



The effect of discipline and work culture on employees performance at PT. XYZ

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ABSTRACT

Attitudes and habits at work really need to be considered, especially the discipline and work culture of an employee in order to avoid disciplinary actions that will affect the performance of individual employees, groups or the company itself. This study aims to examine the significant influence of discipline and work culture on employee performance in the quality control department at PT XYZ either partially or simultaneously. the number of population taken is 69 people to make the population a sample by using non-probability sampling technique in saturated sampling. Observations and questionnaires were used as data collection in this study, while SPSS V.26 software was used for data analysis. The data analysis technique was carried out using multiple linear regression analysis methods. Based on the analysis carried out 1) there is a positive and significant effect partially between discipline variables on employee performance. 2) there is a positive and significant effect partially between variables on employee performance. 3) there is a positive and significant simultaneous influence between the variables of discipline and work culture on employee performance.

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INTRODUCTION

The success of the company is aimed at its human resources (HR), because if there are no HR, the company will experience a difficult time in achieving its success. Good HR performance will affect the course of a company when it achieves its goals. According to Hasibuan (2021, p. 104) Human resource management (HRM) is considered a very important corporate asset, because its functions and roles cannot be transferred by other resources. The important contribution of human resources as an asset is that companies need to try to get employees who are able to participate in activities to increase employee performance in organizations/companies. (Sari, R., N., I. & Hadijah, 2016). When managing HR, various problems that may occur are employee performance that is not optimal. (Jatilaksono, R, 2016). The biggest problem with human resource is the need to see and demonstrate the impact of sustainable competitive advantage on the organization's strategy as the main source. (Wahyudi., 2022).

PT XYZ is known as a company in the field of manufacturing car spare parts components, the company assesses the results of an employee's performance based on several factors both in terms of an employee's personality and discipline. (Mangkuprawira, 2021; Ulfah, N. & Rismayadi, 2021) said that "Performance is the result of work that can be achieved by a person or group of people in the company according to their respective authorities and responsibilities in an effort to achieve organizational goals. The various demands that each employee cannot control will lead to disciplinary actions against work discipline and work culture in the company. To be able to achieve high performance, company leaders need to pay attention to work discipline.

Henry Simamora (2016, p. 210) argues that discipline is a process that corrects and/or gives sanctions (punish) to subordinates for violating rules and procedures. Meanwhile, according to (Setiyawan & Waridin, 2022, p. 189) explaining discipline is a form of obedience to rules, both written and unwritten that have been established. Employee discipline has an important role in obtaining performance results, employees with a high level of discipline will be more productive than those with low discipline. The occurrence of a decrease in work errors and the achievement of work targets is a feature of the urgency of discipline when working in a company. (Rismayadi, 2020).

Good discipline, work culture is also able to improve employee performance to avoid irresponsible actions of employees. (Kurniawan, 2022) define work culture as a psychological framework and a set of behavioral feelings that are internalized so deeply that they are shared by members of the organization. Every employee has a diverse cultural background, so that cultural differences will be merged into one in order to form a work culture that can influence relationships and work atmosphere and is able to influence even better work results. (Darmanto, F., 2018). Work success is rooted in various values and behaviors that become habits, which will later be referred to as culture. So that culture is associated with quality (quality of work), then it is called work culture. (Rismayadi, B. & Ningsih, S., 2022).

The phenomenon of the problem regarding employee discipline in the quality control department at PT. XYZ is that there are employees who arrive late or are absent from time to time. This shows that the number of employees who violate discipline the most, namely in August there were 19 employees while the lowest was in December with 3 employees.. This indicates that there is still a level of employee awareness that is still lacking regarding discipline, because there are still employees who do not come to work due to permission, illness, alpha and being late. so that the achievement of the performance of the company's employees is not optimal. Discipline showing appreciative attitude employee to applicable company rules and regulations. Good resource is resources that have discipline well, the resource is not have discipline good so resource the not enough ok. (Samak, 2022).

