

THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE SATISFACTION AT PT. BERSAMA KITA BESAR

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Abstract. This study aims to test and analyze the influence of Work Motivation and Work Discipline on Employee Job Satisfaction. The independent variables used are Work Motivation and Work Discipline, while the dependent variable is Employee Satisfaction. The data collection method in this study was carried out by distributing questionnaires to 50 respondents of PT. Bersama Kita Bersama. The research method used is a quantitative method that is associative using primary data. These results indicate that Work Motivation has a positive and significant effect on Job Satisfaction with a calculated t value greater than t table $5.288 > 2.011$. In addition, it is known that the sig. value is 0.001 where the sig. value is smaller than 0.05 or $0.001 < 0.05$. Work Discipline has a positive and significant effect on Job Satisfaction with a calculated t value greater than t table $4.060 > 2.011$ and a significant value of $0.001 < 0.05$. Together, Work Motivation and Work Discipline have a significant effect on Job Satisfaction with a calculated F value greater than the F table $41.602 > 3.20$ and a significant value of $0.001 < 0.05$.

Keywords: Work Motivation; Work Discipline; Employee Satisfaction

I. INTRODUCTION

Reliable Human Resources (HR) are needed in the era of globalization, because they are the main factor in achieving organizational goals. Every organization relies on HR who are able to work effectively and efficiently to achieve its goals. Humans are not only an important element in the organizational structure, but also a determinant of success in achieving those goals. One of the factors that influences employee job satisfaction is work motivation. PT Bersama Kita Besar, which was founded in 1995, focuses on trade, services, manufacturing, and technology, and is committed to making a positive contribution to economic development and community welfare. This company continues to innovate to meet customer needs and face the challenges of globalization, by establishing strategic partnerships, both locally and internationally, in order to expand its reach and positive impact. According to Singodimedjo in Sutrisno (2017:86), work discipline is an attitude of willingness to comply with applicable norms and regulations. Good discipline will facilitate the implementation of work and support the achievement of company goals on time and efficiently. High work discipline is directly related to employee job satisfaction, which can be achieved when work is completed on schedule. Job satisfaction, according to Robbins (2015:170), is a general attitude towards work as measured by the difference between the compensation received and what should be received.

Human resource management has an important role in managing job satisfaction, which has an impact on increasing employee happiness at work. Handoko (2016:193) also states that job satisfaction is an emotional state of employees that is influenced by work conditions and the surrounding environment.

Job satisfaction is an important factor in increasing employee productivity and loyalty to the company. Work motivation and work discipline have a mutually influencing relationship. Motivated employees tend to show better work discipline, because they feel inspired to achieve their goals (Caissar et al., 2022).

Table 1. Results of Employee Satisfaction Assessment at PT. Bersama Kita Besar Period 2021-2023

No	Description	Year		
		2021	2022	2023
1	Salary and Benefits	82	80	79
2	Work Environment	87	84	78
3	Relationship with Superiors	85	83	80
4	Relationship with Coworkers	91	87	82
5	Career Development	78	75	72
	Opportunities			
Average				

Source: PT. Bersama Kita Besar

Table 2. Employee Satisfaction Assessment Standards at PT. Bersama Kita Besar Period 2021 – 2023

Score	Category
0-60	Very Poor (SKB)
61-70	Poor (KB)
71-80	Fair (C)
81-90	Good (B)
91-100	Very Good (SB)

Source: PT. Bersama Kita Besar

Based on the data presented in Table 1, there is a decrease in employee satisfaction between 2021 and 2023. Salary and Benefits decreased from 82 in 2021 to 79 in 2023, Work Environment from 87 to 78, Relationship with Superiors from 85 to 80, and Relationship with Coworkers from 91 to 82. This decrease reflects a decrease in various aspects of employee satisfaction in the company.

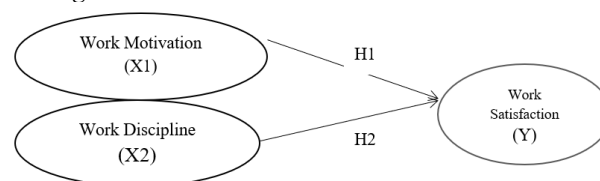
Previous research by Faizal et al. (2019) showed that work motivation has a positive and significant effect on employee satisfaction. Based on initial observations, the low job satisfaction at PT Bersama Kita Besar is thought to be caused by a lack of employee motivation, which can be caused by factors such as minimal appreciation, limited career development opportunities, lack of supporting facilities, and an uncondusive work climate. In addition, low employee involvement in decision-making and lack of transparency in the division of tasks also play a role in reducing their work enthusiasm. To increase motivation, more attention is needed to employee welfare, increased training, appropriate rewards, and the creation of a more collaborative work environment.

