

EMPLOYEE PERFORMANCE AND THE EFFECTS OF WORK DISCIPLINE AND INDIVIDUAL ABILITY, WITH ORGANIZATIONAL SUPERVISION AS A MODERATOR

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ABSTRACT

This study aims to examine the influence of work discipline and individual ability on employee performance with organizational supervision as a moderator at Class II Ternate Harbor and Port Authority. The number of samples used in this study was 42 respondents with moderated regression analysis as an analytical technique. Based on the analysis conducted, the results of the study indicate that work discipline and individual abilities have a positive and significant influence on employee performance. In addition, the results also showed that organizational supervision is only able to moderate the relationship between individual abilities and employee performance, but not on the relationship between work discipline and employee performance. The findings in this study provide guidelines that can be considered by policy makers in an effort to improve employee performance by considering key factors such as work discipline, individual abilities, and organizational supervision.

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh disiplin kerja dan kemampuan individu terhadap kinerja pegawai dengan pengawasan organisasi sebagai pemoderasi pada Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas II Ternate. Jumlah sampel yang digunakan dalam penelitian ini adalah sebanyak 42 responden dengan analisis regresi moderasi (moderated regression analysis) sebagai teknik analisis. Berdasarkan pada analisis yang dilakukan, hasil penelitian menunjukkan bahwa disiplin kerja dan kemampuan individu berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, hasil juga menunjukkan bahwa pengawasan organisasi hanya mampu memoderasi hubungan antara kemampuan individu dan kinerja pegawai, namun tidak pada hubungan antara disiplin kerja dan kinerja pegawai. Temuan dalam penelitian ini menyajikan panduan yang dapat dipertimbangkan oleh para pengambil kebijakan dalam upaya untuk meningkatkan kinerja pegawai dengan mempertimbangkan faktor-faktor kunci seperti disiplin kerja, kemampuan individu, dan pengawasan organisasi.

INTRODUCTION

The organization is a consciously coordinated social unity with a relatively continuously identifiable goal-achieving boundary. Employees, as the primary component of the state apparatus's human resources (HR), play an important role in determining the success of government maintenance and development. An employee who is capable of playing the role has competencies identified from a high disciplinary attitude, a directed culture, good performance, and his attitude and behavior that is full of loyalty and obedience to the state, moral and mentally good, professional, aware of his responsibilities as a public servant, and capable of being the glue of unity and unity of the nation.

Government and development activities will run smoothly with reliable human resources. Quality education, mental guidance, training, and adequate employment are required to develop dependable human resources. The most important aspect is how to develop human resources capable of producing an optimal performance to achieve common

goals in an organization. Because it concerns the provision of public services, good performance is an important capital that must be owned by the state apparatus.

Employee performance is influenced by a variety of factors, two of which are work discipline and individual abilities (Kurbani, 2018); (Coenraad, 2016). Work discipline refers to an employee's awareness and willingness to follow all social rules and norms that apply in an organization (Syarkani, 2017). When work discipline is applied in an organization, any violation of the work discipline will be penalized or punished. Such violations can include inappropriate speeches and actions, as well as violations of the organization's rules and norms (Patmarina & Erisna, 2012).

Discipline is an important factor that can determine an organization's success in meeting goals. Furthermore, work discipline is an important factor that can influence employee performance. Employees who improve their work discipline can complete tasks more quickly and efficiently following what the organization expects. Furthermore, with good work discipline, absenteeism and violations of organizational regulations can be reduced, allowing employee productivity to be maximized (Rahayu, 2017).

Individual ability is the second factor that influences employee performance. Individual ability refers to an individual's ability to perform various tasks in the course of a job. Furthermore, ability refers to the behavioral dimension of an individual's expertise or excellence in completing and being responsible for a job (Mustika, 2016). Individual ability is a short-term and long-term determinant of organizational success. Every job can be carried out properly with employees who have good skills and abilities, allowing the achievement of organizational goals to be carried out optimally. In other words, employees with high individual abilities are more dependable and produce better results than employees with low individual abilities (Wijaya & Suhaji, 2012).

(Zahara & Hidayat, 2017) and (Syarkani, 2017) conducted previous research on the influence of work discipline on employee performance and discovered that work discipline has a positive and significant influence on employee performance. Similarly, (Filliantoni et al., 2019) and (Farisi et al., 2020) conducted similar research but found different results in which work discipline did not affect employee performance. Furthermore, (Arifin & Pandowo, 2020), (Angreani et al., 2018), and (Fristia & Sunuharyo, 2019) conducted previous research on the influence of individual abilities on employee performance and discovered that ability has a positive and significant effect on employee performance. (Kadir et al., 2016), on the other hand, conducted a similar study but found different results in which individual abilities did not affect performance.