The phenomenon of problems related to work culture at PT. XYZ. according to observations in the field, the implementation of work culture is still not running optimally, because employees in the quality control department have several employees who do not comply with work discipline such as absenteeism or not attending work evaluation briefings. This action causes work performance to be less than optimal at PT XYZ. The quality of human resources in an organization is generally influenced by the formal educational background that has been taken, which is the basic capital of the skills needed to work in general in their respective fields. (Hutajulu, Y., M., 2021).

The presence of employees is necessary so that all work can be carried out as expected. Performance measures can be seen in terms of quantity and quality in accordance with the standards set by the organization or company, the form can be tangible (measuring instruments or standards can be determined) or intangible (measuring instruments or standards cannot be determined), depending on the form and process of implementation. that job. (Widyawati, 2020). So it is often the case that there are several employees who are absent or late for work as a result of which PT XYZ has problems of disciplinary action by employees on elements of the workplace

such as discipline and work culture that affect employee performance. Therefore, by getting used to quality work, for example with a certain way of working, the results are able to meet the qualifications and standards set by the company. When this can be done properly or if it has been accustomed to in the employee, then the employee becomes a worker who has economic value, as well as provides added value to other people and the company.

RESEARCH METHOD

Type of Research and Location and Time of Research

The author uses a quantitative approach in this study. Sugiyono (2014: 8) defines research in the quantitative method as a study used when examining a population or a particular sample that aims to test a predetermined hypothesis. The operational definitions of the variables to be studied and measured are the influence of discipline and work culture on employee performance. This research takes 12 months, from January to December 2022. The location for reviewing this research is at PT XYZ. The company is engaged in manufacturing car spare parts components, standing in an industrial area, Jl. Pangkal Perjuangan, Tanjungmekar, Kec. West Karawang, Kab. Karawang, West Java 41316.

Instruments, Data Collection and Data Analysis Techniques

The data sources of this research are primary and secondary data. Primary data in this study were in the form of interviews, observations, and distribution of questionnaires as a data collection technique for respondents who wanted to be studied. Respondents' answers will be measured on a Likert scale. While the secondary data is in the form of recap of performance appraisal reports and recap of employee attendance reports for 2021. Data analysis techniques are in the research of multiple linear regression analysis models and use SPSS V.26 software to test the validity of data on validity and reliability tests. The reliability test tool used in this study is the Cronbach's Alpha test (α). (Ghozali, 2011 in (Sanjaya, F., 2021). As well as data transformation by applying the MSI (Methode of Succesive Interval) method as a method of transforming ordinal data into interval data. Determining the number of samples taken by making the population into samples by applying the Non-probability technique sampling in saturated sampling. (Sugiyono, 2014). The population of this study were 69 PT XYZ employees in the quality control department. This research instrument is summarized in a grid as follows :

Table 1. research instrument

Variable	Indicator	(No.Item)
Discipline Anggoro in Anita Dahlan (2022)	1. Presence	1, 2
	2. Punctuality	3
	3. Obedience	4, 5, 6
	4. Responsibility	7, 8, 9, 10
Work Culture Nurhadijah in Aulia Elvina sari (2020)	1. Discipline	1
	2. Openness	2, 3
	3. Respect each other	4, 5
	4. Innovate and take risks	6, 7
	5. Team Orientation	8
	6. Human Orientation	9, 10, 11
Employee performance Srisinto in Chika Saputri (2020)	1. Quality of Work	1, 2
	2. Quantity of Work	3, 4
	3. Effectiveness and efficiency	5, 6
	4. Utilization of time	7, 8
	5. Cooperation	9, 10

Hypothesis

There is an influence of discipline variables on employee performance, There is an influence of work culture variables on employee performance, There is an influence of discipline and work culture variables on employee performance.

