



## Effect of Work Discipline and Employee's Motivation on Employee's Work Performance in the Proclamation Manuscript Formulation Museum with Communication as an Intervening Variable

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**Abstract:** This study aims to determine the direct or indirect effects between motivational variables and work discipline variables on performance variables and another objective is to find the independent variable that has the most influence on the performance variable. The subjects of the study were 40 employees of the Proclamation Manuscript Formulation Museum. Questionnaires were used to collect data, which were then analyzed using multiple linear analyses. The results indicate that motivation and work discipline have a significant direct influence on communication. Motivation and work discipline have a significant direct effect on performance. Motivation and work discipline had a significant indirect impact on performance with communication as an intervention variable. To improve work efficiency, it is necessary to improve motivation and work discipline, because work efficiency will increase with the increase and flourishing of motivation and working environment.

**Keywords:** Motivation, Work Discipline, Performance, Communication

### INTRODUCTION

Physical resources in the organization are passive capital and need to be directed by Human Resources (HR), for HR to become an important asset in the organization. The success of an organization depends not only on the available natural resources, but also greatly influenced by the quality of human resources (HR) involved in the planning, implementation and management of the organization. office. The success of the organization is also affected by the performance of the employees, so the organization strives to improve the performance of the employees in order to achieve the vision, mission and goals of the organization, in this case the goals. staff of UPT's Manuscript Manuscript of Museum Statement.

Based on PERMENDIKBUD RI No. 38 of 2015 on organization and working procedures in Chapter II, article 4, it is stipulated that the UPT Manuscript Manuscript

Building Museum located at Jalan Imam Bonjol Center No. directors, administrative officers, and group functions. We refer to the existing human resource as the State Civil Service (ASN) where the performance of each ASN will be assessed against Government Regulation RI (PP) No. 30 of 2019. The development of the era into the 4.0 era requires that the work efficiency of civil servants must always be good. The seriousness of the government in studying these records is confirmed by the existence of ASN's legal documents and regulations related to the activities of State agencies on the basis of the operational plan. at the individual, industry, or organizational level, focusing on results, goals, achievements, or benefits, as well as the conduct of officials acting in a transparent, objective, accountable and participatory manner.

**Table 1. Pre-questionnaire Results of Employees of the Proclamation Manuscript Formulation Museum**

No	Pertanyaan	Yes (%)	No (%)	Number of Employees
<b>intrinsic motivation</b>				
1	Any time I can busy myself with my work	80	20	15
2	I feel I can do many different things or jobs.	60	40	15
<b>extrinsic motivation</b>				
3	Colleagues are always willing to help if I have difficulties at work	53,3	46,7	15
4	I feel the agency's policy provides motivation in the form of job training.	46,7	53,3	15
<b>Work Discipline</b>				
5	Do you always come and go home on time	66,7	33,3	15
6	Have you ever been late and got reprimanded	33,3	66,7	15
7	Have you ever left your workplace without permission from your leader?	40	60	15
<b>Communication</b>				
8	Organizational communication can be easily understood and understood by every employee	40	60	15
9	Ideas, suggestions, and information can easily be conveyed to superiors by employees	46,7	53,3	15

Source: Pre-questionnaire data on UPT employees of the Proclamation Manuscript Formulation Museum

Evaluation was based on the results of a previous questionnaire randomly distributed to 15 employees at the Proclamation Manuscript Formulation Museum. Intrinsic motivation, shows that 20% of employees are not busy at work, 40% of employees are busy thinking that they cannot do many things or many different jobs. Regarding extrinsic motivation, the results show that 46.7% believe that colleagues are not always ready to help if they have difficulties at work and 53.3% believe that politicians are not always willing to help. ready to help. motivation in the form of career guidance. train. This shows that there are still obstacles to work motivation.

The results of the previous disciplinary investigation showed that 33.3% went out on time compared to normal working hours, 33.3% were regularly reprimanded for being late and 40% were regularly reprimanded for being late. voluntarily leave the workplace during working hours. This shows that there are still barriers to working discipline for employees. The results of the previous communication questionnaire showed that 60% felt that communication in the organization was difficult to understand and about 53.3% felt that ideas, suggestions and information were difficult to convey to their superiors. This indicates the existence of communication problems between employees and superiors.

