

The Role Of Work Discipline And Leadership In Building Performance By Mediation Of Job Satisfaction Variables In Sugar Factory (PG) Assembagoes

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ABSTRACT

Work discipline is very important to ensure the maintenance of orderly implementation of each task without work discipline it is very difficult for the company to succeed, in upholding work discipline every customer work discipline is subject to punishment. A leader, whether middle or top, is responsible for ensuring that the efforts of others are directed towards achieving goals. This study analyzes and examines the role of work discipline and leadership on employee performance at Assembagoes Sugar Factory (PG). This research is explanatory research, the population in this study is work discipline and employee leadership at the Assembagoes Sugar Factory (PG). The sampling technique is determined by quota sampling. Data analysis and hypotheses in this study used the Structural Equation Model - Partial Least Squere (PLS-SEM). The results of the direct effect hypothesis test using the Smard PLS3.0 application, show that, Work discipline has a significant effect on performance, Work discipline has a significant positive effect on job satisfaction, Leadership has a significant positive effect on Performance, Leadership has a significant positive effect on Job satisfaction. The results of the indirect effect hypothesis test show that the work discipline variable indirectly has a significant effect on job satisfaction through performance. Leadership variable indirectly has a significant positive effect on job satisfaction through performance.

Keywords: Work Discipline, Leadership, Performance, Job Satisfaction.

INTRODUCTION

Development of Human Resources (HR) in this era of globalization, an organization is required to be able to provide better performance. The achievement of the association cannot be separated from the existence of qualified human resources. Without human resources, an organization will not run well because it is one of the most important aspects of the organization, especially in an agency or company that provides goods or services. To achieve reliable human resources requires a good management in order to obtain optimal results. Companies must have employees who are reliable in carrying out organizational functions so that they can achieve progress and can improve the performance of each employee. According to Hasibuan (2014: 10) argues that "Human resource management can be interpreted as a science and art that regulates the relationships and feelings of the workforce so that they are more effective and efficient in helping the realization of organizational goals, as well as employees and society".

Leader and leadership are two terms that can be distinguished from one another but cannot be separated from one another. In essence, leaders and leadership have a very close relationship. Kartono (2011: 3) defines leadership, namely "a leader is a person who has technical skills, especially in a field, to be able to influence other people to carry out activities together, for the achievement of several goals one by one". Hasibuan (2014: 9) what is meant by "Leadership is the way a leader influences the behavior of subordinates, so that they want to work together productively to achieve organizational goals".

Performance is the overall result or level of success of a person over a certain period of time. Employee performance certainly supports the progress of the organization. If an employee is able to do a satisfactory job, such as meeting agreed standards and work goals, then he is considered a good performer. Mangkunegara (2013: 67) argues "Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with their responsibilities." Organizational performance has been in the public spotlight, because measuring the success or failure of an organization in carrying out its main responsibilities is a challenge in itself. This problem arises because there has never been a performance measurement system that can show the level of success of an organization.

Job satisfaction is a personal factor for employees, as well as suggestions for increasing work productivity. Handoko (2013: 193) states that "Job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work". Naturally, when someone is satisfied with their job, they will use every resource at their disposal to complete the task at hand.

Things that can increase job satisfaction are rewards in the form of salaries, benefits, bonuses, promotions. In this case the leader must act fairly to employees so that job satisfaction can be achieved properly. Cooperation between employees at work can support work success. When employees work in a comfortable atmosphere, a solid sense of teamwork will arise. However, if co-workers cannot work together with the team, job satisfaction will never be achieved. Co-workers are like family, if the family can

be responsible for what they do, they will be happy. Feelings of friendliness, warmth, and concern for employees from the leadership can actually lead to satisfaction with their work and build a sense of responsibility with their work. When a leader knows what are the complaints and factors that are the complaints of employees in the company, the problems that become complaints of employees can be solved and get their own job satisfaction. Each employee has different abilities based on the skills and knowledge possessed. A leader must be able to place a position and give direction and even reprimand when an employee is not optimal in carrying out the tasks that have become his responsibility. Having job satisfaction is an ideal situation.

