

The Role of HR Quality and Work Discipline in Improving the Motivation and Performance of District Court Employees

Mu'ah¹, Yulia Firdawati², Mas'adah³, Masram⁴, Nurul Qomariah⁵

^{1,2,3,4} ITB Ahmad Dahlan Lamongan, Indonesia

⁵ Universitas Muhammadiyah Jember, Indonesia

mama.stiead@gmail.com, yuliaf43@gmail.com, masadah1977@gmail.com, masramwarji@gmail.com, nurulqomariah@unmuhjember.ac.id

Abstract

Human resources are a very important component in an organization. The success or failure of an organization depends on the human resources in an organization. This study aims to examine and analyze the quality of human resources and work discipline on the motivation and performance of employees at the Lamongan High Court. This research was conducted at the Lamongan District Court with a total of 35 employees, all of whom were used as samples (total sampling). Data were analyzed using the Partial Least Square (PLS) approach with SmartPLS 3.0 software. The results showed that the quality of human resources and work discipline had a significant effect on both work motivation and employee performance at the Lamongan District Court employees. Work motivation has no significant impact on employee performance. The results of the study as a whole provide implications that if the quality of human resources and work discipline possessed by the state civil apparatus is even better, it will have an influence on improving employee performance.

Keywords

Quality of human resources; work discipline; work motivation; employee performance; District Court.



I. Introduction

Human resources are the integrated ability of the intellect and physical power possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction (Mu'ah, 2002). The success of an organization is strongly influenced by the performance of its employees, both government and private organizations (Azhad, Anwar, & Qomariah, 2015). If all employees have good performance, then the agency's performance will also be good. Likewise, carrying out tasks will be constrained so that they are unable to complete tasks in a timely manner which will have a negative impact on overall agency performance (Sedarmayanti, 2011). Many factors can improve the performance of employees in an organization both privately owned and government owned. Many factors are thought to increase employee performance in an organization, namely the quality of human resources, work discipline and work motivation.

According to (Suharto, 2012), the notion of human resource quality can be interpreted as the ability of employees to carry out the inspection process which is seen from a person's skills, educational background, requirements that must be followed to be able to carry out the inspection process, trainings, professional issues and dissemination of changing regulations. According to (Porter, M.E, 1999), the notion of HR quality can be interpreted as the level of HR expertise in carrying out an activity/task that originates from optimal education, experience, skills, health, and work ethic, so that it can be used as

a driving force for the company. to be able to compete. The quality of human resources can be an indicator of the success of employees in completing tasks assigned by the organization. Having good quality human resources is the dream of every organization. Employee performance will increase along with the quality they have. According to (Ananda, Junaidi, Lubis, & Syaifuddin, 2019), (Sitohang, 2009), (Suharto, 2012), (Arsyati, Darwanis, & Djalil, 2008) states that the quality of human resources can provide a significant increase in employee performance. While research (Sulistio, 2017), (Amhas, 2018) states that the quality of human resources does not affect the performance of employees in an organization.

The next factor that also has an influence on human resources is the discipline factor. Work discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance (Siagian, 2015). Work discipline owned by employees will have an impact on employee performance. Why is that, with good work discipline, all work will be completed on time. Study (Saputri, Qomariah, & Herlambang, 2020), (Ekasari, Harsasi, Priyati, & Qomariah, 2022), (Insih, Yanuardan, & Suhana, 2021) states that work discipline can have a positive impact on employee performance. Several studies related to the relationship between work discipline and performance were carried out by: (Rosalina & Wati, 2020), (Darmadi, 2020), (Wiryawan, Risqon, & Noncik, 2020), (Azis, 2021), (Safitri, 2013), (Sanjaya, 2021), (Syahputra, 2021), (Titisari, Susanto, & Permatasari, 2021), (Fathurahman & Ahman, 2020), (Sugiono & Vitaloka, 2019), (Sofyan, M, Bima, & Nujum, 2016), (Tilaar, Sendow, & Jorie, 2017), (Arda, 2017), (Anggrainy, Darsono, & Putra, 2017), (Lumentut & Dotulong, 2015), (Candana, Putra, & Wijaya, 2020), (Muhsin & Arifa, 2018), (Kumarawati, Suparta, & Yasa, 2017), (Jufrizen & Sitorus, 2021).