## **THEORITICAL REVIEW**

### **Employee Performance**

Performance is a word that comes from Job Performance or Actual Performance, which means actual performance at work.

Performance expert opinion:

- a. Formally, performance is defined as the value of a series of actions that contribute positively or negatively to the achievement of organizational goals. (Cambell, 2009: 195).
- b. Another definition of performance is a record produced from a particular job function or activity over a certain period of time. (Bernardin and Russel, 1993).
- c. Personal performance is the basis of organizational performance, influenced by individual expectations, behaviors, motivations, and management's assessment of individual job performance (Gibson in Kasmir, 2015: 182).

### **Motivation**

Expert opinion on motivation at work:

- a. Motivation is defined as a performance pattern that begins with incentive and ends with regulation. Tuning is said to be in response to a pattern. (Abraham Sperling, 1987: 183)
- b. Motivation is a need that is stimulated and sought by an individual for the purpose of satisfaction. (Willian J. Stanton in Mangkunegara, 2002: 93)
- c. Motivation is a set of values, behaviors or attitudes that influence individuals to achieve certain things based on the individual's goals. (Rivai, 2018).
- d. Intrinsic motivation is the nature of the individual and is self-created to learn, achieve, or improve in some way. (Luthans, 2021; 164).
- e. Extrinsic motivation is defined as a factor external to the individual and related to the work environment. (Luthans, 2021; 164).

### **Work Discipline**

Expert opinion on work discipline:

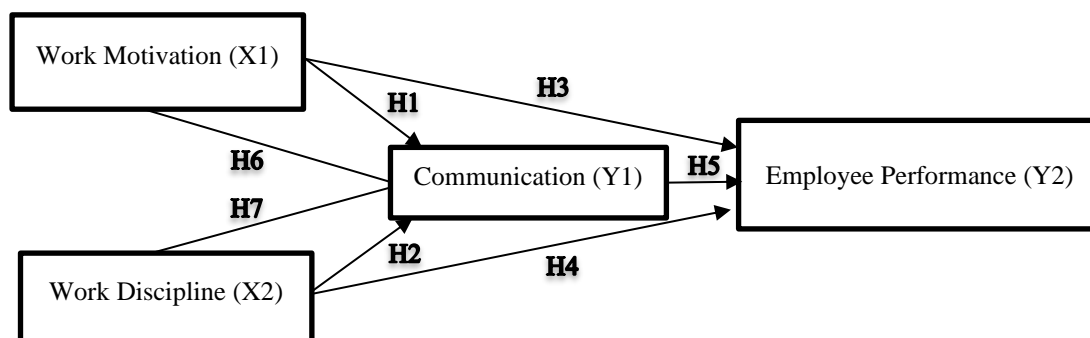
- a. Discipline is a management measure in the application of organizational standards. (Keith Davis of Newstrom, 2006; 236).
- b. Discipline is an important function of HRM because it will enhance discipline to bring about high work efficiency. (Hasibuan, 2016: 193).
- c. Work discipline is a tool used by managers to communicate with employees, so that they are ready to change their behavior and try to take cognitive actions, ready to comply with regulations and standards. current company. (Rivai, 2018)
- d. Workplace discipline is a person's self-discipline and willingness to follow and adhere to applicable regulatory standards. (Singodimenjo in Edi Sutrisno, 2019: 86)

### **Communication**

Expert opinion on communication:

- a. Communication is the process of exchanging and transferring information from the information provider to the recipient of information either verbally, in writing or using communication tools. (Sopiah in Nuryadi, 2017). suitable for (Gibson and Ivan in Vizano et al. (2019), Amirullah in Afif (2021) where goals and information can be applied to different applications such as verbal or written and The method used to communicate information or goals can be done in person, over the phone, memo or reported.
- b. Communication will increase motivation, tell what to do and how to do it well, then what to do to improve performance remains below the norm. (Robbins Vizano et al., 2019)

**Framework Of Thinking**



**Picture 1. Framework of thinking**

The hypothesis of this study is as follows:

- H1: Work motivation affects communication
- H2: Work discipline affects communication
- H3: Work motivation affects employee performance
- H4: Work discipline affects employee performance
- H5: Communication affects employee performance
- H6: Work motivation has an indirect effect on employee performance by communicating
- H7: Work discipline has an indirect effect on employee performance by communicating

**METHODS**

This study is quantitative research, using raw information in the form of a survey. Data collection was carried out through direct field visits (Field Research) through interviews, observations and questionnaires. Researchers do this to identify factors that influence and relate to the topic being studied. In addition, through library research aims to collect secondary data. This research is done by reading, researching and understanding the literature related to the topic under study. This study uses SmartPLS software version 3.3.3. PLS or commonly known as Partial Least Squares is a variant-based Systems Equation Analysis (SEM) that can simultaneously examine the shape of the measurement as well as the shape of the experimental structure. Structural models are used to test causality (predictive models are used to test hypotheses), while measurement models are used to test reliability and validity.

The population for this study was defined and limited to 40 staff members of the Manuscript Statement Formula Museum. The sample is representative of the observed population (Arikunto S., 2003). According to (Sugiyono, 2019) a sample is said to be saturated when the sample is taken from a relatively small population. Samples were obtained from the UPT Museum to construct up to 40 statement manuscripts, based on staff data for April 2022.

**RESULTS AND DISCUSSION**

**Respondent Characteristics**

**Table 2. Respondent Characteristics**

Characteristics	Category	Personnel	
		Frequency	Percentage
Gender	Male	25	62,5%
	Female	15	37,5%
	Amount	40	100%
Age (in Year)	20 – 30	5	12,5%
	31 – 40	22	55%

	41 – 50	7	17,5%
	> 51	6	15%
	Amount	40	100%
Working Period (in Years)	1 – 5	9	22,5%
	6 – 10	7	17,5%
	<b>11 – 15</b>	<b>21</b>	<b>52,5</b>
	> 16	3	7,5%
	Amount	40	100%
Last Education	<b>Senior High School/Equal</b>	<b>22</b>	<b>55%</b>
	Diploma (D3)	3	7,5%
	Bachelor degree(S1)	11	27,5%
	> Bachelor (S1)	4	10%
	Amount	40	100%

Source: Questionnaire, Processed Data (2022)

### Test Results Of Measurement Model (Outer Model)

The first stage is testing convergent validity, namely testing validity based on the loading factor value of each construct, and the next stage is testing discriminant validity, namely testing validity based on comparisons.

#### a. Convergent Validity Test Results

*Convergent validation* of the measurement model with reflectance is evaluated based on the correlation between the item score and the computed structure score. Individual indicators are considered valid if the correlation value is greater than 0.70. However, on the R&D scale, a load factor of 0.5 to 0.60 is still acceptable.

**Table 3. Work Motivation Convergent Validation Test Results**

Variable	Indikator	Outer Loading	Information
Work Motivation (X1)	MT1	0,639	Legitimate
	MT2	0,721	Legitimate
	MT3	0,864	Legitimate
	MT4	0,598	Legitimate
	MT5	0,601	Legitimate
	MT6	0,744	Legitimate
	MT7	0,691	Legitimate

Source: Results and processing of SmartPLS 3.0

**Table 4. Work Discipline Convergent Validation Test Results**

Variable	Indicator	Outer Loading	Information
Work Discipline (X2)	DS1	0,925	Legitimate
	DS2	0,688	Legitimate
	DS3	0,709	Legitimate
	DS4	0,640	Legitimate
	DS5	0,727	Legitimate
	DS6	0,827	Legitimate
	DS7	0,728	Legitimate
	DS8	0,592	Legitimate

Source: Results and processing of SmartPLS 3.0

**Table 5. Communication Convergent Validation Test Results**

Variable	Indicator	Outer Loading	Information
Communication (Y1)	KO1	0,715	Legitimate
	KO2	0,982	Legitimate
	KO3	0,742	Legitimate
	KO4	0,609	Legitimate