In this study, the authors focus on the problems faced by employees at the Assembagoes Sugar Factory (PG), whether good work discipline and good leadership can improve employee performance so that they can improve the pace of an organization and achieve good welfare for employees. Customer satisfaction with the services provided at the Assembagoes Sugar Factory (PG) greatly influences the fate of employees in the future.

LITERATURE REVIEW

Human Resource Management (MSDM)

Dessler (2015: 5) defines "Human Resource Management as policies and practices determining human or human resource aspects in management positions, including screening, recruiting, training, rewarding and assessing". Handoko (2013: 4) argues that "Human Resource Management is the process of withdrawing, selecting, developing, maintaining, and using human resources to achieve both individual and organizational goals." Mangkunegara (2015: 23) argues that "Human resource management as a management and utilization of human resources that exist in individual employees and is maximally developed in the world of work to achieve organizational goals and the development of individual employees". It can be concluded that human resource management is the development of human resources whose function is to plan, implement, recruit, train, develop employee careers and take initiatives towards company development in achieving company goals. This conclusion can be drawn from several opinions that have been previously mentioned.

Work Discipline

Work discipline is complying with company regulations, both written and unwritten, with the right attitude, behavior and actions. Work discipline requires the ability to comply with applicable rules, norms and laws in order to consciously act in accordance with the rules in the company. Employees have work discipline not because they are afraid of sanctions or punishments they will receive if they do not comply with their superiors, but because of the employees' own awareness of their duties and responsibilities as a result of these positive and satisfying incentives. This makes self-imposed discipline the most effective type of discipline.

Leadership

Influencing others to try sincerely to achieve common goals is a form of leadership. Managers who lack leadership will fail in their endeavors because they will not be able to motivate their subordinates to work. Harrold Koontz and Cyril O'Donnell in the book principles of management put forward the following characteristics of leadership:

1. Having intelligence beyond the person being led.
2. Have attention to the overall interests.
3. Have fluency in speaking.
4. Mature in thinking and emotion.
5. Have a strong drive from within.
6. Understanding or living the interests of cooperation.

Poor leadership, poor communication, lack of incentives, ineffective supervision, and a manager with negative attitudes and enthusiasm will not result in employee discipline because it is the manager who determines whether employees will discipline themselves or not. Leadership is a fundamental human resource issue that must be addressed by a company or organization. The process of inspiring others to work toward goals is leadership.

Performance

The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). Job performance is generally influenced by the experience, skills, skills and seriousness of work of the workforce concerned. Wibowo (2016) "Performance is the result of work that has a strong relationship with organizational strategic objectives, customer satisfaction and contributes to the economy". According to Ganyang (2018) that "Performance is the level of effectiveness and efficiency shown by employees in carrying out their duties and responsibilities in an organization or company in a certain period".

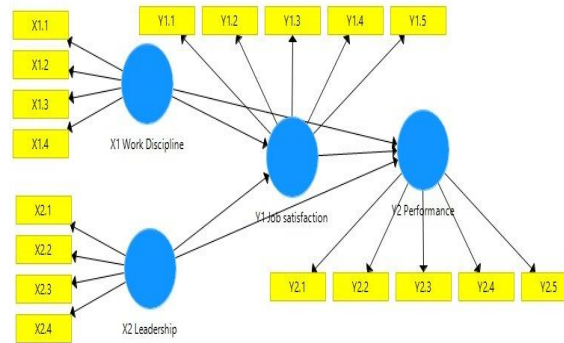
Job Satisfaction

Job satisfaction is a desired state that must be achieved. This is because the attitudes and feelings of employees towards the workplace will have an impact on how they carry out the tasks assigned to them. Employees will feel satisfied at work if they are

able to carry out their responsibilities effectively. According to Robbins (2016: 36) "Job satisfaction is a general attitude of an individual towards his work. Someone with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude. Handoko (2013: 193) "Job satisfaction is a pleasant emotional state or not with which employees perceive their work". Any of her work can be used to carry out this assessment.

