



The Effect of Work Discipline on Employee Productivity of PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch

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ABSTRACT

This study focuses on examining the influence of work discipline on increasing employee productivity at PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch. The approach applied is a quantitative method, with simple linear regression analysis as the main tool. The research sample of 30 employees was selected using saturated sampling techniques. Data was collected through questionnaires using the Likert scale. From the data analysis, it appears that work discipline has a significant positive influence on productivity. This finding is supported by a calculated t-value of 5.162, which is higher than the table t-value of 2.052, and a significance value of 0.000 which is below 0.05. In addition, the coefficient of determination (R-Square) reaches 0.555, which means that work discipline contributes about 55.5% to employee productivity. The remaining 44.5% was influenced by other variables outside the scope of this study. Thus, work discipline seems to be a crucial element that requires serious attention from the company.

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1. Introduction

In an era of globalization marked by rapid technological advancements, the expedition service and logistics sector plays an important role in maintaining economic and trade activities. Companies in this field serve as a key pillar in the distribution of goods, both on a domestic and global scale, with the ability to connect producers and consumers through efficient and timely processes. The increasingly fierce competition in the industry encourages every business entity to offer high-quality services supported by an expert workforce and highly efficient operations. One of the major players in Indonesia's shipping sector is PT Jalur Nugraha Ekakurir (JNE), which contributes greatly to logistics services in the country. JNE runs delivery operations with an extensive network that covers various regions, including a branch in Rantau Rasau. In its day-to-day activities, the company is faced with high pressure to ensure speed, accuracy, and responsibility in every delivery. Therefore, the quality of human resources, especially the aspect of work discipline, is a key element that determines the continuity of excellent service for customers.

Work discipline reflects employees' compliance and compliance with company regulations, work schedules, and responsibilities in carrying out duties. Highly disciplined employees tend to perform work according to procedures, respect work time, complete tasks on time, and maintain operational efficiency. On the other hand, a lack of discipline can hinder the achievement of goals, reduce productivity, and have a negative impact on the overall performance of the organization. Work productivity itself can be measured through the effectiveness and efficiency of employees in producing maximum output that is in line with the company's vision. A good level of productivity indicates a person's ability to manage time, energy, and resources wisely for optimal work results. Especially in service companies like JNE, employee productivity plays an important benchmark for success in providing fast and satisfactory service to customers.

Research by Rochman and Dewi (2023) at the Regional Secretariat of Situbondo Regency indicates that both work discipline and workload have a significant impact on employee performance. Their findings reveal that a higher level of discipline among employees tends to improve timeliness, task completion, and adherence to organizational procedures, while a manageable workload positively influences motivation and job satisfaction. Similarly, a study by Putra and Prasetyo (2022) at PT POS Indonesia Bandung Branch supports these findings, demonstrating that when work discipline is enforced consistently and workloads are properly allocated, employee performance increases in both qualitative and quantitative dimensions. Employees are more likely to meet performance targets, contribute to team productivity, and maintain consistent output when the organizational structure supports them through clear expectations and a balanced workload. However, both studies focus primarily on the effect of work discipline and workload on performance metrics, rather than exploring the direct causal relationship between work discipline and employee productivity as a standalone outcome. This opens a potential avenue for further research to investigate how discipline contributes not just to general performance ratings, but to measurable productivity indicators such as output volume, task efficiency, or service turnaround time.

In addition, this study only focuses on one main branch in a big city, so it is not representative of the situation in regional branches such as JNE Rantau Rasau. On the other hand, Suryani and Mahadewi (2023) provide empirical evidence that work discipline, leadership style, and organizational culture play a pivotal role in shaping employee job satisfaction at PT BPR Kanti, Denpasar. Their study emphasizes that employee satisfaction is not solely influenced by financial compensation or task structure but is significantly affected by the environment created by leadership behavior, the strength of organizational norms, and the consistency of employee discipline in performing their duties. A disciplined work culture reinforces clarity and accountability, while transformational leadership styles foster motivation and a sense of belonging among employees. Complementing this, Handayani and Sitorus (2022) demonstrate a similar pattern at PT XYZ, where a strong organizational culture, supportive leadership, and consistent disciplinary practices were positively correlated with higher levels of job satisfaction. Their findings suggest that employees are more likely to feel valued and motivated when the workplace environment reflects mutual respect, clear expectations, and participative management styles. Together, these studies highlight that improving employee satisfaction requires more than just structural or procedural adjustments it demands intentional efforts to foster a positive internal culture that aligns leadership behavior, work ethics, and organizational values.