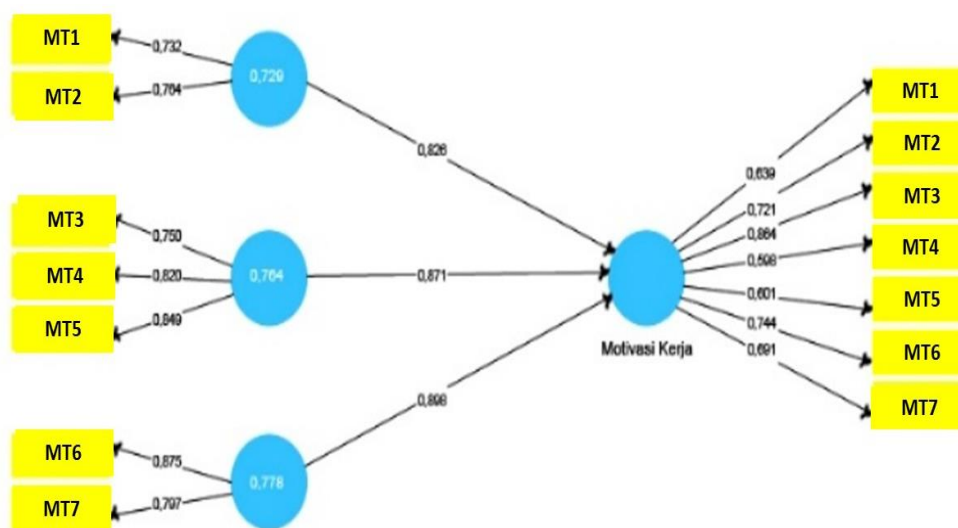
KO5	0,922	Legitimate
KO6	0,858	Legitimate
KO7	0,720	Legitimate
KO8	0,916	Legitimate

Source: Results and processing of SmartPLS 3.0

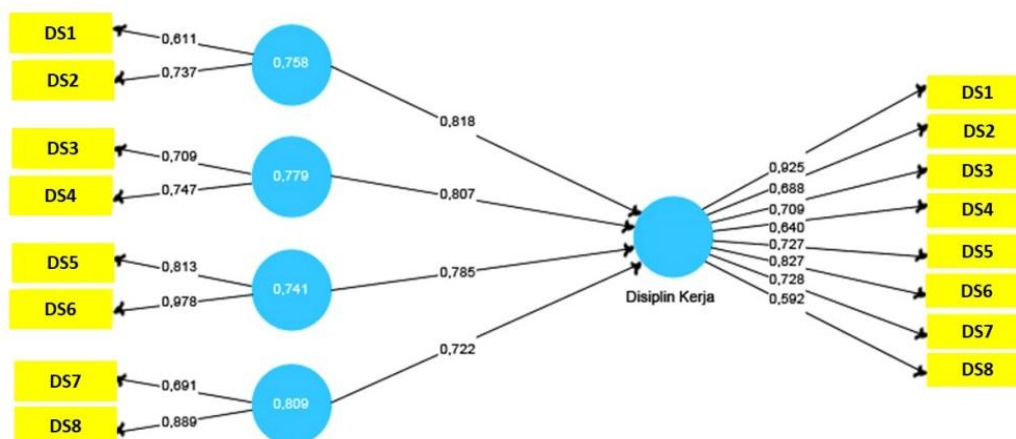
**Table 6. Employee Performance Convergent Validation Test Results**

Variabel	Indikator	Outer Loading	Keterangan
Employee Performance (Y2)	KI1	0,836	Legitimate
	KI2	0,765	Legitimate
	KI3	0,687	Legitimate
	KI4	0,707	Legitimate
	KI5	0,583	Legitimate
	KI6	0,779	Legitimate
	KI7	0,686	Legitimate
	KI8	0,874	Legitimate

