

## Impact of Punishment and Discipline on Employee Performance

Nurul Sariyono<sup>1</sup>, Toni Herlambang<sup>2</sup>, Ni Nyoman Putu Martini<sup>3</sup>, Nurul Qomariah<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Muhammadiyah Jember, Indonesia

[nurul.sariyono@gmail.com](mailto:nurul.sariyono@gmail.com), [toniherlambang@unmuhjember.ac.id](mailto:toniherlambang@unmuhjember.ac.id), [nurulqomariah@unmuhjember.ac.id](mailto:nurulqomariah@unmuhjember.ac.id)

### Abstract

*Employee performance is an important thing to get attention in every line of the organization. Performance is a benchmark for the success of an organization. As a public organization, it is also required to provide the best service by improving employee performance. This research was conducted in Mayang District, Jember Regency, targeting all local ASN. The purpose of the study was to examine the effect of sanctions and discipline on ASN performance. Using a quantitative research method based on the philosophy of positivism, from a population of 215 ASN, 123 representative samples were taken with the Slovin formula. Data analysis used descriptive analysis, validity tests and reliability tests of research data, and direct influence tests. The results of the study showed that partial sanctions did not have a positive and significant effect on ASN performance. Employee discipline has been shown to have a significant positive effect on performance.*

*Punishment; discipline; employee performance.*



### I. Introduction

State Civil Apparatus (ASN) is a profession for Civil Servants and government employees with work agreements who work in government agencies. Discussion of ASN is part of state personnel management under the authority of the President as head of government (Article 4 paragraph 1 of the 1945 Constitution of the Republic of Indonesia). ASN is a state administrator found in all lines of government. The implementation of state administration activities is carried out by ASN as a human resource driving the government bureaucracy. Employee discipline is one of the main pillars in maintaining the efficiency and effectiveness of government administration at the local level. Discipline is also useful for educating employees to comply with and obey existing regulations, procedures, and policies so as to produce good performance (Sinambela, 2011). ASN in Mayang District occupy several agencies including in the Education, Health, Market Service, Water Service, Regional Revenue Service and others as well as in the District Office itself. Human Resources who become ASN in Mayang sub-district have different tendencies, both in terms of discipline and performance, this cannot be separated from the HRD owned by each ASN. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRD) that is able to work effectively and efficiently (Mu'ah, 2002). Human Resource Management (HRD) has a central role in managing factors that affect employee performance (Azhad et al., 2015). HRD is a series of activities that include planning, organizing, implementing, and supervising various aspects, such as recruitment, development, awards, integration, utilization and distribution of workers, with the aim of achieving institutional goals (A. A. P. Mangkunegara, 2018). Facing increasing competition, public sector services are also required to be able to provide maximum service. This maximum service is a benchmark that employee performance is good. Therefore, improving employee performance needs serious attention from the leadership of

an organization or company. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (A. A. P. Mangkunegara, 2018). Employee performance is very important in the company's efforts to achieve its goals (Qomariah, 2020). Performance in an organization can increase due to the imposition of sanctions and discipline from existing employees.

In an organization, rewards and punishments are policies that are often implemented to motivate employees to work hard. Punishment is a threat of punishment or punishment that aims to improve employee performance, maintain applicable regulations and provide lessons to employees who commit violations. According to (Sardiman, 2011), punishment can be defined as a form of negative reinforcement that becomes a motivational tool if given appropriately and wisely in accordance with the principles of punishment. Sanctions against inappropriate behavior in the work environment are often an important part of management efforts to improve employee performance. The effect of sanctions on performance has a complex role and can affect various aspects of organizational productivity and effectiveness. Research by (Mulyati, 2024) on employees of the Fried Onion Factory UD. Sinar Tani Pagundan found that punishment had a positive and significant effect on employee performance. While other research, namely (Frimayasa et al., 2023) on employee performance at PT Askrido (Persero) Jakarta, stated that the punishment variable had a positive and significant effect on employee performance. Other studies that also discuss the problem of the relationship between punishment were conducted by (Gunawan et al., 2023), (Sari et al., 2021), (Ikhsan, 2022), (Chairunnisa et al., 2022). Meanwhile, research from (Nainggolan et al., 2024), (Arief et al., 2024), (Suak et al., 2017) stated that punishment had no effect on performance. Discipline is also a factor that must receive attention in relation to employee performance. According to (Flippo, 2013), the definition of discipline is every effort to coordinate a person's behavior in the future using laws and rewards. The definition of discipline is an attitude of respecting and appreciating applicable regulations, both written and unwritten, and being able to carry them out and not refusing to accept sanctions if he violates the duties and authorities given to him (Hasibuan, 2016). According to (Zainal et al., 2018), the definition of discipline is an aspect of life that must exist in society. Therefore, this discipline problem must receive serious attention from all parties, both in institutions or organizations. By being disciplined, all tasks assigned by the leadership will be completed on time. By being disciplined, employee performance can also increase. This is proven by the findings of the research results. Research by (Sanjaya, 2021) on employees of PT. Kaltrabu Indah Tour & Travel Banjarmasin stated that work culture and work discipline on employee performance. Meanwhile, research from (Darmadi, 2020; Titisari et al., 2021), (Azis, 2021; Syahputra, 2021; Wiryawan et al., 2020), (Ekasari et al., 2022), (Saputri et al., 2020), (Mu'ah et al., 2023), (Ingsih et al., 2021), (Qomariah & Utamy, 2023), (Anggrainy et al., 2017), (Muhsin & Arifa, 2018), (Hutajulu et al., 2020), (Munawaroh, 2019), (Istiqomah & Suhartini, 2015), (Widyawati, 2021), (Jumadil et al., 2023), (Jufrizen & Hadi, 2021), (Rosalina & Wati, 2020), (Fathurahman & Ahman, 2020), (Hutajulu et al., 2020), (Arda, 2017), (Tilaar et al., 2017), (Rivaldo & Nabella, 2023), also stated that work discipline can improve performance.