CONCEPTUAL FRAMEWORK

The conceptual framework of research is the link or relationship between one concept and another concept of the problem to be studied. The conceptual framework is obtained from the concept of science/theory used as the basis for research (Setiadi, 2013). The conceptual framework in this study is as follows :



HYPOTHESIS

- H1: Work discipline has a significant effect on job satisfaction.
- H2: Leadership has a significant effect on job satisfaction.
- H3: Work discipline has a significant effect on performance.
- H4: Leadership has a significant effect on performance.
- H5: Job satisfaction has a significant effect on performance.
- H6: Work discipline has a significant effect on performance through job satisfaction.
- H7: Leadership has a significant effect on performance through job satisfaction.

RESEARCH METHOD

1) Population

Population according to Sugiyono (2019: 126) "Population is a generalized area consisting of objects that have definite quantities and characteristics set by researchers to study and then draw conclusions". Sugar Factory (PG) Assemblages has a total of 40 employees.

2) Samples

The sample is considered to accurately represent the entire population. In addition, samples were taken from all research objects, which were considered to represent the entire population. According to Sugiyono (2017: 81) "The sample is part of the population which is the source of data in research, the characteristics of that population". Sugiyono (2017: 85) also states that "saturated sampling is a sampling technique when all members of the population are used as samples". If in determining the number of samples studied the subject is less than 100 people, it is better to take all the samples. In this study the sample chosen was employees at the Sugar Factory (PG) Assemblages with a total of 40 employees.

Data Analysis Method

The process of collecting and sorting data into patterns, categories, and basic descriptive units is known as data analysis. This allows for identification of themes and formulation of hypotheses. In connection with previous research, data analysis is obtained in the following way:

1. Convergent Validity Test

Validity aims to determine the accuracy of research in measuring something according to its authenticity. According to Ghozali (2018: 25) "Convergent validity is correlation by setting an AVE value of 0.5 in a study that can be said to be valid because it meets the AVE value". If the research instrument can be said to be accurate and in accordance with the reality on the ground, then the data is said to be valid. In addition, the validity of the questionnaire was also tested to determine the accuracy of the instrument as a measuring tool. This study determines the outer loading value of 0.7 and the AVE value that must be fulfilled at least above 0.5.

2. Reliability Test

Unshakable quality tests are expected to determine the consistency of tools measuring their utilization, analysts often use Alpha coefficients (arranged in figure a), or in other languages Cronbach's Alpha. According to Sugiyono (2019) states that "Reliability test is the extent to which measurement results using the same object will produce the same data". The Cronbach's Alpha value can be explained, if the Cronbach's Alpha value is more than 0.70 it can be interpreted as reliable. If the Cronbach's Alpha value is less than 0.70, the result is not reliable. The Cronbach's Alpha value was obtained from the data through the help of the smart PLS 3.0 program.

3. Classic assumption test

Ghozali (2018: 159) states that "to carry out model accuracy it is necessary to test several classic assumptions, namely, normality test, multicollinearity test, and heteroscedasticity test". This study also uses two tests, namely the normality test and the multicollinearity test, as well as using the Smart PLS 3.0 partial least squares program. The following are the results of testing the classical assumptions as well as explanations:

a. Normality test

Ghozali (2013: 165) states that "The normality test is aimed at knowing whether each variable can be normally distributed or not". The normality test is needed so that tests on other variables assume that the residual values follow a normal distribution. The benefit of the Smart PLS 3.0 program is to test the Excess Kurtosis or Sweakness values. This study uses the median or median value of 2.58 to 2.58. If the data in the structural equation is close to the average value, it can be said to be feasible. However, this data can already be interpreted as abnormal because it violates normality.

b. Multicollinearity Test

Ghozali (2018: 107) explains that "The multicollinearity test aims to test whether the regression model found a correlation between the independent variables". A good regression model should not have a correlation between the independent variables. This study also uses the Smart PLS 3.0 program to test whether the regression model has a correlation between the independent variables, and to find out the VIF value < 5 means that there is a violation of the classical assumption of multicollinearity. (Ghozali and Ratmono, 2013: 80) argues that "Multicollinearity testing was also carried out to test whether in the regression model there is a correlation between independent variables and to determine the value of Variance Inflation Factor (VIF). in detecting whether there is multicollinearity can be done by paying attention to the variance inflation factor (VIP) and tolerance. Tolerance aims to measure the variability of the selected independent variables that are not explained by other independent variables. So a low tolerance value is the same as a high VIF value because $VIF = 1/Tolerance$. The cut off values that are usually used to indicate the presence of multicollinearity are as follows:

- 1) If tolerance < 0.10 and $VIF > 10$ then multicollinearity occurs.
- 2) If tolerance > 0.10 and $VIF < 10$ then multicollinearity does not occur.4. Uji Goodness of fit (GOF)

Menurut Ghazali (2018:333) "Hosmer & Lemeshow Test's Goodness of fit test menguji hipotesis nol bahwa data empiris cocok atau sesuai dengan model (tidak ada perbedaan antara model dengan data sehingga model dapat dikatakan *fit*)". Jika nilai Hosmer & Lemeshow Test's Goodness of-fit-test statistics sama dengan atau kurang dari 0.05, hipotesis nol kemudian ditolak, menunjukkan bahwa model dan nilai yang diamati berbeda secara signifikan.. Jika nilai statistik Hosmen & Lemeshow test's Goodness of-fit-test lebih besar dari 0.05, model dapat memprediksi nilai observasinya, atau model dapat diterima karena sesuai dengan observasinya, jika hipotesis nol tidak dapat ditolak.

4. Test the Coefficient of Determination

Test the coefficient of determination which aims to determine how much the endogenous variables are simultaneously able to explain exogenous variables. Ghazali (2018: 97) argues that "The test of the coefficient of determination in general is an analysis

to measure structural similarities by looking at the R-square value". This research test will determine the R-square value that will be used to determine the magnitude and influence of the independent variables on the dependent variable.

3) Structural Equation Analysis

Widarjono (2015: 276) argues that "Structural equations describe a causal relationship between the variables studied, which are expressed in the form of a mathematical equation". The results of the analysis of this study used bootstrapping analysis through the Smart PLS 3.0 program, so that the output section of the bootstrapping analysis can use two systems, namely Path Coefficient and Specific effects. The structural equation formula is as follows:

a. Persamaan struktural

$$\begin{aligned} &\text{Kepuasan kerja (Y}_1\text{)} \\ &Y_1 = a + b_1X_1 + b_2X_2 + e \\ &\text{Kinerja (Y}_2\text{)} \\ &Y_2 = a + b_3X_1 + b_4X_2 + e \\ &\text{Kinerja (Y}_2\text{)} \\ &Y_2 = a + b_5Y_1 + e \end{aligned}$$

b. Structural equation using mediating variables

$$Y_2 = a + b_3X_1 + b_4X_2 + b_5Y_1 + e$$

Y_1 : Job satisfaction
 Y_2 : Performance
 a : Constant value
 b_1, b_3 : The value of the regression coefficient of work discipline
 b_2, b_4 : Value of the Leadership regression coefficient
 b_5 : The value of the regression coefficient Job satisfaction
 X_1 : Work discipline
 X_2 : Leadership
 e : error

RESEARCH RESULTS & DISCUSSION

Convergent Validity Test

Convergent validity measures whether a set of indicators represents one latent variable and underlies these latent variables in general to measure the data under study can be trusted according to what is in the field. Convergent validity in this study was analyzed through the Smart PLS 3.0 program to measure the AVE (Average variance Extracted) value and measure the outer loading value.

indicator.	X1 Work Discipline	X2 Leadership	Y1 Performance	Y2 Job Satisfaction	Description
X1.1	0.859				Valid
X1.2	0.843				Valid
X1.3	0.914				Valid
X1.4	0.859				Valid
X2.1		0			Valid
X2.2		0			Valid
X2.3		0			Valid
X2.4		0			Valid
Y1.1			0.8		Valid
Y1.2			0.7		Valid
Y1.3			0.8		Valid
Y1.4			0.8		Valid
Y1.5			0.7		Valid
Y2.1				0.799	Valid
Y2.2				0.786	Valid
Y2.3				0.761	Valid
Y2.4				0.829	Valid

indicator.	X1 Work Discipline	X2 Leadership	Y1 Performance	Y2 Job Satisfaction	Description
Y2.5				0.770	Valid