RESULTS AND DISCUSSIONS

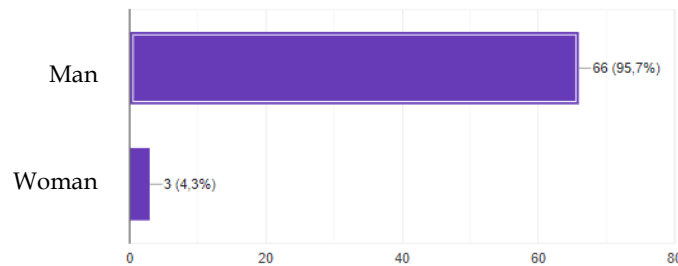


Figure 1. characteristics of responden by gender

Based on the data in Figure 1. above, it can be seen that of the 69 respondents who work at PT. XYZ by gender, namely 66 man or 95.7% and 3 women or 4.3%. This shows that employees who work at PT. XYZ is mostly male than female.

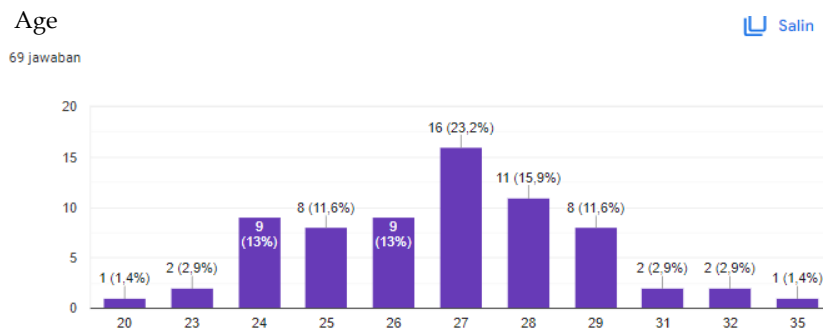


Figure 2. characteristics of responden by age

Based on the data in Figure 2. above, it can be seen that of the 69 respondents who work at PT. XYZ by age, namely 1 person aged 20 years (1.4%), 2 people aged 23 years (2.9%), 9 people aged 24 years (13%), 8 people aged 25 years (11.6%), 9 people aged 26 years (13%), 16 people aged 27 years (23.2%), 11 people aged 28 years (15.9%), 8 people aged 29 years (11.6%), 2 people aged 31 years (2.9%), 2 people aged 32 years (2.9%) and 1 person aged 35 (1.4%). This shows that employees who work at PT. XYZ is mostly 27 years old.

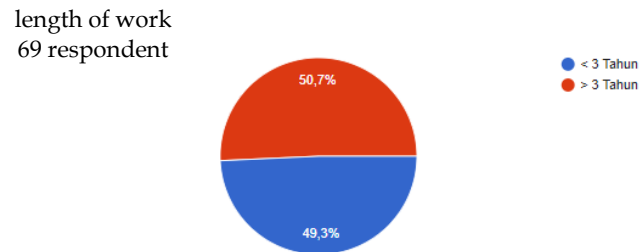


Figure 3. characteristics of respondents based on length of work

Based on Figure 3. From 69 respondents it can be seen that the old employees 34 people or 49.3% worked for less than 3 years, while employees who worked for more than 3 years were 35 people or 50.7%. From these data it can be concluded that employees at PT. XYZ is dominated by employees who have worked for more than 3 years.