In addition to the quality of human resources and work discipline, there are other variables as intervening variables that can affect employee performance, namely work motivation. Motivation is an important management function because low motivation will result in decreased employee performance as if their abilities are low (Qomariah, 2020). Motivation describes a consistent combination of internal and external encouragement within a person which is indicated by the desire and interest (Sutrisno, 2015). According to research conducted by: (A. Setiawan, Satoto, & Qomariah, 2022), (Nilasari & Nisfiannoor, 2021), (Maryani, Nurhadi, & Adnan, 2022), (Utomo, Qomariah, & Nursaid, 2019), (Qomariah, Lusiyati, Nursaid, & Martini, 2022), (Qomariah, Nyoman, & Martini, 2022), (Y. Setiawan & Qomariah, 2022), (Wahyudi, Susbiyani, & Qomariah, 2021), (Sari, Qomariah, & Setyowati, 2020), (Nursaid, Qomariah, Abadi, Satoto, & Utomo, 2020), (Kurniawan, Qomariah, & Cahyono, 2021), (Priyono, Qomariah, & Winahyu, 2018), (Insih et al., 2021), (Qomariah, Hermawan, Isnaini, & Azhad, 2020), (Qomariah, Warsi, & Sanosra, 2020), (Atikah & Qomariah, 2020) states that work motivation can improve employee performance.

Motivation as a driving force for employees to work even better. Factors that allegedly can increase employee motivation are the quality of human resources and work discipline. Research conducted by (Manese, Adolfini, & Walangitan, 2020), (Wiradyatmika, 2022) states that the quality of human resources can increase employee motivation. According to research conducted by (Hutajulu, Sintani, & Meitiana, 2020) states that work discipline can increase work motivation.

This research was conducted in the Lamongan District Court, this is because the Lamongan District Court is one of the central government agencies under the auspices of the Indonesian Supreme Court, while the Indonesian Supreme Court itself is one of the

state institutions in Indonesia. Thus, the purpose of this study was to analyze and determine the impact of human resource quality and work discipline on work motivation and employee performance on employees in the Lamongan District Court.

II. Review of Literature

2.1 Human Resource Management

HRM means managing, managing HR based on the company's vision so that organizational goals can be achieved optimally. Therefore, HRM is also part of Management Science which refers to management functions in carrying out planning, organizing, staffing, leading and controlling processes (Mu'ah, 2002). Human resources are an important asset and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management.

2.2 Quality of Human Resources

The quality of human resources is an integrated ability of the mind and physical power possessed by individuals. Behavior and characteristics are determined by heredity and environment (Hasibuan, 2016). One of the ways to improve the quality of human resources is by participating in education and training according to each individual's ability. Education and training are efforts to develop human resources, especially to develop intellectual abilities and human personality.

2.3 Work Discipline

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2016). There are several factors that affect work discipline, namely exemplary leadership, appreciation, fairness, goals and abilities, firmness, sanctions, two-way communication, and being supervised.

2.4 Work motivation

The definition of motivation is something that can cause, channel, and support human behavior, so that they want to work hard and enthusiastically in achieving optimal results (Hasibuan, 2016). The motivational goals include the following:

1. Increase employee morale and job satisfaction;
2. Increasing employee productivity;
3. Maintaining the stability of the company's employees;
4. Improving the discipline of company employees;
5. Streamlining the procurement of employees.

2.5 Employee Performance

Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly (Mangkunegara, 2016). There is a need for an assessment of employee performance with the intention of providing a good opportunity for employees for their career plans in terms of strengths and weaknesses, so that companies can determine salary payments, provide promotions, and can see employee behavior (Masram & Mu'ah, 2015). Performance appraisal is a process of comparing employee performance with the standards set by the organization. A number of studies have been conducted to determine the effect of the quality of human resources on work motivation.

III. Research Method

The research method used is descriptive quantitative. The object of his research is the Lamongan District Court. The reason for choosing the Lamongan District Court as the research location was because the researchers found a problem that occurred within the institution, namely work discipline. In this study the authors used two data sources, namely primary data sources and secondary data. The population to be used in this study was the Lamongan District Court with 47 research subjects consisting of 35 ASNs and 12 judges and the sample results in this study were taken by non-random sampling so that the respondents in this study were only ASNs at Lamongan District Court as many as 35 person. Data collection methods used are interview methods, documentation methods, questionnaire methods. The data analysis technique uses the PLS (Partial Least Square) version 3 method using two measurement methods, namely the outer model and the inner model.

IV. Result and Discussion

4.1 Measurement Model Testing

In this model using validity test and reliability test. The results of the data analysis for the measurement model are presented in Table 1. below.