The disparity in the study's findings opens up a new discussion space in which a moderating role in strengthening or weakening the influence of work discipline and individual abilities on employee performance is possible. As a result, the purpose of this study is to dig deeper into the impact of work discipline and individual abilities on employee performance while accounting for the moderating role of organizational supervision. Supervision was selected as a moderation variable because it is essentially an effort made by the organization to ensure that all tasks are completed following what the organization expects. Implementing good supervision will also have a positive impact on the organization, as employees will always be directed to complete tasks well and on time following the organization's target time (Manurung et al., 2021).

Discipline is a procedure for correcting or punishing subordinates who break rules or procedures (Simamora, 1997). According to (Hasibuan, 2013), discipline is one's awareness and

willingness to follow all company rules and social norms. Work discipline can also be defined as employees' obedience to the organization, as well as all applicable rules and regulations, based on conversion and the realization that without such obedience, all organizational goals will not be met (Patmarina & Erisna, 2012).

Individual ability is the extent to which an individual can perform various tasks in a job (Wijaya & Suhaji, 2012). Ability can also be defined as an individual's underlying characteristics that are related to the effectiveness of an individual's performance in carrying out tasks assigned by the organization (Indarjanti & Bodroastuti, 2012). Individual abilities, according to (Anggraeni, 2011), are a set of individual characteristics that include intelligence, manual skills, and traits that become a powerful force for a person to carry out a job and are stable.

Supervision is a process of monitoring, examination, and evaluation carried out in a useful manner by the organization's leadership against the sources of work to identify weaknesses or shortcomings that can be corrected by competent leadership at a higher level to achieve previously formulated goals (Lukas et al., 2017). According to (Prasetiawati, 2015), supervision is the process of comparing and measuring what is or has been implemented following a plan that has been established with criteria, norms, and standards.

Employee performance is the result of work that an employee in an organization can accomplish following their respective authorities and responsibilities, to achieve the organization's objectives legally, not illegally, and following morals and ethics (Febriansyah & Abdul Wahab, 2017). According to (Arifin & Pandowo, 2020), employee performance is the work of an employee, a management process, or an organization as a whole, where the results of the work must be able to be demonstrated with concrete and measurable evidence (compared to the standards specified).

Work discipline is an important factor in an organization because it allows the organization to carry out the entire work program to achieve the organization's goals. Furthermore, with work discipline reflected in the attitudes and behavior of employees to obey all regulations and norms that apply in the organization, employees will be able to create efficiency, effectiveness, and productivity in carrying out all tasks assigned to them (Ibrahim & Meilany, 2015). Employee discipline against every rule that applies in the organization, both written and unwritten, will make all organizational activities more conducive and harmonious, resulting in higher employee performance and, ultimately, achievement of the organization's goals (Pangarso & Susanti, 2016). Work discipline has a positive and significant influence on employee performance, according to research conducted by (Zahara & Hidayat, 2017) and (Syarkani, 2017). The better the performance, the better the discipline of the employees. Conversely, the lower the employee work discipline, the lower the employee performance.

H1: Work discipline has a positive impact on employee performance.

Ability is one of the most important factors in determining a person's success and performance on the job. A person with good abilities is more likely to perform well as well. An individual with fewer good abilities, on the other hand, is more likely to show mediocre performance and even fail to meet expectations (Febriansyah & Abdul Wahab, 2017). An individual's ability is an illustration of an individual's potential in completing every task and responsibility assigned to him. In other words, an individual's ability demonstrates his

expertise in a specific job (Nuariningsih & Widiastini, 2020). (Arifin & Pandowo, 2020), (Angreani et al., 2018), and (Fristia & Sunuharyo, 2019) conducted studies that demonstrated the ability to positively and significantly affect employee performance.

H2: Individual ability has a positive impact on employee performance.

Work discipline is a critical factor in determining optimal performance. Employees with strong work ethics will demonstrate a positive attitude in the form of a strong spirit and a strong desire to follow all organizational rules and orders. Employees are more likely to carry out every task assigned to them following what the organization expects, ensuring that organizational goals are met to the greatest extent possible (Astutik, 2017). However, there are still inconsistencies in previous research findings concerning the role of work disciplines in influencing employee performance. Work discipline has a positive and significant influence on employee performance, according to research conducted by (Zahara & Hidayat, 2017) and (Syarkani, 2017). Similarly, (Filliantoni et al., 2019) and (Farisi et al., 2020) conducted similar research but found different results in which work discipline did not affect employee performance. This suggests that there may be other factors at work in the relationship between work discipline and employee performance. Organizational supervision is thought to play a moderating role in strengthening the relationship between work discipline and employee performance in the context of this study.