Source: Results and processing of SmartPLS 3.0

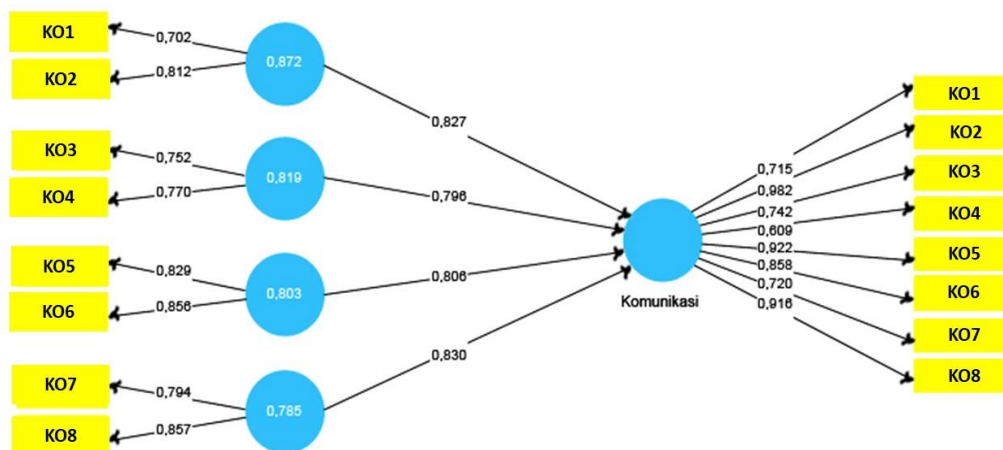


**Picture 2. Calculation results of the measurement model (Outer Model) Motivation Variable**

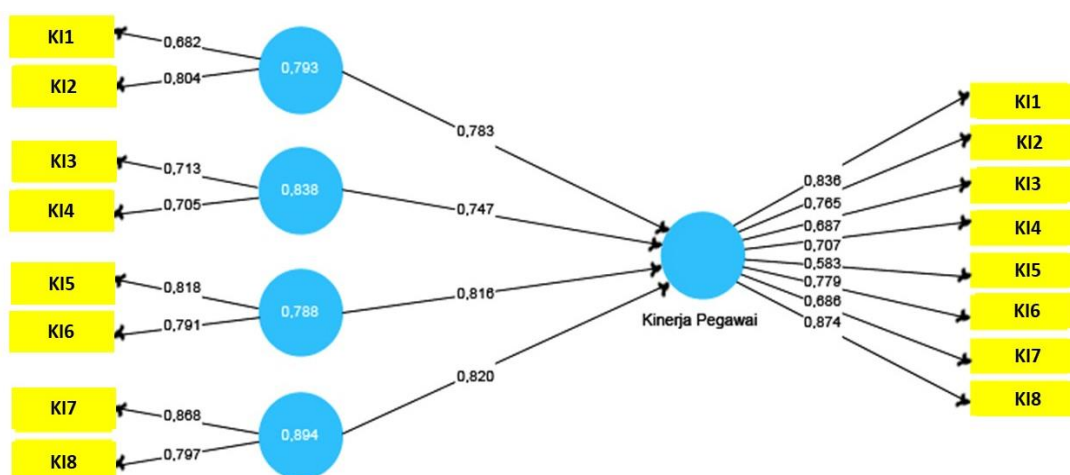


**Picture 3. Calculation results of the measurement model (Outer Model) Work Discipline Variable**





Picture 4. Calculation results of the measurement model (Outer Model) Communication Variable



Picture 5. Calculation results of the measurement model (Outer Model) Employee Performance Variable

**b. Discriminant Validity Test Results**

An indicator is considered valid if it has the highest load factor on the targeted structure compared to the load factor on other structures. Therefore, latent structures predict their clustered index better than other clusters. This can be seen in the following test results:

**Table 7. Discriminant Validity Test Results (Cross loadings)**

	Work Motivation	Work Discipline	Communication	Employee Performance
MT1	<b>0,639</b>	0,562	0,473	0,477
MT2	<b>0,721</b>	0,238	0,014	0,281
MT3	<b>0,864</b>	0,365	0,311	0,255
MT4	<b>0,598</b>	0,348	0,148	0,233
MT5	<b>0,601</b>	0,473	0,055	0,057
MT6	<b>0,744</b>	0,598	0,499	0,218
MT7	<b>0,691</b>	0,175	0,479	0,150
DS1	0,244	<b>0,925</b>	0,403	0,508
DS2	0,026	<b>0,688</b>	0,337	0,445
DS3	0,190	<b>0,709</b>	0,601	0,202
DS4	0,185	<b>0,640</b>	0,491	0,025
DS5	0,492	<b>0,727</b>	0,507	0,505
DS6	0,301	<b>0,827</b>	0,431	0,290
DS7	0,250	<b>0,728</b>	0,509	0,381
DS8	0,379	<b>0,592</b>	0,427	0,588
KO1	0,416	0,289	<b>0,715</b>	0,284