Table 1. First Analysis Loading Factor Value

Variable	Statement Indicator	Outer Loading
Quality of Human Resources	X1.1	0,673
	X1.2	0,768
	X1.3	0,154
	X1.4	0,594
	X1.5	0,504
	X1.6	0,486
	X1.7	0,775
Work Discipline	X2.1	0,351
	X2.2	0,882
	X2.3	0,591
	X2.4	0,010
	X2.5	0,506
	X2.6	0,486
	X2.7	0,298
Work motivation	Z1	0,077
	Z2	0,447
	Z3	0,825
	Z4	0,184
	Z5	0,478
	Z6	0,282
	Z7	0,641
Employee Performance	Y1	0,739
	Y2	0,940
	Y3	0,922
	Y4	-0,139
	Y5	0,352
	Y6	0,146
	Y7	-0,044

Based on the results of the analysis in Table 1, it can be seen that all the indicators in question have a factor loading value greater than 0.70. This means that the question indicators used have a level of validity that is in accordance with the requirements. The results of the analysis using SmartPLS 3 to find composite reliability values are presented in Table 2 below.

Table 2. Composite Reliability Value Results

Variable That Used	Composite Reliability Value
Quality of Human Resources (X1)	0,817
Work Discipline (X2)	0,704
Employee Performance (Y)	0,911
Work Motivation (Z)	0,775

4.2 Structural Model Testing

After testing the measurement model that has complied, the next step is to test the structural model. The value of the coefficient of determination can be shown in Figure 1.

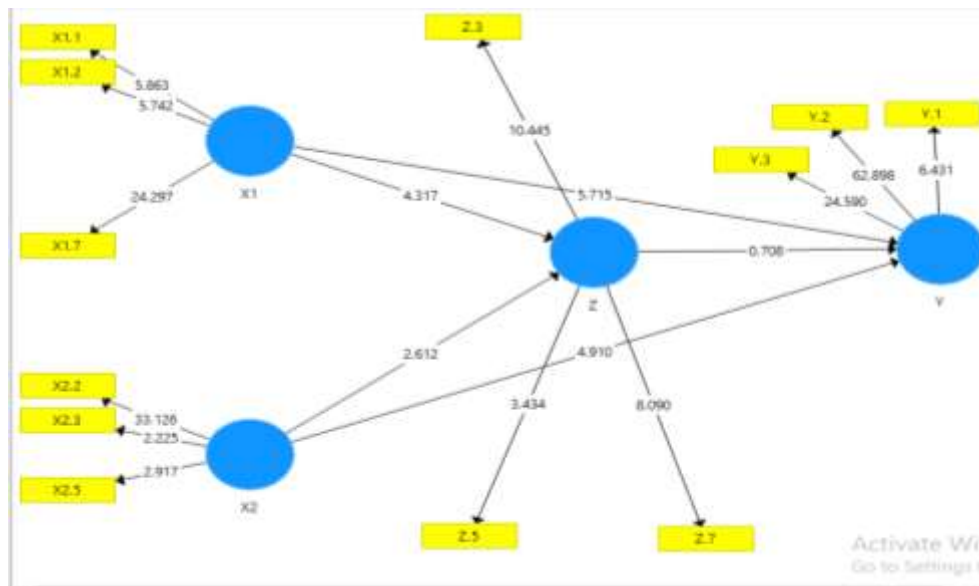


Figure 1. Research Model Results

4.3 Discussion

This section will explain the results of the research analysis on the demographic characteristics of the respondents which are summarized using descriptive statistics. The majority of respondents in this study were male, namely as many as 28 people or 80% of the total number of employees. While the majority of respondents had undergraduate education as many as 21 people or 60% of the total education held by employees at the Lamongan District Court.

First, the first hypothesis in this study proves whether the quality of human resources has an influence on work motivation. Based on the research results obtained, it shows that the quality of human resources has an influence on work motivation with P values = 0.000 < 0.05, so this hypothesis is accepted. If employees have higher quality resources obtained from attending formal education or training, then it will be able to increase employee motivation. These results are also in accordance with previous research, namely Aziz

(2014), Debora (2021) and Rido S (2021) where the results of their research prove that if human resources receive training, both carried out by internal and external agencies, it will increase motivation in employee.

Second, the second hypothesis in this study proves whether work discipline has an influence on work motivation. Based on the research results obtained, it shows that work discipline has an influence on work motivation with $P \text{ values} = 0.027 < 0.05$, so this hypothesis is accepted. If the higher the discipline of employees, it will increase the work motivation of employees. These results are also in accordance with previous research, namely Wisnu (2014) and Pradipto (2015) where the results of their research prove that if every employee has high work discipline, it will further increase work motivation.