H3: Organizational supervision moderating the impact of work discipline on employee performance.

Employee performance is essentially a representation of the individual abilities possessed by the employee. Employee performance will be largely determined by the individual's ability. The greater an individual's ability, the better the performance of employees in completing tasks assigned to them by the organization. Employee underperformance, on the other hand, indicates that employees' abilities are still relatively low and need to be improved (Megawaty, 2019). However, there are still inconsistencies in previous research findings concerning the role of individual abilities in influencing performance. (Arifin & Pandowo, 2020), (Susilawati Angraeni Safari, 2010), (Fristia & Sunuharyo, 2019), and (Nasir et al., 2021) discovered that the ability to have a positive and significant effect on employee performance. (Kadir et al., 2016), on the other hand, conducted a similar study but found different results in which individual abilities did not affect performance. Organizational oversight is thought to play a moderating role in strengthening the relationship between individual abilities and employee performance in the context of this study.

H4: Organizational supervision moderating the impact of individual abilities on employee performance.

RESEARCH METHOD

This research is a type of causality research or explanatory research. According to (Malhotra, 2019), causality research or explanatory research is a type of research directed at understanding causal relationships between the variables studied. In this study, causality research or explanatory research is intended to understand the causal relationship of work discipline, individual abilities, and employee performance with organizational supervision as a moderation variable. This research was conducted at the Provincial Office and Port Authority Class II of Ternate City, North Maluku in August 2021. The population in this study was all employees of the Provincial Government and Port Authority Class II ternate city which

amounted to 79 people. In the questionnaire spread, only 42 people or 53% of the overall population were willing to fill out the questionnaire form, while the remaining 37 people were not willing to fill out the questionnaire form.

Operational Variables, **Work discipline** is the obedience of employees to the organization along with all applicable provisions and regulations based on conversion and awareness that without such obedience all organizational goals will not be achieved (Patmarina & Erisna, 2012). The work discipline indicator is adapted from (Astutik, 2017) which consists of: Presence, Adherence to Work Rules, Adherence to Work Standards, High Level of Vigilance, Working Ethically. **Individual ability** is the skill, skill, and expertise possessed by an individual to complete every task assigned to him (Arifin & Pandowo, 2020). The indicator of individual abilities adapted from (Padang & Sihombing, 2020) consists of: Technical ability, Conceptual ability, Social ability. **Supervision** is the overall activity of comparing, measuring what is or has been implemented with a predefined plan with criteria, norms and standards (Prasetiawati, 2015). The organizational supervision indicator is adapted from (Rini, 2017) which consists of: Monitoring, Examination, Guidance and Direction, Correction Action. **Employee performance** is the performance of work or results(output)both the quality and quantity achieved by HR during the period of time in carrying out their work duties in accordance with the responsibilities given to him (Fristia & Sunuharyo, 2019). The employee performance indicators adapted from (ASTUTY & Udin, 2020) consisting of: Quantity of Work, Quality of Work, Timeliness, Cooperation Capabilities, Ability to do the job.

Analysis Methods, This study employed moderated regression analysis (MRA) as a data analysis method with the SPSS applications.

RESULTS AND DISCUSSION

According to the results of the questionnaire distribution, the majority of the study's respondents were male (78.6 percent). Furthermore, the majority of respondents in the study were 41-50 years old (45.2 percent), had an S1 education (57.1 percent), and had been working for 11-15 years (57.1 percent).

Table 1 Respondent Characteristic

		Frequency	Percent (%)
Gender	Man	33	78.6
	Woman	9	21.4
Age	20-30 Years	1	2.4
	31-40 Years	18	42.9
	41-50 Years	19	45.2
	>50 Years	4	9.5
	HIGH SCHOOL/equivalent	7	16.7
Education	Diploma	6	14.3
	S1	24	57.1
	S2	5	11.9
Working Life	0-5 Years	2	4.8
	6-10 Years	4	9.5
	11-15 Years	24	57.1
	16-20 Years	7	16.7
	>20 Years	5	11.9

Source: Data Processed, 2021

Validity and reliability tests revealed that the entire question item had a calculated r value greater than the r table and a Cronbach's alpha value greater than 0.60. Thus, all question items have a high degree of validity and reliability. Furthermore, The results of normality testing revealed that both the equation 1 and equation 2 models had sig asymp values. greater than 0.05 There is a known sig asymp value for both equation 1 and equation model 2. 0.739 (0.739>0.05) and 0.821 (0.821>0.05), respectively. As a result, it is possible to conclude that both equation models satisfied the assumption of normality.