Research by Pratama et al. (2022) also showed that work discipline has a positive effect on employee satisfaction. Job satisfaction at PT Bersama Kita Besar is caused by poor work discipline, which is reflected in violations of company standard procedures and disorder in attendance. Work discipline is very important to ensure that employees can carry out their work in accordance with existing regulations. The role of leaders in supporting work discipline through motivation, direction, supervision, and good communication is very necessary.

Based on these findings, researchers are interested in further exploring how work motivation and work discipline affect employee satisfaction at PT Bersama Kita Besar, so this study is entitled "The Influence of Work Motivation and Work Discipline on Employee Satisfaction at PT Bersama Kita Besar".

Based on the background above, this study aims to: (1) To determine and analyze the influence of Work Motivation on job satisfaction at PT. Bersama Kita Besar. (2) To determine and analyze the influence of Work Discipline on job satisfaction at PT. Bersama Kita Besar. (3) To determine and analyze the influence of Work Motivation and Work Discipline together on Employee Satisfaction at PT. Bersama Kita Besar

Thinking Framework



Description:

Independent Variable

: Motivation and Work Discipline

Dependent Variable

: Employee Satisfaction

: This arrow line is the line of influence of variables X1 and X2 on Y

To test the hypothesis that will be submitted, the researcher determines the variables whose position is to be known, including:

1) Independent variable Is a variable whose existence is not influenced by other variables. The independent variables in this study are motivation and work discipline.

2) Dependent variable Variable whose existence is influenced by other variables. The variables included in this study are employee satisfaction.

Hypothesis

A hypothesis is a statement that is temporarily accepted as a truth as it is. Based on the framework of thought described above, it can therefore be concluded that the hypothesis in this study is:

Ho1: It is suspected that there is no positive and significant influence of motivation on employee satisfaction at PT. Bersama Kita Besar

H1: It is suspected that there is an influence of motivation on employee satisfaction at PT. Bersama Kita Besar

H2: It is suspected that there is an influence of discipline on employee satisfaction at PT. Bersama Kita Besar

H3: It is suspected that there is an influence of motivation and discipline on employee satisfaction at PT. Together We Are Great

II. RESEARCH METHOD

Research design is a guideline or procedure used to build a research strategy that leads to predetermined goals, as expressed by Sugiyono (2010). According to Sugiyono (2018), research design must be specific, clear, and detailed, and can be a step-by-step guide in research. This study adopts various types of research, such as descriptive research which is carried out systematically to describe the facts or characteristics of a particular population. This descriptive research aims to provide an overview of the social setting or phenomenon being studied. In addition, this study also uses a comparative approach that compares the existence of one or more variables between different samples. Associative research is used to determine the relationship between variables, with the aim of building further understanding of existing phenomena. The method used is quantitative with data collection techniques using questionnaires. This research is included in the category of survey research that uses data collection through questionnaires given to respondents. The quantitative

approach focuses on collecting empirical data using statistical analysis, which is in accordance with the philosophy of positivism (Sugiyono, 2014). The data used in this study consists of primary data and secondary data. Primary data is collected through questionnaires distributed to respondents, while secondary data is obtained through documentation. Data collection was carried out in two stages: data collection and processing. Data collection techniques used include observation, interviews, documentation, and questionnaires. Observations were conducted to obtain descriptive data through direct observation of the phenomena being studied. Interviews were conducted to dig deeper into information from respondents related to the research topic. Documentation was used to collect evidence in the form of relevant writing or images. Questionnaires, which are the main data collection technique, were used to collect information from respondents with written questions that they answered according to the specified scale. The data sources in this study came from employees of PT. Bersama Kita Besar. The study was conducted for three months, from August 2024 to December 2024, with a population consisting of 50 employees. The sample taken was 40 people, who were selected using the total sampling technique, namely taking all members of the existing population. The data collection techniques used were participatory observation, interviews, and distributing questionnaires to employees.