KO2	0,447	0,418	<b>0,982</b>	0,594
KO3	0,115	0,470	<b>0,742</b>	0,650
KO4	0,402	0,311	<b>0,609</b>	0,368
KO5	0,457	0,575	<b>0,922</b>	0,728
KO6	0,536	0,284	<b>0,858</b>	0,764
KO7	0,251	0,499	<b>0,720</b>	0,328
KO8	0,519	0,255	<b>0,916</b>	0,411
KI1	0,544	0,315	0,419	<b>0,836</b>
KI2	0,422	0,112	0,284	<b>0,765</b>
KI3	0,537	0,448	0,627	<b>0,687</b>
KI4	0,169	0,419	0,511	<b>0,707</b>
KI5	0,317	0,334	0,573	<b>0,583</b>
KI6	0,542	0,186	0,246	<b>0,779</b>
KI7	0,372	0,349	0,443	<b>0,686</b>
KI8	0,192	0,327	0,339	<b>0,874</b>

Source: Results and processing of SmartPLS 3.0

Another method to look at discriminant validation is to look at the square root of average variance extracted (AVE) value for each construct with a correlation between a construct and other constructs in the model, so it can be said to have good discriminant validity.

**Table 8. AVE Test Results**

Variabel	AVE
Work Motivation	0,832
Work Discipline	0,795
Communication	0,886
Employee Performance	0,879

Source: Results and processing of SmartPLS 3.0

**Table 9. Test Results Fornell Lacker Criterion(Discriminant Validity)**

	Work Motivation	Work Discipline	Communication	Employee Performance
Work Motivation	<b>0,873</b>			
Work Discipline	0,629	<b>0,869</b>		
Communication	0,710	0,813	<b>0,881</b>	
Employee Performance	0,828	0,836	0,855	<b>0,873</b>

Source: Results and processing of SmartPLS 3.0

From the above table of AVE values, it can be concluded that the estimation model complies with discriminant value criteria.

**c. Test Results Reliability**

**Table 10. Composite Reliability and Cronbach's Alpha Testing Results**

Variabel	Composite Reliability	Cornbach's Alpha	Information
Work Motivation	0,817	0,792	Reliabel
Work Discipline	0,796	0,879	Reliabel
Communication	0,738	0,866	Reliabel
Employee Performance	0,802	0,894	Reliabel

Source: Results and processing of SmartPLS 3.0

All latent variables have a value of  $\geq 0.70$ , all latent variables are reliable or the questionnaire used as a tool in this study is reliable or consistent.



**d. Structural Model Testing Or Hypothesis Testing (Inner Model)**

Inner model testing will involve the development of conceptual and theoretical models in analyzing exogenous and endogenous variables that are interrelated and explained in a conceptual framework. Several ways to verify the structural model (inner model) are shown:

**R-square Test Results**

Look at the R-square value which is a goodness-fit model test.

**Table 11. R<sup>2</sup> Value of Endogenous Variables**

Variabel Endogen	R-square
Communication	0,825
Employee Performance	0,869

Source: Results and processing of SmartPLS 3.0

The model of the Performance and communication variable can be considered strong because it has a value greater than 0.67. with R-squared value = 0.825, the conceptual variable in employee performance explained by the conceptual variable Work motivation and work discipline is 82.5%, the remaining 17.5% is explained by variables outside the study and with an R-squared value of 0.869 can explain that the variation of employee performance structure can be explained by the variation of work motivation, work discipline and communication structure was 86.9%, while 13.1% was explained by variables outside the study.