Based on the data in Table 9, it shows that the outer loading value for each indicator (X1.1, X1.2, X1.3, X1.4, X2.1, X2.2, X2.3, X2.4, Y1.1, Y1.2, Y1.3, Y1.4, Y1.5, Y2.1, Y2.2, Y2.3, Y2.4, Y2.5) which is more than 0.7, thus it can be declared valid (green numbers). However, if the outer loading number is below 0.7, the research instrument is declared invalid (red numbers). Convergent validity test can also be carried out by looking at the output construct of Reliability and Validity, that is by paying attention to the Average Variance Extracted (AVE) value.

The reliability test is the result that the researcher has obtained by making repeated observations. The research variables show reliable results with a Cronbach alpha value greater than 0.70 if the alpha is less than 0.70, it can be interpreted as reliable. Furthermore, it can be presented in table form as follows:

Cronbach's	Cronbach's Alpha	Description
X1. Work discipline	0.892	Reliabel
X2. Leadership	0.894	Reliabel
Y1. Job satisfaction	0.876	Reliabel
Y2. Performance	0.849	Reliabel

Based on the results of data analysis in table 11, it shows that the Cronbachs alpha value is more than 0.70, thus the instrument used is reliable the results of hypothesis testing using the Smart PLS application are presented with a table as follows:

Variable	Original Sampel (O)	Sampel Maen (M)	Standard Deviation (STDEV)	P Values
X1. Work Discipline - > Y1. Job Satisfaction	0,437	0,431	0,157	0,006
X1. Work Discipline -> Y2. .	0,177	0,164	0,081	0,026
X2. Leadership - > Y1 Job	0,469	0,472	0,165	0,005
X2. Leadership - > Y2	0,164	0,150	0,081	0,043
Y1. Job satisfaction Y2 Performance	0,684	0,709	0,112	0,000

DISCUSSION

The Effect of Work Discipline on Job Satisfaction

The results of the hypothesis test stated that Work Discipline had a significant positive effect on Job Satisfaction with the original sample value being positive (0.437) and the P value being 0.006 (<0.05). It can be concluded that H1 is accepted. then if

Work Discipline (X1) increases then Job Satisfaction (Y1) will increase and vice versa if Work Discipline decreases then job satisfaction also decreases. This research shows that work discipline plays an important role in expanding job fulfillment. To maximize Job Satisfaction, it is expected that every employee of the Assembagoes Sugar Factory (PG) is able to understand written and unwritten work regulations and procedures. Factors Affecting Work Discipline The company's ability to provide for the welfare of its employees will result in employee satisfaction and loyalty. The results of this study support and strengthen the findings of previous research by Rochma (2020)

The Influence of Leadership on Job Satisfaction

The results of the hypothesis test stated that leadership had a significant positive effect on job satisfaction with the original sample value being positive (0.469) and the P value being 0.005 (<0.05). It can be concluded that H2 is accepted. Based on the test, it can be concluded that if Leadership (X2) increases, Job Satisfaction (Y1) will increase, likewise if the Assembagoes Sugar Factory (PG) Leadership decreases, Job Satisfaction will also decrease. Companies must understand and consider aspects of leadership and employee job satisfaction. A leader can influence the behavior of his subordinates so that they want to cooperate with each other and work productively to achieve organizational goals. The main factor that contributes to employee job satisfaction is the capacity of a leader to move and influence others. The results of this study support previous research by Lailiyah (2018).

The Effect of Work Discipline on Performance

The results of the hypothesis test stated that Work Discipline had a significant positive effect on performance with the original sample value being positive (0.177) and the P value being 0.029 (<0.05). It can be concluded that H3 is accepted. then if Work Discipline (X1) increases then Performance (Y2) will increase and vice versa if Work Discipline decreases then Performance will also decrease. Based on research on the influence of work discipline, it can affect the performance level of Assemgoes Sugar Factory (PG) employees. With high work discipline from arriving on time, doing work according to what has been set by the organization, following organizational guidelines, they will really want to work at the representative exhibition so that organizational goals will be achieved. The results of this previous study are supported by Herdinawan (2018).