Based on the information obtained, it can be seen that the performance of ASN employees in the Mayang District, Jember Regency has not shown any improvement or achievement of targets, and there are still employees who have not conducted performance assessments. This indicates that the implementation of the main tasks and functions by ASN employees in the Mayang District, Jember Regency, Jember Regency is still not

optimal. Referring to these findings, the researcher attempted to identify several important factors that are relevant as solutions to improve performance and overcome the problems encountered in this study. This study focuses on 215 State Civil Apparatus (ASN) employees in Mayang District, Jember Regency. This study aims to evaluate how the imposition of sanctions and discipline improves ASN performance.

## II. Review of Literature

### 2.1 Interest

Every employee who violates the applicable regulations is given a punishment in accordance with the provisions in force in the agency or organization. The purpose of giving sanctions is so that employees have a sense of fear, so that it is hoped that they will not repeat their actions again. According to (A. A. A. P. Mangkunegara, 2018), the implementation of sanctions for disciplinary violations by giving warnings must be immediate, consistent, and impersonal. Indicators of sanctions given to employees who violate:

1. Warning

Employees who do not comply with work discipline are given a first, second or third warning letter. This warning is given with the aim that employees understand the regulations that have been violated.

2. Sanctions are given immediately

The imposition of these sanctions will adjust the policies contained in the organization or agency, with the aim that employees understand the sanctions for those who violate the regulations in the organization.

3. Sanctions are given consistently

Employees who are not disciplined in carrying out their work must be given sanctions consistently, so that employees understand and can appreciate the policies that apply in the agency or organization.

4. Sanctions are given impersonally

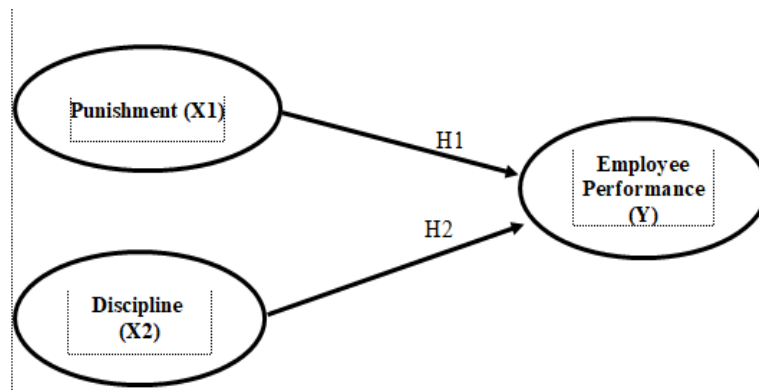
Sanctions for employees who are not disciplined in carrying out their work should not be differentiated between one employee and another, the imposition of these sanctions must also be based on the regulations in force in the organization or agency. This is intended so that employees are aware that work disciplinary actions apply to all employees who violate the policy.