Validity Test

Table 2. Data Validity Analysis Results

Discipline (X1)				work culture (X2)				Employee performance (Y)			
No.	r count	r table	Info.	No.	r count	r table	Info.	No.	r count	r table	info.
1.	0,671	0,361	"Valid"	1.	0,398	0,361	"Valid"	1.	0,415	0,361	"Valid"
2.	0,671	0,361	"Valid"	2.	0,744	0,361	"Valid"	2.	0,657	0,361	"Valid"
3.	0,420	0,361	"Valid"	3.	0,518	0,361	"Valid"	3.	0,415	0,361	"Valid"
4.	0,712	0,361	"Valid"	4.	0,513	0,361	"Valid"	4.	0,460	0,361	"Valid"
5.	0,712	0,361	"Valid"	5.	0,793	0,361	"Valid"	5.	0,657	0,361	"Valid"
6.	0,712	0,361	"Valid"	6.	0,398	0,361	"Valid"	6.	0,536	0,361	"Valid"
7.	0,399	0,361	"Valid"	7.	0,744	0,361	"Valid"	7.	0,460	0,361	"Valid"
8.	0,558	0,361	"Valid"	8.	0,744	0,361	"Valid"	8.	0,587	0,361	"Valid"
9.	0,558	0,361	"Valid"	9.	0,367	0,361	"Valid"	9.	0,657	0,361	"Valid"
10.	0,558	0,361	"Valid"	10.	0,513	0,361	"Valid"	10.	0,472	0,361	"Valid"
				11.	0,518	0,361	"Valid"				

It is known that all items tested for validity can be considered valid. Because, the value of r count > r table so that it can be continued in the next test.

Reliability Test

In making reliability decisions, an instrument is called "reliable" when the Cronbach Alpha value is > 0.60 (Ghozali, in (Nurwahidah, & Hongkeng, B., 2018) The values of the Cronbach Alpha reliability test results for each variable are shown in table 3:

Table 3. Data Reliability Analysis Results

No.	Variable	Cronbach Alpha value	Reliable if value <i>Cronbach Alpha</i> > 0,60	decision
1.	Discipline	0,793	0,793 > 0,60	"Reliable"
2.	work culture	0,799	0,799 > 0,60	"Reliable"
3.	Employee performance	0,730	0,730 > 0,60	"Reliable"

It is known that the 3 variables tested for reliability show that each Cronbach Alpha value is > 0.60. Then it was concluded that the question items from the three variables in the 31 question items were reliable.

Normality Test

Table 4. Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.29989329
Most Extreme Differences	Absolute	.053
	Positive	.036
	Negative	-.053
Test Statistic		.053
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

It is known that the significance value in Asymp. Sig. (2-tailed) = 0.200, so the data is normally distributed because it is greater than the 5% significance level (0.05). In the following, the researcher includes an overview of the results of a normally distributed curve :

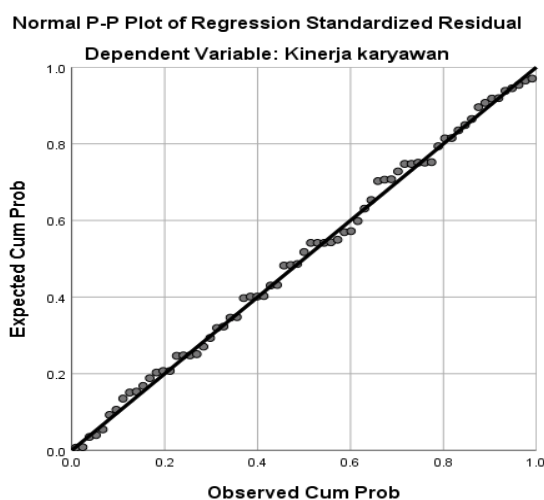


Figure 4. SPSS V.26 Normality Test Curve Results, 2022

Multicollinearity Test

Table 5. Multicollinearity Test Results

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	4.878	4.532		1.076	.286	
	Discipline	.504	.089	.509	5.662	.000	.941 1.063
	work culture	.331	.078	.382	4.256	.000	.941 1.063

a. Dependent Variable: Employee performance

It is known in table 5. the VIF value for the variables of discipline and work culture with the same value (1.063), which means < 10.00 . While the Tolerance value = 0.941 which means > 0.10 . So that there is no multicollinearity in the two independent variables.