The findings of the study show that work discipline has a positive effect on job satisfaction. Even so, this study is still limited to psychological variables (job satisfaction) and has not explained the extent to which this satisfaction has an impact on employee productivity in real terms. Similar findings were reported by Su and Wichaikhum (2023), who investigated the predictors of organizational commitment among Chinese nurses during the COVID-19

pandemic. Their study revealed that factors such as work environment quality, professional values, and self-discipline played a critical role in shaping employees' organizational commitment and job satisfaction. Although the research focused on the healthcare sector, the underlying principles are transferable to various organizational contexts. It underscores the importance of a supportive work environment and internal discipline as essential elements that contribute to enhancing employee satisfaction and retention across sectors. Work discipline has been shown to have a positive effect on job satisfaction, but this study did not examine the relationship between discipline and productivity. This shortcoming highlights the importance of research examining the direct impact of work discipline on employee productivity, not just job satisfaction. On the other hand, empirical evidence from research conducted by Damayanti and Nabila (2025) at PT FIFGROUP Palembang reveals that both work discipline and work motivation significantly influence employee performance, particularly in the billing department, which is characterized by target-oriented and time-sensitive operations. Their findings emphasize that a structured work environment, reinforced by clear rules and motivational strategies, fosters higher performance levels among employees in financial service institutions. Similarly, Rahmawati and Wartini (2025) assert that employee motivation and discipline are integral in shaping overall performance outcomes in organizational settings. Through their study at PT HSS, they found that motivation, when supported by consistent enforcement of discipline, leads to increased commitment and productivity among employees. These results align with broader organizational behavior theories that position discipline not merely as control, but as a performance-enhancing mechanism. However, it is important to note that these studies were conducted in sectors such as consumer finance and administrative services, which may differ significantly from the operational dynamics of private logistics service providers like JNE. In such companies, operational efficiency, time-bound service delivery, and dynamic customer interaction play a central role. Hence, there is a compelling need for contextualized research that specifically explores how motivation and discipline interact with these logistics-driven performance dimensions to affect employee productivity in the expedition service industry.

At the same time, recent studies continue to affirm the significant role of psychological and organizational factors in shaping employee productivity. For instance, Pestonjee, Pastakia, and Thanki (2025) emphasized the importance of workplace psychology in addressing mental health and overall well-being, especially in the post-pandemic context. Their research highlights how a supportive and psychologically safe work environment not only fosters resilience but also enhances employee engagement and productivity. In parallel, Maharani and Sary (2025) examined the synergistic effect of non-physical workplace conditions, self-efficacy, and work discipline on employee performance in a financial technology enterprise. Their findings suggest that a well-managed work environment combined with strong employee discipline can substantially improve performance outcomes. Collectively, these studies reinforce the notion that both psychosocial support and disciplined organizational culture are crucial drivers of workforce effectiveness in contemporary settings. However, this study is general and does not specifically address the logistics sector, nor does it consider individual or organizational factors that might moderate the relationship between discipline and productivity. Research by Ali and Simamora (2022) reinforces the empirical evidence that work discipline and motivation significantly influence employee performance, particularly within the service sector. Their findings highlight that disciplined behavior and strong motivational drivers contribute positively to employees' ability to meet organizational goals effectively. Work discipline instills a sense of responsibility and adherence to organizational procedures, while motivation both intrinsic and extrinsic encourages individuals to perform optimally and remain committed to their roles.

Similarly, Irfan (2022) emphasizes that work discipline and motivation, when supported by effective leadership, can substantially enhance employee productivity. His study indicates that motivated and disciplined employees demonstrate higher levels of engagement and deliver better performance outcomes, especially in service-oriented environments where employee behavior directly impacts service quality. Together, these studies support the notion that fostering discipline and motivation is essential for improving productivity in Indonesia's service sector. However, the study has not tested mediating variables such as job satisfaction or workload, which could theoretically strengthen the relationship between work discipline and productivity. In addition, recent studies have highlighted the significant role of work discipline and financial incentives in enhancing employee performance. Fahrizal and Kurniawan (2022) conducted research at PT. Riau Andalan Pulp and Paper and found that a strong correlation exists between consistent work discipline and structured incentive programs in improving overall employee performance. Their study suggests that employees who receive clear expectations and are rewarded for their efforts tend to be more committed, efficient, and aligned with organizational goals. Similarly, Hasibuan and Silalahi (2022) examined the impact of work discipline and compensation on employee performance within the energy sector. Their findings reinforce the argument that financial and non-financial compensation, when combined with strict adherence to workplace regulations, leads to improved performance outcomes. However, both studies emphasize performance primarily from a behavioral or qualitative standpoint, without directly measuring productivity in terms of quantitative outputs such as efficiency ratios, output per labor hour, or revenue per employee. This indicates a potential gap in the literature that future research should address to evaluate the tangible economic impact of these HR strategies.