### 2.2 Discipline

Discipline is a person's awareness to be willing and able to control themselves and obey the rules or values that have been agreed upon. Work discipline is an obligation of the office or agency where they work to pay attention to employee work discipline so that employee work improves more than before and employees do not do unimportant activities during working hours. Work discipline is a concept in the workplace or management to require employees to behave regularly. The definition of discipline is a person's behavior that is in accordance with regulations, existing work procedures or attitudes and behaviors and actions that are in accordance with the regulations of the organization, both written and unwritten (Sutrisno, 2015). Work discipline is a person's behavior that is in accordance with regulations, existing work procedures or discipline is an attitude, behavior, and actions that are in accordance with the regulations of the organization, both written and unwritten. Discipline refers to attitudes or behaviors related to work that comply with relevant work norms verbally or in writing.

### 2.3 Performance

According to (Siagian, 2015), performance is the result of a person's job function or activities in an organization that is influenced by various factors to achieve organizational goals within a certain period of time. The definition of performance can be interpreted as the results of work that have been achieved by completing tasks and responsibilities that have been given within a certain period of time (Qomariah, 2020). According to (Rivai, 2019), performance includes all actions or activities of an organization within a period with reference to standards such as efficiency, responsibility, and management accountability.



*Figure 1. Research Conceptual Framework*

### 2.4 Hypothesis developed

H1: Punishment has a significant influence on employee performance

H2: Discipline has a significant influence on employee performance

## III. Research Method

This study uses a quantitative method with a systematic, empirical, and critical approach to analyze the effect of disciplinary sanctions on ASN performance in Mayang District, Jember Regency. The study population included 215 ASN with a sample of 100 respondents taken randomly using the simple random sampling technique. Data were collected through observation, documentation, interviews, and questionnaires, then processed through editing and coding processes. The main instrument of this study was a questionnaire that had been tested for validity and reliability. Observation and interview techniques were used to obtain accurate data on ASN discipline and performance. Documentation was used to collect secondary data from various official sources. Through systematic data analysis, this study aims to provide in-depth insight into the effect of sanctions and discipline on ASN performance in Mayang District, Jember Regency.

## IV. Result and Discussion

### 4.1 Validity Test Results

The validity test shows that each indicator is in accordance with the theories that define a construct (Solihin & Ratmono, 2013). Validation criteria are carried out using the loading factor value (cross-loadings factor) which must be more than 0.70. The results of the validity test analysis of this study for the variables of sanctions, discipline and employee performance are presented in Table 1 below.

#### 4.2 Validity and Reliability Test Results

The validity test was conducted by looking at the cross loading value of the indicators used in this study. The reliability test was conducted by looking at the cronbach alpha value. The results of the validity test and reliability test are presented in Table 1 and Table 2 below.

**Table 1.** Validity Test Results

Variable	Indicator	Loading Factor Value	Results
Punishment (X1)	X2.1	0,840	Valid
	X2.2	0,846	Valid
	X2.3	0,934	Valid
	X2.4	0,851	Valid
Discipline (X2)	Z1.2	0,804	Valid
	Z1.3	0,853	Valid
	Z1.4	0,843	Valid
Employee Performance (Y)	Y1.1	0,815	Valid
	Y1.2	0,829	Valid
	Y1.3	0,782	Valid
	Y1.4	0,843	Valid

#### 4.2 Reliability Test Results

Reliability testing aims to ensure that the research instrument used can measure the concept consistently without bias. The results of data processing using related to the results of the reliability test are presented in Table 2.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Results
Punishment (X1)	0,891	Reliable
Discipline (X2)	0,780	Reliable
Employee Performance (Y)	0,834	Reliable

#### 4.3 Results of Calculation of Direct Influence Path Coefficient

At this stage, the effect of sanctions (X1) and discipline (X2) on employee performance (Y) will be tested in Mayang District, Jember Regency. The path coefficient value can be seen in Table 3 below.

**Table 3.** Direct Influence Path Coefficient Values

Relationship Between Variables	Path Coefficient t	P Values
Punishment (X1) → Employee Performance (Y)	-0,080	0,639
Discipline (X2) → Employee Performance (Y)	0,560	0,000



#### 4.4 The Effect of Sanctions (X1) on Employee Performance (Y)

Based on the first hypothesis (H1) which states that sanctions have an effect on employee performance, a coefficient value of -0.080 is obtained with a  $p$ -value of 0.639. Because the  $p$ -value is smaller than  $\alpha$  ( $0.639 > 0.05$ ),  $H_0$  is accepted. Thus, the hypothesis stating that sanctions have a significant effect on employee performance in ASN in Mayang District, Jember Regency is not proven true or  $H_1$  is rejected. This is because sanctions are ineffective in motivating employees to improve performance, possibly due to a lack of positive encouragement or inconsistency in their application. This supports research (Nainggolan et al., 2024), (Arief et al., 2024), (Suak et al., 2017) which states that sanctions do not have a significant effect on employee performance. Meanwhile, research (Gunawan et al., 2023), (Sari et al., 2021), (Ikhsan, 2022), (Chairunnisa et al., 2022) states that the imposition of sanctions has an impact on performance.