**Q-square Test Results**

The Q-squared value of each endogenous variable in this study can be seen in the following calculations, the predicted relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0,825) (1 - 0,869)$$

$$Q^2 = 1 - (0,175) (0,131)$$

$$Q^2 = 0,770$$

Predicted relevance = 0.770 or > 0 (zero). It means 77.0% variation the dependent variable (Communication and Employee Performance variable) which is explained through the independent variables, giving the model a relevant predictive value.

**Discussion of Research Results**

**a. Effect of Work Motivation on Communication**

Hypothesis test result  $T_{statistic} = 2.819$  means  $> T_{table} 1.96$ , original sample has positive value of 0.328, and  $P_{value} = 0.002$  or  $< 0.05$ . It shows that work motivation has a positive and significant impact on communication. Supported by statements by Ardiyanto's, Tri Yudha, Tajuddin Pogo (2021).

**b. The Effect of Work Discipline on Communication**

Hypothesis test results  $T_{statistic} = 2.703$  means  $> T_{table} 1.96$ , original sample has positive value of 0.274, and  $P_{value} = 0.000$  or  $< 0.05$ . It shows that work discipline has a positive and significant impact on communication. Supported by statements by Ardiyanto's, Tri Yudha, Tajuddin Pogo (2021).

**c. Effect of Work Motivation on Employee Performance**

Hypothesis test results  $T_{\text{statistic}} = 3.851$  means  $> T_{\text{table}} 1.96$ , original sample has positive value of 0.489, and  $P_{\text{value}} = 0.003$  or  $< 0.05$ . It shows that work motivation has a positive and significant impact on employee performance. Supported by statements by Mistina's, Rahayu Septyaning (2018).

**d. Effect of Work Discipline on Employee Performance**

Hypothesis test results  $T_{\text{statistic}} = 3.074$  means  $> T_{\text{table}} 1.96$ , original sample has positive value of 0.391, and  $P_{\text{value}} = 0.001$  or  $< 0.05$ . It shows that work discipline has a positive and significant impact on employee performance. Supported by statements by Lestari, N.S., Achmad Hidayat Sutawijaya., Novita Indah Mulyaningrum., Albert Christminho Kesuma (2022).

**e. The Effect of Communication on Employee Performance**

Hypothesis test results  $T_{\text{statistic}} = 2.995$  means  $> T_{\text{table}} 1.96$ , original sample has positive value of  $= 0.385$ , and  $P_{\text{value}} 0.002$  or  $< 0.05$ . It shows that communication has a positive and significant impact on employee performance. Supported by statements Aziz, Afif Abdul (2021).

**f. Effect of Work Motivation on Employee Performance through Communication as an Intervening Variable**

Hypothesis test results  $T_{\text{statistic}} = 2.894$ , means  $> T_{\text{table}} 1.96$ , original sample has positive value of 0.426, and  $P_{\text{value}} = 0.002$  or  $< 0.05$ . It shows that work motivation with communication as an intervening variable has a significant positive impact on employee performance.

**g. The Effect of Work Discipline on Employee Performance through Communication as an Intervening Variable**

Hypothesis test results  $T_{\text{statistic}} = 2.719$ , means  $> T_{\text{table}} 1.96$ , original sample has positive value of 0.381, and P-value of 0.004 or  $< 0.05$ . It shows that work discipline with communication as an intervening variable has a significant positive impact on employee performance.

**CONCLUSION**

1. Work motivation has a significant positive impact on communication with staff at the Annunciation Manuscript Synthesis Center. If the motivation to work in an institution is good, the level of leadership communication can be interpreted as very good for them.
2. Work discipline has a great influence on the staff communication of the Manuscript Proclamation Museum. If there is good work discipline within an organization, it can be interpreted that the level of communication that is passed on from the leader to the subordinates is very good.
3. Among the staff members of the Annunciation Manuscript Creation House, job motivation has a significant or significant effect on staff performance. What can be interpreted is that when the work motivation in the workplace is very high, the employee performance is also very good.
4. The work discipline of staff at the Proclamation Museum has a significant impact on staff performance. What can be interpreted is that if the work discipline shown in the job is good, the level of employee performance performed is also good.

5. Communication has a significant impact on the staff performance of the proclamation manuscript museum staff. It can be interpreted that better communication within an institution leads to better staff performance levels.

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