This gap shows that incentives can be used as a control or moderation variable in studies that examine the relationship between discipline and productivity. Finally, Putri and Tambunan (2025) found that work discipline, alongside work motivation, has a significant positive effect on employee performance in the public sector specifically within the Environmental Agency of DKI Jakarta Province. Their findings demonstrate that consistent adherence to rules, punctuality, and accountability in daily tasks are critical determinants of employee performance outcomes. A disciplined work ethic fosters better alignment with organizational goals, leading to improved overall efficiency and service delivery. Similarly, Dewi and Hadi (2025) highlighted the important role of work discipline and leadership in enhancing productivity at the Nganjuk Regency Cooperative and Micro Enterprise Service. Their study points out that employee discipline contributes to operational consistency, reduces delays, and increases responsiveness, especially when supported by effective leadership.

However, both studies were conducted in the public sector, which typically operates under more rigid administrative structures and standardized workloads. This differs considerably from private logistics and expedition service companies like JNE, where operational environments are more dynamic, time-sensitive, and performance-driven. In such settings, employees are frequently required to adapt to fluctuating workloads, meet strict delivery timelines, and operate under pressure all of which may amplify or mediate the impact of work discipline on productivity. Therefore, new research is needed to reassess the influence of work discipline on employee productivity within the context of private sector expedition services. Future studies should consider additional variables such as the work environment, workload variation, incentive systems, and leadership style, which may interact differently in the private logistics industry compared to the public sector. Based on the description above, it can be concluded that most of the previous research is still limited to the relationship between discipline and performance or job satisfaction, not many have directly examined the relationship between work discipline and productivity in the logistics services sector. Furthermore, contextual variables such as workload, work environment, and incentives have

not been widely explored as elements that can strengthen or increase the impact of discipline on productivity. Therefore, this study aims to answer this problem through an empirical analysis of the influence of work discipline on employee productivity at PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch, which reflects the operational context of regional expeditions.

This research is motivated by the importance of work discipline as one of the factors that is believed to affect employee productivity at PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch. Based on the phenomena and gaps in previous research, the following research questions were formulated: Does work discipline have a significant effect on employee productivity at JNE Rantau Rasau Branch? And how much contribution does work discipline make in explaining employee productivity levels. This research question was formulated to provide clear direction in examining the relationship between work discipline as a free factor and employee productivity as a bound variable. In line with this formulation, the purpose of this study is to analyze and empirically prove the influence of work discipline on employee productivity at PT JNE Rantau Rasau Branch. Furthermore, this study also aims to find out the extent of the contribution of work discipline to increasing productivity, so that it can be a reference for companies in formulating performance improvement strategies. By measuring the relationship between these two variables, this study is expected to provide a more comprehensive picture of the role of discipline in supporting employee effectiveness and efficiency in the courier service operational environment.

2. Methodology

Research methods, as stated by (Sugiyono, 2020), are scientific approaches that are used to systematically obtain data with specific purposes and uses. This approach allows researchers to understand, analyze, and solve research problems objectively and measurably. This research was carried out at PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch, which is located in East Tanjung Jabung Regency, Jambi Province. The research activities are scheduled to start from October to November 2025, covering various stages such as instrument formulation, data acquisition, and data evaluation. This study adopts a quantitative paradigm using a simple linear regression technique. This is based on the purpose of the study to measure the direct impact of independent variables, namely work discipline, on dependent variables, namely employee productivity. The quantitative approach allows for an objective evaluation of the relationships between variables through statistical analysis. To determine the sample, a saturated sampling technique was used. This technique is applied by selecting all elements of the population as a research sample, given the relatively small population size. Therefore, the sample size for this study was set at 30 participants. The research information was collected from two categories of sources: primary data, obtained from surveys shared with employees, and ancillary data, including organizational archives, performance records, and related reading materials. The measurement tool, in the form of a survey form, is designed based on work discipline indicators and employee effectiveness variables to understand participants' views, perspectives, and evaluations. The scoring scale used is a Likert scale with five answer choices: Strongly Agree, Agree, Doubt, Disagree, and Strongly Disagree, with each option being scored for statistical evaluation purposes.