The results of the multicollinearity test revealed that all variables in both equation models had Variance Inflation Factor (VIF) values greater than 10 and tolerance values less than 0.10, implying that there are symptoms of multicollinearity in the research model. After attempting several approaches that yielded unsatisfactory results, researchers decided to employ the method suggested by (Gujarati & Porter, 2009), namely allowing for multicollinearity in the research model. This is based on the belief that multicollinearity is essentially a matter of data scarcity (micronumerosity), and that researchers sometimes have no choice but to use the data that they have for empirical analysis.

The purpose of regression moderation analysis (MRA) equation 1 is to determine the significance of the effect of work discipline on employee performance (H1). Additionally, regression analysis of the equation 1 model is intended to assess the moderating effect of organizational supervision on the relationship between work discipline and employee performance (H3). As for the regression moderation analysis (MRA) results, they are summarized in the following table.

Table 2 Results of Regression Analysis Moderation Model Equation 1

Step 1				
Dependent Variable	Independent Variable	Regression Coefficient	T Count	Itself.
Employee Performance (Y)	Discipline of Work(X1)	0.671	3.783	.001
Constant : 4.476				
Adjusted R Square (R ²): 0.245				
Step 2				
Dependent Variable	Independent Variable	Regression Coefficient	T Count	Itself.
Employee Performance (Y)	Discipline of Work(X1)	1.825	0.804	0.426
	Organizational Supervision(M)	0.688	0.479	0.635
	X1*M	-0.034	-0.505	0.616
Constant: -18.938				
Adjusted R Square (R ²): 0.213				

Source: Data Processed, 2021

According to the regression moderation analysis (MRA) results in Table 5, the regression coefficient value for the work discipline variable in the first stage (step 1) is 0.671 with a significance value of 0.001, which is less than 0.05 ($0.01 < 0.05$), indicating that H1 is accepted in this study, indicating that work discipline has a positive and significant effect on performance officers. Additionally, the results of regression moderation analysis (MRA) in stage two (step 2) indicate that the regression coefficient for the interaction variable X1*M is -0.034 with a significance level of 0.05. Because 0.616 is greater than 0.05 ($0.616 > 0.05$), H3 is

rejected in this study, indicating that organizational supervision is incapable of moderating the relationship between work discipline and employee performance.

The purpose of the regression moderation analysis (MRA) equation 2 model is to determine the significance of the effect of individual abilities on employee performance (H2). Additionally, regression analysis of equation 1 is intended to assess the effectiveness of organizational oversight in moderating the relationship between individual capabilities and employee performance (H4). As for the regression moderation analysis (MRA) results, they are summarized in the following table.

Table 3 Results of Regression Analysis Moderation Model Equation 2

Step 1				
Dependent Variable	Independent Variable	Regression Coefficient	T	Sign.
Employee Performance (Y)	Individual Abilities(X2)	0.358	3.282	0.002
Constant		: 5.467		
Adjusted R Square (R ²): 0.193				
Step 2				
Dependent Variable	Independent Variable	Regression Coefficient	T	Sign.
Employee Performance (Y)	Individual Abilities(X2)	3.475	3.152	0.003
	Organizational Supervision(M)	3.183	2.694	0.010
	X2*M	-0.088	-2.800	0.008
Constant		: -107.810		
Adjusted R Square (R ²): 0.316				

Source: Data Processed, 2021

According to the regression moderation analysis (MRA) results in Table 6, the regression coefficient value for the individual ability variable in the first stage (step 1) is 0.358 with a significance value of 0.002, which is less than 0.05 ($0.02 > 0.05$), indicating that H2 is accepted in this study, indicating that individual ability has a positive and significant effect on employee performance. Additionally, the results of the regression moderation analysis (MRA) in stage two (step 2) indicate a regression coefficient value of -0.089 with a significant value for the interaction variable X2*M. 0.008 is less than 0.05 ($0.088 > 0.05$), indicating that H4 is acceptable in this study, indicating that organizational supervision can moderate the relationship between individual abilities and employee performance.