Scatterplot Heteroscedasticity Test

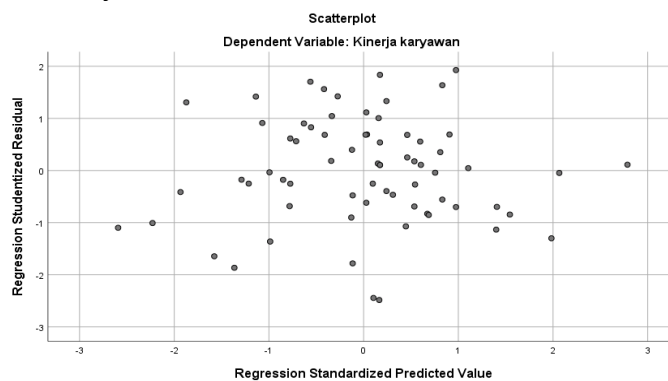


Figure 5. SPSS V.26 Scatterplot Heteroscedasticity Test Results, 2022

It can be seen in Figure 2. the distribution of the dots does not form a specific pattern and the dots spread above and below the number 0 on the Y axis, which means that in the regression model the influence of discipline and work culture on performance does not occur with heteroscedasticity problems, so it can be used and continued.

Multiple Linear Regression Analysis

Table 6. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.878	4.532		1.076	.286
	Discipline	.504	.089	.509	5.662	.000
	work culture	.331	.078	.382	4.256	.000

a. Dependent Variable: Employee performance

The results of this multiple linear regression equation : $Y = 4.878 + 0,504 X_1 + 0,331 X_2 + e$
Which means : (a) The coefficient value $b_1 = 0.504$ means that if the disciplinary variables are improved even better (such as paying attention to attendance, punctuality, obedience, responsibility, remuneration, fairness, punitive sanctions as employees who are part of the company) then the performance of employees in the Quality Control department at PT XYZ will increase by 0.504% assuming "the other independent variables are constant". (b) The coefficient value $b_2 = 0.331$ means that if the work culture variable is increased by 1%, it will be even better (such as complying with company norms and SOPs so that discipline is maintained, supporting each other, respecting the nature of kinship within the company, as well as working together to achieve company goals) then the performance of employees at PT XYZ will increase by 0.331% assuming "the other independent variables are constant".

Partial Test (T Test)

Based on the results of data analysis table 6. the regression coefficient value of the disciplinary variable (t count) = 5.662 with t table = 1.996 and a significance value of 0.000 <0.05 is obtained. then H0 is rejected, so that "the disciplinary variable partially has a significant effect on employee performance". While the values in table 6. the regression coefficient of the work culture variable (t count) = 4,256 with t table = 1.996 Likewise, the significance value = 0.000 <0.05. then H0 is rejected in other words "work culture variables partially have a significant effect on employee performance".

Simultaneous Test (F Test)

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	358.255	2	179.128	32.869	.000 ^b
	Residual	359.687	66	5.450		
	Total	717.942	68			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), work culture, Discipline

It is known from table 7. the calculated f value is 32,869 > f table 3,136 and the significance value is 0.000 <0.05 then Ha is accepted and H0 is rejected. So that "the variables of discipline and work culture simultaneously have a positive and significant effect on employee performance".

Test the coefficient of determination (R² Test)

Table 8. Coefficient Of Determination Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.484	2.33448

a. Predictors: (Constant), work culture, Discipline
 b. Dependent Variable: Employee performance

It is known from table 8. that the R-Square value of 0.499 shows the proportion of the influence of discipline and work culture variables on employee performance variables = 49.9%, which means that the discipline of Quality Control department employees at PT XYZ and employee work culture, has a proportion of influence on performance employees at PT XYZ amounted to 49.9% while the remaining 50.1% (100% - 49.9%) were influenced by variables or other factors that were not in this multiple linear regression model study.