Third, the third hypothesis in this study proves whether work motivation has an influence on employee performance. Based on the research results obtained, it shows that work motivation has no effect on employee performance with $P \text{ values} = 0.074 > 0.05$, so this hypothesis is rejected. This is contradictory and inconsistent with the results of Debora's research (2021), (Ardianti, Qomariah, & Wibowo, 2018), (Bentar, Purbangkoro, & Prihartini, 2017), (Sya'roni, Herlambang, & Cahyono, 2018), (Adha, Qomariah, & Hafidzi, 2019), (Solikah, Setyowati, & Sanosra, 2016), (Komaling, Adolfini, & Untu, 2016), (Firdaus, Widyanti, & Khuzaini, 2017), (Hermawan, 2015), (Lopes, 2016), (Qomariah & Setyowati, 2020), (Hanafi & Abadi, 2018), which shows that work motivation has a significant effect on performance. The factors that make work motivation not affect employee performance include, because if there are employees who have more abilities in their work, they will get even more workload and not only do work according to their main tasks. In addition, there are several employees who refuse to be proposed and promoted for promotion because they do not want to bear the risk of getting promotions and transfers that require moving and leaving the area of domicile. This is what causes employee motivation at the Lamongan District Court to be so low. Many employees are too relaxed and have no ambition in a positive direction to be more advanced and better even though these employees actually have the ability.

Fourth, the fourth hypothesis in this study proves whether the quality of human resources has an influence on employee performance. Based on the research results obtained, it shows that the quality of human resources has an influence on employee performance with a $P \text{ value} = 0.000 < 0.05$, so this hypothesis is accepted. If an employee has high-quality resources, whether obtained from attending formal education or training, then his performance will automatically improve. These results are also consistent with previous research, namely Eclipse, et al (2019) where the results of his research prove that if each employee has better quality human resources, employee performance can improve. But the results of the current study are in contrast to the results of previous research, namely Eka Lutifasari, et al (2020) where the results of his research prove that the quality of human resources has no influence on employee performance.

Fifth, the fifth hypothesis in this study proves whether work discipline has an influence on employee performance. Based on the research results obtained, it shows that work discipline has an influence on employee performance with $P \text{ values} = 0.000 < 0.05$, so this hypothesis is accepted. If the higher the employee discipline, the employee's performance will also increase. These results are also in accordance with previous research, namely Wijayanto (2019) where the results of his research prove that if every employee has high work discipline, it will further improve employee performance.

V. Conclusion

The conclusions that can be drawn in this study are 1) the quality of human resources (X1) has an influence on work motivation (Z) of employees supported by research results; 2) Work discipline (X2) has an influence on work motivation (Z) of employees supported by research results; 3) Work motivation (Z) has no effect on employee performance (Y) and is not supported by research results; 4) The quality of human resources (X1) has an influence on employee performance (Y) supported by research results; 5) Work discipline (X2) has an influence on employee performance (Y) supported by research results.