Work discipline has a positive and significant effect on the performance of employees in the Provincial Office and Port Authority Class II Ternate, according to the implementation of hypothesis one (H1). This study's findings are consistent with those of (Zahara & Hidayat, 2017) and (Syarkani, 2017), who discovered that work discipline has a positive and significant influence on employee performance. The findings of this study indicate that the better the work discipline of Kesyahbandaran and Port Authority Class II Ternate, the better their performance. In contrast, the lower the work discipline of Kesyahbandaran and the Port Authority Class II Ternate, the lower the performance of Kesyahbandaran employee and the Port Authority Class II Ternate.

The ability of individuals to positively and significantly affect the performance of employees in the Ksyahbandaran Office and the Class II Ternate Port Authority was

demonstrated in hypothesis two (H2) testing. These findings support previous research by (Arifin & Pandowo, 2020), (Anggraeni, 2011), (Fristia & Sunuharyo, 2019), and (Nasir, 2020) which found that individual abilities have a positive and significant influence on employee performance. According to the findings of this study, the better an employee's ability, the better employee performance. The lower the ability of individuals owned by employees, on the other hand, will have an impact on the decline in employee performance.

At the Ksyahbandaran Office and the Class II Ternate Port Authority, tests of hypothesis three (H3) revealed that organizational supervision was unable to moderate the influence of work discipline on employee performance. According to Temuan in this study, the absence of organizational supervision does not affect the increase or decrease in the influence of work discipline on employee performance at the Provincial Office and Port Authority Class II Ternate.

The testing of hypothesis four (H4) demonstrates that organizational supervision can moderate the influence of individual abilities on employee performance at the Ksyahbandaran Office and the Port Authority Class II Ternate. Temuan in this study indicates that with the supervision of the organization, the influence of individual ability to work on employee performance in the Office of The Provincial and Port Authority Class II Ternate will be diminished.

CONCLUSIONS

Based on the findings of the previously described analysis, the following are the study's conclusions: Employee performance at the Provincial Office and Port Authority Class II Ternate is positively influenced by work discipline. The higher the employee's performance, the better his or her work discipline. The lower the employee's work discipline, the lower the employee's performance. The individual ability has a positive and significant impact on employee performance at the Provincial Office and the Port Authority Class II Ternate. The greater an employee's ability, the higher the employee's performance. Conversely, the lower an employee's ability, the lower the employee performance. Organizational supervision is unable to mitigate the impact of work discipline on the performance of Provincial Office and Port Authority Class II Ternate employees. Whether or not the organization's supervision affects changes in the influence of work discipline on employee performance. Organizational supervision can moderate the influence of individual abilities on the performance of Provincial Office and Port Authority Class II Ternate employees. The greater the influence of individual abilities on employee performance, the greater the influence of organizational supervision. Poor organizational supervision, on the other hand, will reduce the impact of individual abilities on employee performance.

Based on the results of the study and the conclusions that have been explained earlier, the advice of this study is as follows: In light of the findings of this study shows that work discipline plays an important role in improving employee performance, it is advisable for the Kesyahbandaran and Port Authority Class II Ternate to tighten the rules governing employee work discipline to create adherence to office hours, adherence to work regulations, adherence to work standards, employee accuracy in carrying out duties, and matters related to the ethics and morals of employees in carrying out their duties. This is important to do in order to maintain the conduciveness and organizational environment with integrity in the implementation of public services to the community; Given the findings of this study shows that individual abilities are an important factor in improving employee performance, it is

advisable for the Kesyahbandaran and Port Authority Class II Ternate to be more intensive in creating training programs in an effort to improve the quality and ability of employees. By providing training, employees can develop and improve their individual abilities related to the implementation of tasks so that it can trigger improved employee performance; Given that the findings in this study show that organizational supervision moderates the influence of individual abilities on employee performance, it is advisable for the Kesyahbandaran and Port Authority Class II Ternate to implement a good supervision system to ensure all work done by employees is in accordance with applicable regulations and regulations. In addition, with supervision, employees can direct employees to be serious in carrying out tasks so that all work can be carried out with maximum results; Given that this study was conducted only in one government agency, it is advisable for further research to develop this research by conducting comparative research between government organizations and profit-oriented organizations related to the influence of work disciplines and the ability of individuals to employee performance to gain broader insights related to the variables studied; Given that the study only considered two determinants of employee performance, namely work discipline and individual abilities and also organizational supervision as moderation, further research is advisable to develop this study taking into account other determinants that may affect employee performance, such as organizational culture, leadership style, morale, and benefits.

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