. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1791444>
- Ilmiah, J., & Pendidikan, W. (2024). 1, 2. *10(3)*, 213–230.
- Lapasau, M., Pgri, U. I., Management, K., International, E. A., Km, J., & Elevating, M. (2024). *Elevating teachers ' performance through locus of control , leadership style , environmental factors , and work motivation* Virgana Virgana Recommended citation: *Elevating teachers ' performance through locus of control , leadership style , environmental* . *16(1)*, 65–87.
- Lasmaya, S. M. (2018). Pengaruh Sistem Informasi SDM, Kompetensi dan Disiplin Kerja terhadap Kinerja Karyawan. *Ekonomi, Bisnis & Entrepreneurship*, *10(1)*, 25–43.
- Mat, S., Case, K., Mohamaddan, S., & Goh, Y. M. (2017). A study of motivation and learning in Malaysian manufacturing industry. *Production and Manufacturing Research*, *5(1)*, 284–305. <https://doi.org/10.1080/21693277.2017.1374892>
- Mendrofa, S. A., Sahyar, S., & Fawzee, B. K. (2021). Pengaruh Kepemimpinan, Pengawasan, dan Kepuasan Kerja terhadap Disiplin Kerja Pegawai. *Journal Of Administration and Educational Management (ALIGNMENT)*, *4(2)*, 130–140. <https://doi.org/10.31539/alignment.v4i2.2942>
- Ngasti, A. R. Z., & Bahiroh, E. (2023). Pengaruh Motivasi Kerja, Kepemimpinan, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Indorama Petrochemicals Kota Cilegon. *Journal of Management: Small and Medium Enterprises (SMEs)*, *16(2)*, 289–298. <https://doi.org/10.35508/jom.v16i2.9894>
- Nuryadi, Y., Kurniawan, M., & Damayanti, R. (2023). Pengaruh Kepemimpinan Dan Pengawasan Terhadap Disiplin Kerja Karyawan Di Pt Golden Blossom Sumatra (Gbs). *Journal of Management: Small and Medium Enterprises (SMEs)*, *16(1)*, 101–111. <https://doi.org/10.35508/jom.v16i1.7786>
- Pajak, M., & Zirman, P. (2013). *Faculty of Economic, Riau University*,. *4(1)*, 294–308.
- Remen, M., Marampa, A. M., & Tammu, R. G. (2023). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Tana Toraja. *Journal of Management: Small and Medium Enterprises (SMEs)*, *16(3)*, 583–595. <https://doi.org/10.35508/jom.v16i3.11934>
- Rizal, S. M., & Radiman, R. (2019). Pengaruh Motivasi, Pengawasan, dan Kepemimpinan Terhadap Disiplin Kerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *2(1)*, 117–128. <https://doi.org/10.30596/maneggio.v2i1.3649>
- Sigar, J. A. B., Sambul, S. A. P., & Jurusan, S. A. (2018). Pengaruh Pengawasan Terhadap Disiplin Kerja Karyawan Pada Hotel Sintesa Peninsula Manado. *Jurnal Administrasi Bisnis, vol.6 No 3(3)*, 52–60.
- Situmeang, R. R. (2017). PENGARUH PENGAWASAN DAN PENGALAMAN KERJA TERHADAP KINERJA KARYAWAN PADA PT.

- MITRA KARYA ANUGRAH Rosinta. *Ajie*, 02(02), 148–160.
- Soetrisno, A. P., & Gilang, A. (2018). PENGARUH KOMPETENSI TERHADAP KINERJA KARYAWAN (Studi di PT. Telekomunikasi Indonesia Tbk Witel Bandung). *JURISMA: Jurnal Riset Bisnis & Manajemen*, 8(1). <https://doi.org/10.34010/jurisma.v8i1.998>
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. Alfabeta.
- Susijawati, N., Maryam, S., & Sulistiowati, L. H. (2023). the Effect of Workload and Competence on Performance With Motivation As a Mediating Variable in Elementary School Teachers in Cirebon City. *The Seybold Report*, 18(05,2023), 1935–1947. <https://doi.org/10.17605/OSF.IO/K69US>
- Suwanto, S., Nurjaya, N., Sunarsi, D., Rozi, A., & Affandi, A. (2021). Pengaruh Komunikasi Internal Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bagian Produksi Pt Adicipta Boga Intiprima Jakarta Pusat. *Jurnal Tadbir Peradaban*, 1(3), 222–229. <https://doi.org/10.55182/jtp.v1i3.73>
- Yana, E., & Wuriyani, I. (2017). Pengaruh Perhitungan Harga Pokok Produksi dengan Metode Full Costing Terhadap Harga Jual pada PT Totum Diba Ciwaringin Cirebon. *Edunomic Jurnal Pendidikan Ekonomi*, 5(1), 10. <https://doi.org/10.33603/ejpe.v5i1.928>



© 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)