The framework of thinking in this study is built on the synthesis between the concept of work discipline put forward by (Sinambela, 2021) and (Sutrisno, 2020), as well as the concept of employee productivity explained by Sedarmayanti (2020) and Wibowo (2022). The flow of the theoretical relationship between the variables of work discipline (X) and employee productivity (Y) is formulated Systematically and visualized through the following frame chart:



Figure 1. Framework

3. Results and Discussion

The researchers performed a series of steps in processing the information from the questionnaire, including validity tests, reliability tests, descriptive analysis, and simple linear regression analysis. Validity and reliability tests are carried out to ensure that applied research instruments are able to accurately and effectively measure variables of work discipline and employee production effectiveness. All stages of data processing are carried out using SPSS software version 27 for Windows. The participants in this study amounted to 30 employees, which covered the entire population at PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch. Respondents consisted of employees of the operational, courier, and administrative departments. The use of saturated sampling techniques allows researchers to obtain more comprehensive empirical data and reflect real conditions in the JNE work environment.

3.1 Validity Test

The validity of each item was determined by comparing the calculated correlation coefficient ($r_{\text{calculated}}$) with the critical value from the r_{table} . An item is considered valid if $r_{\text{calculated}} > r_{\text{table}}$; otherwise, it is invalid.

Table 1. Validity Test of Work Discipline.

	Corrected item-total correlation	r_{table}	Remarks
X.1	0,703	0,361	Valid
X.2	0,655	0,361	Valid
X.3	0,772	0,361	Valid
X.4	0,681	0,361	Valid
X.5	0,601	0,361	Valid
X.6	0,648	0,361	Valid
X.7	0,703	0,361	Valid
X.8	0,682	0,361	Valid

Source: processed research data, 2025

- The r_{table} is generated from Table $df = n - 2$, n is the number of respondents.
- $df = 30 - 2$ then the r of the table is 0.361

Table 1 above can be explained that the $r_{\text{calculation}} > 0.361$ is based on the significance test of 0.05. This means that each question for the career development variable (X) is valid and can be continued in the next stage of research.

Table 2. Employee Productivity Validity Test

	Corrected item-total correlation	r _{table}	Remarks
Y.1	0,682	0,361	Valid
Y.2	0,701	0,361	Valid
Y.3	0,725	0,361	Valid
Y.4	0,654	0,361	Valid
Y.5	0,737	0,361	Valid
Y.6	0,695	0,361	Valid
Y.7	0,768	0,361	Valid
Y.8	0,703	0,361	Valid

Source: processed research data.2025

Based on Table 2, the calculated correlation coefficients ($r_{\text{calculated}}$) exceed the critical value of 0.361 at a significance level of $\alpha = 0.05$. This indicates that all items of the employee productivity variable (Y) are valid and eligible for further analysis.

3.2 Reliability Test

The instrument is considered reliable if the Cronbach's alpha coefficient exceeds the threshold value of 0.60.

Table 3. Reliability Test

Variable	Cronbach alpha	Limit value	Remarks
Work Discipline	0,889	0,60	Reliable
Employee Productivity	0,907	0,60	Reliable

Source: processed research data, 2025

Table 4. Results of Simple Regression Analysis

Models	Unstandardized-Coefficients			Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	7,843	2,315		3,385	0,002
	Work discipline	0,685	0,133	0,745		

The results of the reliability test table can be explained by the value of the cronbach alpha coefficient > the limit value of 0.60, namely cronbach alpha work discipline 0.889 > 0.60i and cronbach alpha employee productivity 0.907 > 0.60. The conclusion is that all of the statement items are reliable and can be continued in the next stage of the research.

3.3 Simple regression analysis

Simple linear regression is the linear relationship between two or more independent variables (X) and bound variables (Y), The formula for simple linear regression analysis is:

$$Y = \alpha + bX$$

Below is a simplified linear regression analysis between work discipline variables on employee productivity of PT. Nugraha Ekakurir (JNE) Rantau Rasau Branch:

Coefficient

Dependent Variable: Employee Productivity

- $Y = 7.842 + 0.685X$
- The constant of 7.842 indicates that if the value of work discipline = 0, then employee productivity is at a value of 7.842.
- An X regression coefficient of 0.685 means that every 1-point increase in work discipline will increase employee productivity by 0.685 points.
- The coefficient is positive, meaning that the relationship between $X \rightarrow Y$ is unidirectional.

3.4 Partial test (t-test)

Hypothesis test is a test that is used find out whether not the work discipline variable (X) has a on the employee productivity variable (Y) separately or individually. Here are the results of the tests that have been carried out as in the table.