References

- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1), 47. <https://doi.org/10.32528/ipteks.v4i1.2109>
- Amhas, M. (2018). Pengaruh Kualitas Sumber Daya Manusia, Kualitas Pelayanan Dan Kinerja Pegawai Terhadap Kepuasan Pelanggan Pada Kantor Sistem Administrasi Manunggal Satu Atap (Samsat) Makassar 01 Selatan. *Jurnal Mirai Management*, 3(1), 136–149. <https://doi.org/https://doi.org/10.37531/mirai.v3i1.205>
- Ananda, F. R., Junaidi, J., Lubis, Y., & Syaifuddin, S. (2019). Pengaruh Kualitas Sumber Daya Manusia Terhadap Efektivitas Kerja Dan Implikasinya Terhadap Kinerja Karyawan Pelaksana di PT Perkebunan Nusantara III (Persero). *Agrica*, 12(2), 103–109. <https://doi.org/https://doi.org/10.31289/agrica.v12i2.2866>
- Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2017). Pengaruh Fasilitas Kerja, Disiplin Kerja Dan Kompensasi Terhadap Motivasi Kerja Implikasinya Pada Prestasi Kerja Pegawai Negeri Sipil Badan Kepegawaian Pendidikan Dan Pelatihan Provinsi Aceh. *Jurnal Magister Manajemen*, 1(1), 1–10.
- Arda, M. (2017). Pengaruh Kepuasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia Cabang Putri Hijau Medan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 18(1), 45–60. <https://doi.org/10.30596/jimb.v18i1.1097>
- Ardianti, F. E., Qomariah, N., & Wibowo, Y. G. (2018). Pengaruh Motivasi Kerja, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi) EFFECT. *Jurnal Sains Manajemen & Bisnis Indonesia*, 8(1), 13–31.
- Arsyati, A., Darwanis, D., & Djalil, M. A. (2008). Pengaruh Kualitas Sumber Daya Manusia Dalam Kual. *Jurnal Telaah & Riset Akuntansi*, 1(1), 29–49.
- Atikah, K., & Qomariah, N. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(2), 216–227. <https://doi.org/10.5267/j.msl.2020.2.008>
- Azhad, M. N., Anwar, & Qomariah, N. (2015). *Manajemen Sumber Daya Manusia*. Jember: Cahaya Ilmu.
- Azis, A. (2021). Pengaruh Disiplin Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai pada Balai Perhutanan Sosial dan Kemitraan Lingkungan Wilayah Sumatera. *Jurnal Ilmiah Mahasiswa Ekonomi Dan Bisnis [JIMEIS]*, 2(1), 1–11. Retrieved from <http://ejournal.stiemj.ac.id/index.php/ekobis/article/view/26/73>
- Bentar, A., Purbangkoro, M., & Prihartini, D. (2017). Analisis Pengaruh Kepemimpinan, Motivasi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Taman Botani Sukorambi (TBS) JEMBER. *Jurnal Manajemen Dan Bisnis Indonesia*, 3(1),

1–17.

- Candana, D. M., Putra, R. B., & Wijaya, R. A. (2020). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Pada Pt Batang Hari Barisan. *JEMSI, Jurnal Ekonomi Manajemen Sistem Informasi*, 2(1, September). <https://doi.org/10.31933/JEMSI>
- Darmadi, D. (2020). Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Indomaret Cabang Kelapa Dua Gading Serpong Kabupaten Tangerang. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 3(3), 240–247. <https://doi.org/10.32493/frkm.v3i3.5140>.
- Ekasari, N., Harsasi, M., Priyati, R. Y., & Qomariah, N. (2022). The Effect of Work from Home (WFH) and Work Discipline on Employee Performance Through Work-Life Balance (WLB) in the Covid-19 Pandemic : Explanatory Study at BPKAD Office , Bondowoso Regency. *Journal of International Conference Proceedings (JICP) V*, 5(12), 112–127. Retrieved from <https://ejournal.aibpmjournals.com/index.php/JICP/issue/view/85>
- Fathurahman, F. M., & Ahman, E. (2020). Pengaruh Pelatihan Sdm Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Pada Attarakha Photography Bandung. *Eksis: Jurnal Riset Ekonomi Dan Bisnis*, 2(1, September). <https://doi.org/10.31933/JEMSI>
- Firdaus, Widyanti, R., & Khuzaini. (2017). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Komunikasi, Bisnis, Dan Manajemen*, 4(1), 86–98.
- Hanafi, C., & Abadi, S. (2018). Pengaruh Motivasi Kerja, Iklim Organisasi Terhadap Komitmen Organisasi Dan Kinerja Dosen Pendidikan Guru Pendidikan Anak Usia Dini Ikip Pgri Jember. *JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia)*, 8(1), 94–111.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Edisi. Revisi. Jakarta: Bumi Aksara.
- Hermawan, H. (2015). Pengaruh Motivasi Kerja, Kompensasi Finansial Dan Kompensasi Non Finansial Terhadap Prestasi Kerja Karyawan Pada Perusahaan Bintang Mulia Hotel & Resto Jember. *Jurnal Manajemen Dan Bisnis Indonesia*, 1(2), 143–161.
- Hutajulu, Y. M. M., Sintani, L., & Meitiana, M. (2020). Pengaruh disiplin dan budaya kerja terhadap kinerja ASN melalui motivasi kerja Satpol PP Provinsi Kalimantan Tengah. *Journal of Environment and Mangement*, 2(2). <https://doi.org/https://doi.org/10.37304/jem.v2i1.2658>
- Ingsih, K., Yanuardan, R. L., & Suhana, S. (2021). the Role of Work Discipline, Work Motivation, and Organizational Commitment Through Job Satisfaction on Nursing Performance in Indonesia. *Jurnal Aplikasi Manajemen*, 19(4), 838–848. <https://doi.org/10.21776/ub.jam.2021.019.04.12>
- Jufrizen, & Sitorus, T. S. (2021). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Dengan Disiplin Kerja Sebagai Variabel Intervening. *SiNTESa CERED Seminar Nasional Teknologi Edukasi Dan Humaniora*, 2021, 841–856.
- Komaling, H. J., Adolfina, & Untu, V. (2016). The Influences Of Recruitment , Motivation , And Work Environment To The Employee Performance Of PT . Bank Rakyat. *Jurnal Berkala Ilmiah Efisiensi*, 16(01), 738–749.
- Kumarawati, R., Suparta, G., & Yasa, S. (2017). Pengaruh Motivasi Terhadap Disiplin Dan Kinerja Pegawai Pada Sekretariat Daerah Kota Denpasar. *Jurnal Ekonomi Dan Bisnis Jagadhita*, 4(2), 63–75. <https://doi.org/10.22225/jj.4.2.224.63-75>
- Kurniawan, M. A., Qomariah, N., & Cahyono, D. (2021). The Role of Leadership and