The data analysis method in this study refers to the steps described by Sugiyono (2018:147) who stated that quantitative data analysis involves the activities of collecting, grouping, and presenting data, as well as calculations to test the established hypotheses. The analysis process begins with a data instrument test, which consists of validity and reliability tests. Validity testing is carried out to ensure that the questionnaire used can measure what is intended to be measured, using the product moment correlation coefficient formula. Validity is considered fulfilled if the r count value is greater than r table. Reliability testing, according to Sugiyono (2018:168), aims to measure the consistency of the instrument if used repeatedly. Reliability testing is carried out using the Cronbach alpha formula, and the measuring instrument is declared reliable if r count is greater than r table. Furthermore, a classical assumption test is carried out which includes a normality test, a heteroscedasticity test, and a multicollinearity test. The normality test aims to determine whether the data used is normally distributed, with graphical analysis or the Kolmogorov-Smirnov statistical test. Heteroscedasticity tests whether there is a difference in residual variance in the regression model, which is detected using a plot between the predicted value and the residual. Multicollinearity test is carried out to ensure that there is no high correlation between independent variables, using the Variance Inflation Factor (VIF) and tolerance.

For the main data analysis, multiple linear regression analysis is used to determine the relationship between two independent variables and the dependent variable. This regression model is calculated using an equation that connects the predicted value of Y with the independent variables X_1 (work motivation) and X_2 (leadership style). The coefficient of determination (R^2) is used to measure how much the model

is able to explain the variation of the dependent variable. An R^2 value close to 1 indicates a very good model in predicting the variation of the dependent variable.

Finally, a hypothesis test is carried out to determine whether the hypothesis is accepted or rejected. The t -test is used to test the effect of each independent variable on the dependent variable partially, by comparing the calculated t value with the t table. The F test is used to test the simultaneous effect of independent variables on the dependent variable. If the calculated F value is greater than the F table and the significance value is less than 0.05, then the hypothesis is accepted, which means that the independent variable has a significant effect on the dependent variable.

III. RESULT AND DISCUSSION

Respondent Overview

The analysis of respondent response data in this study refers to the questionnaire that has been distributed to 50 respondents who are employees of PT. Bersama Kita Besar. Respondents consist of various backgrounds, both men and women, who work at PT. Bersama Kita Besar. Based on Gender

The composition of employees based on gender consists of men (70%) which is 35 people, women (30%) which is 15 people.

The composition based on age level consists of 23 people aged 25-30 years (46%), 21 people aged 31-40 years (42%), 2 people aged 41-50 years (4%), and 4 people with other ages (8%).

Data Analysis Results

Data Instrument Test

Validity Test

Number of data (n) = 50, and obtained df = 50-2, then obtained r table of 0.278

Table 3. Validity Test of Employee Job Satisfaction Instrument (Y)

Instrument	r count	r table	Information
1	0,568	0,278	Valid
2	0,583	0,278	Valid
3	0,664	0,278	Valid
4	0,564	0,278	Valid
5	0,491	0,278	Valid
6	0,556	0,278	Valid
7	0,746	0,278	Valid
8	0,719	0,278	Valid
9	0,669	0,278	Valid
10	0,539	0,278	Valid
11	0,702	0,278	Valid
12	0,700	0,278	Valid
13	0,761	0,278	Valid
14	0,687	0,278	Valid

Source: Data processed by SPSS 30

Seeing the results of table 3, by comparing r_{count} with r_{table} of 0.278, the results obtained are that all employee performance statements are valid because all r_{count} items are greater than r_{table} .

Table 4. Validity Test of Work Motivation Instrument (X1)

Instrument	r_{count}	r_{table}	Information
1	0,744	0,278	Valid
2	0,679	0,278	Valid
3	0,707	0,278	Valid
4	0,779	0,278	Valid
5	0,772	0,278	Valid
6	0,670	0,278	Valid
7	0,700	0,278	Valid
8	0,723	0,278	Valid
9	0,718	0,278	Valid
10	0,675	0,278	Valid

Source: Data processed by SPSS 30

Seeing the results of table 4, by comparing r_{count} with r_{table} of 0.278, the results obtained are that all employee performance statements are valid because all r_{count} items are greater than r_{table} .