Work discipline variable (X) on employee productivity (Y)

Table 5. Partial test results / t-test

Models	Unstandardized-Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,843	2,315		3,385	0,002
	Work discipline	0,686	0,133	0,745	5,162	0,000

Dependent Variable: Employee Productivity

From the test table above for the work discipline variable (X), it is shown that the significance value of the work discipline variable on employee productivity (Y) is $0.000 < 0.05$ and the t-value is calculated $5.162 > 2.052$, there is a significant influence between work discipline on employee productivity.

Table 6. Results-Test-Simultaneous (test f)

	Models	Sum of Squares	df	Mean-Square	F	Sig.
1	Regression	195,747	1	195,747	26,660	0.000b
	Residual	205,831	28	7,351		
	Total	401,578	29			

Dependent Variable: Employee Productivity

Predictors: (Constant), work discipline

From the results of the f test (simultaneous), the significance value for the work discipline variable (X) against the employee productivity variable (Y) was $0.000 < 0.05$ and the f-value was calculated $26.660 >$ the f-value of the table was 3.220. Thus, there is a significant influence between work discipline on employee productivity

3.5 Determination Coefficient Analysis.

The Determination Coefficient (R_{Square}) is an analysis to measure the model's ability to explain the variation of dependent variables or how much percent affects the role given by the work discipline variable (X) simultaneously to the dependent variable of employee productivity (Y).

Table 7. Results of Coefficient Determination Analysis

Models	R	R-Square	Adjusted R Square	Std.Error orthe Battle of the Estimate
1	0,745	0,555	0,539	2,711

Predictors: (Constant), Employee Productivity

The results of the calculation from the table can be found that the determination coefficient (R-Square) of 0.555 means that 55.5% of work discipline has a role in influencing employee productivity, and the remaining 44.5% of employee productivity is influenced by other variables that were not studied during the study.

4. Conclusion

The research involving 30 employees of PT Jalur Nugraha Ekakurir (JNE) Rantau Rasau Branch showed that work discipline has a positive and significant influence on employee productivity. The research instruments used have been proven to be valid and reliable, allowing the data collected to serve as a strong basis for formulating conclusions. Regression analysis yielded a calculated t-value of 5.162, which exceeded the t-table value of 2.052, and a significance value of 0.000, which was below the 0.05 threshold, confirming the existence of a significant relationship. These findings suggest that improving work discipline will directly impact increased productivity. The coefficient of determination (R-Square) of 0.555 indicates that work discipline explains 55.5% of the variation in productivity, while the remaining 44.5% is influenced by other factors, such as work motivation, environmental conditions, leadership, and workload.

This aligns with the findings in the studies by Yudhistira and Daryana (2024) and Daryana, Akita, and Gabriella (2025), which collectively emphasize the strategic importance of organizational culture and leadership in shaping employee performance and productivity, particularly within innovative and community-based business models. In the context of community-based tourism in the Lake Toba area, Yudhistira and Daryana (2024) highlight that human resource management strategies rooted in local values, collaboration, and adaptive leadership play a crucial role in driving sustainable business outcomes. These strategies are not only essential for maintaining performance standards but also for enhancing employee engagement and satisfaction in dynamic work environments. Meanwhile, the research by Daryana et al. (2025) in the zero-waste culinary business context shows that organizational culture that supports circular economy principles, such as resource efficiency, innovation, and collaborative leadership, fosters a competitive advantage and high operational performance. Their study further underscores the value of cultivating a strong internal culture that encourages discipline, environmental awareness, and continuous improvement, all of which directly influence employee behavior and productivity. Taken together, these findings reinforce the idea that work discipline and leadership styles are interrelated variables within the broader construct of organizational culture, shaping both employee motivation and performance outcomes. The evidence suggests that businesses that adopt transformational leadership approaches and embed sustainability and community values within their internal culture tend to achieve higher productivity and long-term success.

Suggestions

1. Advice for Companies

Companies are advised to continue to improve the application of work discipline through clear enforcement of rules, consistent coaching, and periodic evaluations. Rewarding disciplined employees and taking firm action against discipline violators can help create a more orderly and productive work culture. In addition, companies need to provide conducive work environment support to support employee discipline.

2. Advice for Employees

Employees are expected to further improve discipline in carrying out their duties, especially related to attendance, accuracy in completing work, adherence to operational standards, and responsibility for the tasks carried out are part of work discipline. A disciplined attitude not

only increases the productivity of the company, but also supports the professional development and quality of work of each individual.

3. Suggestions for Further Research

For subsequent researchers, it is recommended to add other variables such as work motivation, work environment, leadership, or workload as factors that might affect productivity. The application of multiple regression can help provide a more thorough understanding of the various factors that affect employee productivity.

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