- Competence in Improving Work Motivation and Performance of Cooperative Employees. *Journal of Economics, Finance and Management Studies*, 4(10), 1880–1892. Retrieved from <https://ijefm.co.in/current.php>
- Lopes, E. da C. (2016). Pengaruh Motivasi Terhadap Disiplin Kerja Dan Kinerja Pegawai Pada Direccao Geral Dos Servicos Corporativos Ministerio Das Obras Publicas Dili Timor-Leste. *Jurnal Sains Manajemen & Bisnis Indonesia*, 6(2), 158–169.
- Lumentut, M. D. ., & Dotulong, L. O. . (2015). Pengaruh Motivasi, Disiplin, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Bank SULUT Cabang Airmadidi. *Jurnal EMBA*, ISSN: 2303-1174, 3(1), 74–85.
- Manese, L. Es., Adolfini, A., & Walangitan, M. D. (2020). Pengaruh Budaya Organisasi, Kualitas SDM, Disiplin Terhadap Motivasi Dan Kinerja Karyawan Pada PT. PLN (Persero) Area Manado. *Jurnal EMBA*, 8(3), 353–362. <https://doi.org/https://doi.org/10.35794/emba.v8i3.30086>
- Mangkunegara, A. A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Maryani, M., Nurhadi, N., & Adnan, M. A. Bin. (2022). Job Motivation Toward Optimization Of Job Satisfaction Through Employee Performance. *Jurnal Aplikasi Manajemen*, 20(2), 254–262. Retrieved from <https://jurnaljam.ub.ac.id/index.php/jam/article/view/2770/1784>
- Masram, M., & Mu'ah, M. (2015). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatma.
- Mu'ah, M. (2002). *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Muhsin, & Arifa, N. S. (2018). Pengaruh Disiplin Kerja, Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Melalui Motivasi Kerja. *Economic Education Analysis Journal*, 7(1), 374–389. Retrieved from <https://journal.unnes.ac.id/sju/index.php/eeaj/article/view/22888/10801>
- Nilasari, B. M., & Nisfiannoor, M. (2021). Changes In Motivation That Affect Employee Performance During The Covid 19 Pandemic. *Jurnal Aplikasi Manajemen*, 19(2), 435–447. Retrieved from <https://jurnaljam.ub.ac.id/index.php/jam/article/view/2157/1616>
- Nursaid, N., Qomariah, N., Abadi, S., Satoto, E. B., & Utomo. (2020). Improvement of Job Satisfaction Based on Work Motivation , Work Environment , Competence and Compensation for Hospital Employees : Peningkatan Kepuasan Kerja Berdasarkan Motivasi Kerja , Lingkungan Kerja , Kompetensi dan Kompensasi untuk Karyawan Rumah Sa. *Indonesian Journal of Law and Economics Review Vol 7 (2020):*, 7(40), 1–11.
- Porter, M.E. (1999). *Competitive Advantage*, New York: Free Press. 80. New York: Free Press 80.
- Priyono, B. H., Qomariah, N., & Winahyu, P. (2018). Pengaruh Gaya Kepemimpinan, Motivasi Guru Dan Lingkungan Kerja Fisik Terhadap Kinerja Guru Sman 1 Tanggul Jember. *Jurnal Manajemen Dan Bisnis Indonesia*, 4(2), 144. <https://doi.org/10.32528/jmbi.v4i2.1758>.
- Qomariah, N. (2020). *Manajemen Sumber Daya Manusia: Teori, Aplikasi dan Studi Empiris* (1st ed.). Retrieved from https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris
- Qomariah, N., Hermawan, H., Isnaini, N. H., & Azhad, M. N. (2020). How to Improve Employee Performance at Level 1 Health Facilities During the Covid 19 Pandemic ? *International Journal of Engineering Research and Technology*, 13(9), 2511–2518.
- Qomariah, N., Lusiyati, Nursaid, & Martini, N. N. P. (2022). Motivation In Improving