Table 5. Validity Test of Work Discipline Instrument (X2)

Instrument	r_{count}	r_{table}	Keterangan
1	0,644	0,278	Valid
2	0,716	0,278	Valid
3	0,711	0,278	Valid
4	0,682	0,278	Valid
5	0,643	0,278	Valid
6	0,728	0,278	Valid

Source: Data processed by SPSS 30

Seeing the results of table 5, by comparing r_{count} with r_{table} of 0.278, the results obtained are that all Employee Satisfaction statements are valid because all r_{count} items are greater than r_{table} .

Reliability Test

Table 6. Reliability Test Results

Variables	Cronbach's Alpha	Batasan	Description
Work Motivation	0,892	0,600	Reliable
Work Discipline	0,802	0,600	Reliable
Job Satisfaction	0,889	0,600	Reliable

Based on table 6 shows that each independent and dependent variable is declared reliable because it has a Cronbach's Alpha value of more than 0.600, which means that the results can be accepted by having a good value.

Classical Assumption Test

Normality Test

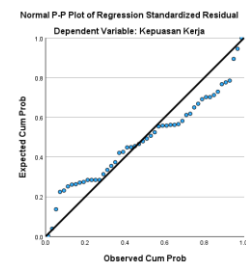


Figure 1. Results of Normality Test Normal Probability Plots

Source: Data processed by SPSS 30

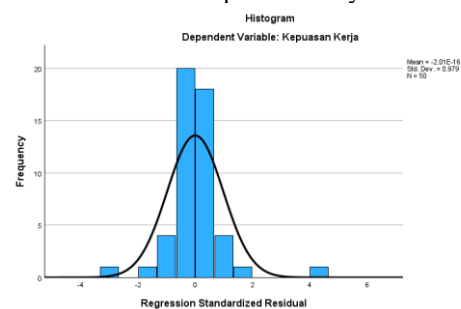


Figure 2. Results of the Histogram Graph Normality Test

Source: Data processed by SPSS 30

Heteroscedasticity Test

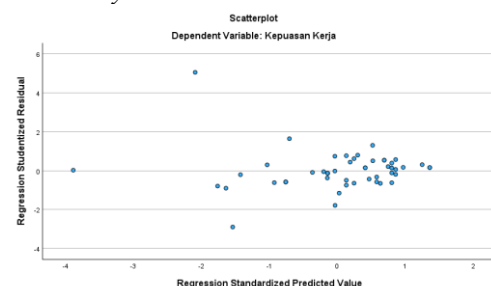


Figure 3. Heteroscedasticity Test Results

Source: Data processed by SPSS 30

Based on Figure 3 above, it can be seen that the points in the graph are spread randomly, and do not form a clear pattern and are spread both above and below the number 0 on the Y axis. This shows that the variables in the study do not experience heteroscedasticity problems.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Coefficients ^a					
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	Collinearity Statistics	
Model	B	Error	Beta	Tolerance	VIF
1 (Constant)	13.951	5.484			
Work motivation	.581	.110	.526	.778	1.286
Work discipline	.879	.217	.404	.778	1.286

a. Dependent Variable: Work Satisfaction

Source: Data processed by SPSS 30

Based on table 7 above, it shows that the VIF (variance inflation factor) value is $1.286 < 10$ and the tolerance value is $0.778 > 0.10$ in all variables used in the study. This shows that there is no perfect or near-perfect linear relationship between independent variables. So that the regression model in this study did not find multicollinearity problems and has met the prerequisites for a good regression model.

Data Analysis Method

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Test Results

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	13.951	5.484	
Work motivation	.581	.110	.526
Work discipline	.879	.217	.404

a. Dependent Variable: Work Satisfaction

Source: Data processed by SPSS 30

Based on the results of the SPSS calculations above, the multiple linear regression equation can be arranged as follows:

$$Y = 13.951 + 0.581 X_1 + 0.879 X_2$$

a = constant of 13.951, meaning that if the value of variables X_1 and X_2 (Work Motivation and Work Discipline) is 0 (zero), then the value of the Job Satisfaction variable (Y) is 13.951.

B_1 = regression coefficient of 0.581, is a value derived from the Work Motivation variable (X_1) which has a positive regression direction, where every 1 (one) point increase in the Work Motivation value (X_1), the value of the Job Satisfaction variable (Y) will increase by 0.581 points.

B_2 = regression coefficient of 0.879 is a value derived from the Work Discipline variable (X_2) which has a positive regression direction, where every 1 (one) point increase in the Work Discipline variable (X_2), the value of the Job Satisfaction variable (Y) will increase by 0.402 points.