Discussions

The Effect of Discipline on Employee Performance in the Quality Control Department at PT. XYZ

The test results using multiple linear regression analysis obtained T count = 5.662 > T table 1.996 with a significance value of 0.000 <0.05 meaning "discipline partially has a significant effect on employee performance in the quality control department at PTXYZ". The regression coefficient (B) = 0.504 with positive results shows a unidirectional relationship angle so that every increase or decrease in the aspect of Discipline (X1), will increase or decrease in Performance (Y) = 50.4%. The results of this study are in line with the research of (Diana, T., & Rahmat, 2022; Saputri, C. & Syaifullah, 2020), that "discipline has a positive and significant effect on employee performance at PT Epsom Batam partially".

The Effect of Work Culture on Employee Performance in the Quality Control Department at PT. XYZ

The test results using multiple linear regression analysis obtained T count $4.256 > T$ table 1.996 with a significance value of $0.000 < 0.05$ meaning "work culture partially has a significant effect on employee performance in the quality control department at PTXYZ". The regression coefficient (B) = 0.331 with a positive sign indicating a unidirectional relationship flow so that it can be concluded that any increase or decrease in the work culture variable (X2), will increase or decrease performance (Y) = 33.1% . The results of this research are supported by previous research by (Sanjaya, F., 2021) which states that "work culture variables have a positive and significant impact on employee performance (Case Study: PT Kaltrabu Indah Tour & Travel Banjarmasin)".

The Effect of Discipline and Work Culture on Employee Performance in the Quality Control Department at PT XYZ

The results of multiple linear regression analysis show that the discipline variables (X1) and work culture (X2) affect the performance of employees in the quality control department at PTXYZ simultaneously or together, this is evidenced by the value of the regression coefficient (B) of 0.504 , which means that each increase discipline positively increases by 1 (one) will improve employee performance. While the value of work culture obtains a regression coefficient (B) of 0.331 . The Adjusted R Square value of 0.499 indicates that "discipline and work culture have a positive and significant effect on employee performance in the quality control department at PTXYZ". Supported by a calculated F value of $32,869$ with a significant F $0.000 < 0.05$ (5%), thus rejecting H_0 . The results of this study are in line with research (Amran. & Tarmizi, 2021; Hermawati, 2020) that "simultaneously the perceived variables of work discipline and organizational culture have a significant effect on employee performance".

CONCLUSION

After conducting research and analyzing the data, the effect of discipline on employee performance is positive, this can be seen from the results of the t test $0.000 < 0.05$ so that the effect is significant, the magnitude of the effect is 0.504 (seeing the results of the coefficient value). Furthermore, the influence of work culture variables on employee performance is positive, this can be seen from the results of the t test $0.000 < 0.05$ so that the effect is significant, the magnitude of the effect is 0.331 (seen from the results of the coefficient value).

The results of the influence of the variables of discipline and work culture simultaneously on employee performance variables. This can be seen from the R-Square value which is 0.499 . This value shows the proportion of the influence of discipline and work culture variables on employee performance variables of 49.9% . meaning that employee discipline at PT. XYZ and work culture on employee performance simultaneously have a proportion of influence on performance of 49.9% while the remaining 50.1 ($100\% - 49.9\%$) is influenced by other variables or factors which is not in this linear regression model research. This conclusion is also strengthened by the F test which produces an F value of $32,869$ with a prob value. F count (sig.) 0.000 prob value. F count is smaller than the significance level of 0.05 so it can be concluded that the estimated linear regression model is feasible and can be used to explain the effect of discipline and work culture simultaneously on the dependent variable, namely employee performance.

Based on the above conclusions, work discipline in the company plays an important role in influencing the performance of employees at PT. XYZ this is if the better the enforcement of discipline which is reflected in complying with company regulations both written and unwritten regulations. Work culture is also able to have an effect on employee performance. In this case, an employee needs to follow and obey good culture at work such as attitude, work according to company targets and maintain discipline at work. Therefore, human resource management within the company has become the most important core in the company in order to improve the

performance of its employees. Strategies that can be implemented to improve good employee performance include maintaining the discipline and work culture of an employee. In this context, the research is expected to be able to make a theoretical contribution to further research literature.

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