- Employee Performance : With Job Satisfaction. *Jurnal Aplikasi Manajemen*, 20(3), 608–628. <https://doi.org/https://doi.org/10.21776/ub.jam.2022.020.03.12>
- Qomariah, N., Nyoman, N., & Martini, P. (2022). The Influence of Leadership Style , Work Incentives and Work Motivation on the Employees Performance of Regional Revenue Agency. *Journal of Economics, Finance and Management Studies*, 5(07), 1942–1954. <https://doi.org/10.47191/jefms/v5-i7-12>
- Qomariah, N., & Setyowati, T. (2020). The Role of Emotional Intelligence , Spiritual Intelligence And Work Motivation In Improving The Performance of Hotel Employees. *International Journal of Economics and Management Studies*, 7(6), 112–118. <https://doi.org/10.14445/23939125/IJEMS-V7I6P116>
- Qomariah, N., Warsi, W., & Sanosra, A. (2020). How to Improve Vocational Teacher Performance ? Indonesian R Summit, 149–162. Semarang: Aismush Press.
- Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, 10(1), 18–32. <https://doi.org/10.37932/j.e.v10i1.26>
- Safitri, E. (2013). Pengaruh Pelatihan dan Disiplin Kerja Kinerja Karyawan. *Jurnal Ilmiah Manajemen* |, 1(4), 1044–1054. Retrieved from <https://ejournal.unesa.ac.id/index.php/jim/article/view/6262>
- Sanjaya, F. A. (2021). Dampak Budaya Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus : PT Kaltrabu Indah Tour & Travel Banjarmasin). *Jurnal Ilmiah Ekonomi Binis*, 7(1), 070–082.
- Saputri, Y. W., Qomariah, N., & Herlambang, T. (2020). Effect Of Work Compensation , Supervision And Discipline On Work Performance. *International Journal Of Scientific & Technology Research*, 9(01).
- Sari, W., Qomariah, N., & Setyowati, T. (2020). The Role of Emotional Intelligence, Spiritual Intelligence And Work Motivation In Improving The Performance of Hotel Employees. *International Journal of Economics and Management Studies*, 7(6), 112–118. <https://doi.org/10.14445/23939125/ijems-v7i6p116>
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia. Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil* (Cetakan 5). Bandung: PT. Refika Aditama.
- Setiawan, A., Satoto, E. B., & Qomariah, N. (2022). Effect of Transformational Leadership Style, Work Motivation and Work Environment on Employee Performance With Employee Commitment as Intervening Variable (Study on Sub-District in Bondowoso Regency). *International Journal of Management Science and Information Technology*, 2(2), 11–20. <https://doi.org/https://doi.org/10.35870/ijmsit.v2i2.473>
- Setiawan, Y., & Qomariah, N. (2022). The Role of Competence , Leadership , Work Environment and Motivation in Improving Employee Performance. *International Journal of Humanities and Social Science Invention (IJHSSI)*, 11(2), 47–58. <https://doi.org/10.35629/7722-1102014758>
- Sitohang, S. (2009). Pengaruh Kualitas Sumber Daya Manusia Terhadap Kinerja Pengrajin Sentra Industri Kecil Tenun Ikat. *Ekuitas (Jurnal Ekonomi Dan Keuangan)*, 14(1), 57–81. <https://doi.org/https://doi.org/10.24034/j25485024.y2010.v14.i1.227>
- Sofyan, M., M, A. R., Bima, M. J., & Nujum, S. (2016). The Effect Of Career Development And Working Discipline Towards Working Satisfaction And Employee Performance In The Regional Office Of Ministry Of Religious Affairs In South Sulawesi. *The Effect Of Career Development And Working Discipline Towards Working Satisfaction And Employee Performance In The Regional Office Of Ministry Of Religious Affairs In South Sulawesi*, 5(3), 51–57.