Determination Coefficient Test

Table 9. Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.624	4.016

a. Predictors: (Constant), Work discipline, work motivation

b. Dependent Variable: Work Satisfaction

Source: Data processed by SPSS 30

Based on the results of table 10 above, it can be seen that the magnitude of the influence of Work Motivation and Work Discipline on Job Satisfaction is 0.639 or 63.9%. The

remaining 36.1% is influenced by organizational culture, competence and other variables not included in this study.

Hypothesis Testing

Partial Test (t-Test)

Table 10. t-Test Results

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
1 (Constant)	13.951		2.544	.014
Work motivation	.581	.526	5.288	<.001
Work discipline	.879	.404	4.060	<.001

a. Dependent Variable: Work Satisfaction

Source: Data processed by SPSS 30

It can be seen from table 10 the results of the t-test above are as follows:

Calculation of t table $df = n - k - 1 = 50 - 2 - 1 = 47$ (2.011)

a. The Effect of Work Motivation on Job Satisfaction.

Based on the results of the t test where the calculated t value > t table (5.288 > 2.011) and the significance value of 0.001 < 0.05 or 5% so that H_0 is rejected and H_a is accepted, meaning that Work Motivation has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar.

b. The Effect of Work Discipline on Job Satisfaction.

Based on the results of the t-test where the calculated t value > t table (4.060 > 2.011) and a significance value of 0.001 < 0.05 or 5% so that H_0 is rejected and H_a is accepted, meaning that Work Discipline has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar.

This study was conducted to analyze how motivation and discipline affect employee satisfaction. This study involved 50 respondents who were employees at PT. Bersama Kita Besar. Based on the data that has been obtained and the results of the tests carried out, several conclusions can be drawn regarding the problems studied.

The Effect of Work Motivation on Job Satisfaction

The Work Motivation variable has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar. because the calculated t value is greater than the t table with a value of $5.288 > 2.011$ In addition, the sig. value is known to be 0.001 where the sig. value. smaller than 0.05 or $0.001 < 0.05$ then H_0 is rejected and H_a is accepted, meaning that Work Motivation has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar.

The results of this study are in line with research that has been conducted by (fill in according to previous research) the results showed that Work Motivation has a positive and significant effect on Job Satisfaction.

The Effect of Work Discipline on Job Satisfaction

The Work Discipline variable has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar. because

the t-count value is greater than the t table with a value of $4.060 > 2.011$. In addition, it is known that the sig. value is 0.001 where the sig. value is smaller than 0.05 or $0.001 < 0.05$ then H_0 is rejected and H_a is accepted, meaning that Work Discipline has a positive and significant effect on Job Satisfaction at PT. Bersama Kita Besar.

The results of this study are in line with research that has been conducted by (fill in according to previous research) the results showed that Work Discipline has a positive and significant effect on Job Satisfaction.

The Influence of Work Motivation and Work Discipline Together on Employee Job Satisfaction

The variables of Work Motivation and Work Discipline together have a significant effect on Employee Job Satisfaction at PT. Bersama Kita Besar. Based on the F test above, it is known that the calculated F value is 41.602 where the calculated F value is greater than the F table or $41.602 > 3.20$. In addition, it is known that the sig value is 0.001 where the sig value is smaller than 0.05 or $0.001 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that Work Motivation and Work Discipline together have a significant effect on Employee Job Satisfaction at PT. Bersama Kita Besar.

The results of this study are in line with research that has been conducted by (content according to previous research) it was found that Work Motivation and Work Discipline together have a significant effect on Employee Job Satisfaction.

IV. CONCLUSIONS

Basically, there are many factors that can affect employee performance. Each organization has different superior and dominant factors that affect employee performance. As in the results of this study, based on the results of data analysis and discussions that have been carried out, it can be concluded that work motivation Work Motivation Variable has a positive and significant effect on Employee Satisfaction at PT. Bersama Kita Besar. This means that the better the Motivation given by the company, the more employee satisfaction will increase. This influence has been proven to be strong and consistent, Motivation can be considered an important factor in increasing employee satisfaction. Work Discipline Variable has a positive and significant effect on Employee Satisfaction at PT. Bersama Kita Besar. This means that the better the Work Discipline given by the company, the more employee satisfaction will increase. This influence has been proven to be strong and consistent, so that Work Discipline can be considered an important factor in increasing Employee Satisfaction.

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