The influence of leadership on performance

The results of the hypothesis test stated that leadership had a significant positive effect on performance with the original sample value being positive (0.164) and the P value being 0.043 (<0.05). It can be concluded that H4 is accepted. then if Leadership (X2) increases then Performance (Y2) will increase and vice versa if Leadership decreases then Performance will also decrease. Job Satisfaction can be measured by wages, jobs, promotions, colleagues. Employee performance is positively influenced by leadership style. The performance of the Assemgoes Sugar Factory (PG) employees will increase as a result of increased leadership for employees, while employee performance will decrease due to poor leadership for employees. The results of this study support previous research by Lailiyah (2018)

The Effect of Job Satisfaction on Performance

The results of the hypothesis test stated that job satisfaction had a significant positive effect on performance with the original sample value being positive (0.684) and the P value being 0.000 (<0.05). It can be concluded that H5 is accepted. then if Job Satisfaction (Y1) increases then Performance (Y2) will increase and vice versa if Job Satisfaction decreases then Performance will also decrease Putri (2021).

Effect of Work Discipline on Performance through Job Satisfaction

The results of the hypothesis test stated that the original sample was positive (0.299) and the P value was 0.021 (<0.05). So it can be concluded that work discipline (X1) has a positive effect on performance (Y2) through job satisfaction (Y1), thus H6 is accepted. The role of Work Discipline is very important to be able to achieve company goals, therefore through good work Discipline so that the desired goals of the leaders and employees of the Assembagoes Sugar Factory (PG) can be achieved together according to what was planned. Optimal work discipline of employees of the Sugar Factory (PG) Assemblies can support an increase in job satisfaction. High job satisfaction can encourage increased performance. The results of this study support previous research by Sitorus (2020)

The Influence of Leadership on Performance through Job Satisfaction

The results of the hypothesis test stated that the original sample was positive (0.321) and the P value was 0.011 (<0.05). So it can be concluded that leadership (X2) has a positive effect on performance (Y2) through job satisfaction (Y1), thus H6 is accepted.

Leadership is an important part of establishing good performance through job satisfaction so that if employee job satisfaction is achieved, the performance of the Assembugoes Sugar Factory (PG) employees will increase. The results of this study support previous research by Sitorus (2020) and Lailiyah (2018)

CONCLUSION

Based on the results of the analysis and discussion that have been described previously, several conclusions can be drawn from the overall research results, namely as follows:

1. Work Discipline has a significant positive effect on Job Satisfaction, (H1 is accepted);
2. Leadership has a significant positive effect on job satisfaction, (H2 is accepted);
3. Work Discipline has a significant positive effect on performance, (H3 is accepted);
4. Leadership has a significant positive effect on performance (H4 is accepted);
5. Job satisfaction has a significant positive effect on performance. (H5 accepted);
6. Work Discipline has a significant positive effect on performance through job satisfaction. (H6 accepted);
7. Leadership has a significant positive effect on performance through job satisfaction. (H7 accepted);

SUGGESTION

Based on the results of the conclusions that have been described, several suggestions can be given that can be used as material for consideration for further research. The suggestions will be written as follows:

1. Assembugoes Sugar Factory (PG)

For the Assembugoes Sugar Factory (PG) the importance of implementing Work Discipline and Leadership in building Performance by mediating the Job Satisfaction variable this is mandatory when employee job satisfaction is fulfilled then the performance will be good. In order for the Human Resource Management in the Assembugoes Sugar Factory (PG) to develop and improve, there is a need for evaluation in carrying out work programs in accordance with existing SOP.

2. Abdurachman Saleh Situbondo University

It is hoped that the results of this research for the University will become a basic reference for the development of the Human Resource Management (MSDM) curriculum, which in turn can add knowledge and information to academics about the importance of using the variables of Work Discipline, Leadership, and Job Satisfaction in building HRM Performance.

3. Other Researchers

The results of this study should be used as input for other researchers to develop the latest research models related to the variables of work discipline, leadership, job satisfaction, human resource performance and according to current scientific needs.

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