- Solikah, I., Setyowati, T., & Sanosra, A. (2016). PENGARUH REWARD , PUNISHMENT DAN MOTIVASI KERJA Terhadap Produktivitas Kerja Karyawan Pada Ptpn Xii (Persero) Kebun Jatirono Kalibaru. *Manajemen Dan Bisnis Indonesia*, 2(1), 91–105.
- Sugiono, E., & Vitaloka, D. S. (2019). Analysis the effect of work stress, work discipline and turnover intention on employees performance mediated by job satisfaction at pt. Epson indonesia, jakarta. *International Journal of Scientific and Technology Research*, 8(12), 2574–2580.
- Suharto, A. Al. (2012). Pengaruh kualitas sumber daya manusia, komitmen dan motivasi terhadap kinerja pegawai pada inspektorat kabupaten kediri. *Jurnal Ilmu Manajemen, REVITALISASI*, 1(3), 67–79. Retrieved from <http://publikasi.uniska-kediri.ac.id/data/uniska/revitalisasi/revitalisasivol1no3des2012/Revitalisasi-Vol1no3Des2012-07. Agus Ali Suharto.pdf>
- Sulistiogo, A. (2017). Kinerja UMKM: Dampak Kualitas SDM Dan Akses Informasi Terhadap Akses Permodalan Ari. *Jurnal Dinamika Manajemen Dan Bisnis*, 2(1), 1–11. <https://doi.org/https://doi.org/10.21009/JDMB.02.1.5>
- Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia (Cetakan ke tujuh)*. Jakarta: Kencana Prenada Media.
- Sya'roni, Herlambang, T., & Cahyono, D. (2018). Dampak Motivasi, Disiplin Kerja Dan Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru. *Jurnal Sains Manajemen & Bisnis Indonesia*, 8(2), 131–147.
- Syahputra, F. (2021). Pengaruh Disiplin Kerja, Etika Dan Konflik Kerja Terhadap Kinerja Karyawan Pada PT. Pasti Jaya Elektrik Medan. *Jurnal Ilmiah Mahasiswa Ekonomi Dan Bisnis [JIMEIS]*, 1(4), 1–13. Retrieved from <http://repository.umsu.ac.id/handle/123456789/15898>
- Tilaar, N. R., Sendow, G. M., & Jorie, R. J. (2017). Pengaruh Kualitas Kehidupan Kerja, Disiplin Kerja dan Kompensasi Terhadap Produktivitas Kerja Pegawai Pada Kantor Dinas Lingkungan Hidup Provinsi Sulawesi Utara. *Jurnal EMBA*, 5(2), 2070–2078.
- Titisari, P., Susanto, A. B., & Permatasari, Y. (2021). The Role of Internal Communication, Work Discipline, And Employee Loyalty on Employee Performance. *Quality - Access to Success*, 22(184), 166–170. <https://doi.org/10.47750/qas/22.184.21>
- Utomo, A. W., Qomariah, N., & Nursaid. (2019). The Impacts of Work Motivation , Work Environment , and Competence on Performance of Administration Staff of dr . Soebandi Hospital Jember East Java Indonesia. *International Journal of Business and Management Invention (IJBMI)*, 8(09), 46–52. Retrieved from [http://www.ijbmi.org/papers/Vol\(8\)9/Series-2/G0809024652.pdf](http://www.ijbmi.org/papers/Vol(8)9/Series-2/G0809024652.pdf)
- Wahyudi, H., Susbiyani, A., & Qomariah, N. (2021). Pengaruh Diklat Dan Komitmen Organisasi Terhadap Kinerja Dengan Motivasi Sebagai Variabel Intervening Pada Pejabat Struktural Pemerintah Kabupaten *Jurnal Sains Manajemen Dan Bisnis Indonesia*, 11(2), 108–123. <https://doi.org/https://doi.org/10.32528/jsmbi.v11i2>
- Wiradyatmika, A. A. G. A. (2022). Peran Motivasi Sebagai Variabel Mediasi Pada Pengaruh Kualitas Sumber Daya Manusia Terhadap Kinerja Karyawan Koperasi Di Kabupaten Badung. *Jurnal Satyagraha*, 05(01), 30–36. <https://doi.org/https://doi.org/10.47532/jis.v5i1.353>
- Wiryawan, T. W., Risqon, R., & Noncik, N. (2020). Pengaruh Lingkungan Kerja Terhadap Motivasi Dan Disiplin Serta Dampaknya Pada Kinerja (Effect Of Work Environment On Motivation And Discipline And Its Impact On Performance). *Ekomabis*, 01(01), 59–78. Retrieved from <https://ejournal.unsrat.ac.id/index.php/emba/article/view/9659>