#### 4.4 The Influence of Employee Discipline (X2) on Employee Performance (Y)

Based on the second hypothesis (H2) which states that discipline affects employee performance, a coefficient value of 0.560 is obtained with a  $p$ -value of 0.001. Because the  $p$ -value is smaller than  $\alpha$  ( $0.001 < 0.05$ ),  $H_0$  is rejected so that employee discipline has a significant effect on employee performance at ASN in Mayang District, Jember Regency. Thus,  $H_2$  is accepted. This is due to employee discipline which increases work efficiency, punctuality, and compliance with regulations, so that it has a positive impact on employee performance. This study supports previous studies by (Azis, 2021; Syahputra, 2021; Wiryawan et al., 2020), (Ekasari et al., 2022), (Saputri et al., 2020), (Mu'ah et al., 2023), (Ingsih et al., 2021), (Qomariah & Utamy, 2023), (Anggrainy et al., 2017), (Muhsin & Arifa, 2018), (Hutajulu et al., 2020), (Munawaroh, 2019), (Istiqomah & Suhartini, 2015), stating that discipline affects performance.

### V. Conclusion

1. Punishment (X2) does not have a significant effect on employee performance (Y) with a coefficient of -0.080 and a  $p$ -value of 0.639. This may be due to the ineffectiveness of sanctions in motivating employees to improve performance.
2. Employee discipline (Z) has a significant effect on Employee Performance (Y) with a coefficient of 0.560 and a  $p$ -value of 0.000. High discipline increases efficiency and compliance with rules, which has a positive impact on performance.

### References

- 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. <https://jurnal.usk.ac.id/JMM/article/view/10227/8072>
- 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>
- Arief, S., Setyadi, Y., & Suhariyanto, J. (2024). ANALISIS PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA DENGAN BANTUAN WEB SISTEM PENILAIAN KARYAWAN. *Jurnal Ekonomi Sinergi (JES)*, 8(2), 97–106. <https://doi.org/10.36277/geoekonomi.v15i1.2024.427>

- Azhad, M. N., Anwar, & Qomariah, N. (2015). *Manajemen Sumber Daya Manusia*. 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. <http://ejournal.stiemj.ac.id/index.php/ekobis/article/view/26/73>
- Chairunnisa, C., Habibi, P., & Pamungkas, N. T. (2022). PENGARUH REWARD (PENGHARGAAN) DAN PUNISHMENT (HUKUMAN) TERHADAP KINERJA KARYAWAN DI PT. JAMKRINDO. *ASSETS*, 10(1), 1–52. <https://doi.org/10.21608/pshj.2022.250026>
- 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. <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>
- Flippo, E. B. (2013). *Personel Management (Manajemen Personalia)*, Edisi. VII Jilid II, Terjemahan Alponso. Erlangga.
- Frimayasa, A., Windayanti, Fathiani, Rahmat, & Febrian, W. D. (2023). Effect Of Reward And Punishment On Employee Performance Of PT. Revelation Of Septyan Bengkulu. *Jurnal Ekonomi, Manajemen, Bisnis Dan Akuntansi Review*, 3(1), 179–186. <https://doi.org/10.53697/emba.v3i1.1227>
- Gunawan, A., Sopandi, E., Salsabila, M., Pangestu, M. I., & Assifah, R. (2023). PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA KARYAWAN PT. BINTANG TOEDJOE CIKARANG. *Jurnal Manajemen*, 11(1), 1–9.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia: Edisi Revisi*. Bumi Aksara.
- 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>
- Ikhsan, M. F. (2022). Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan PT X. *Jurnal Agristan*, 4(2), 103–113. <https://doi.org/10.37058/agristan.v4i2.5495>
- 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>
- Istiqomah, S. N., & Suhartini, S. (2015). Pengaruh disiplin kerja dan iklim komunikasi terhadap kinerja pegawai Dinas Perhubungan Kota Yogyakarta, dengan motivasi kerja sebagai variabel intervening. *Jurnal Siasat Bisnis*, 19(1), 89–97. <https://doi.org/10.20885/jsb.vol19.iss1.art8>

- Jufrizen, J., & Hadi, F. P. (2021). Pengaruh Fasilitas Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Sains Manajemen*, 7(1), 35–54. <https://doi.org/10.30656/sm.v7i1.2277>
- Jumadil, W., Rosdiana, R., & Hasan, M. H. (2023). Pengaruh Disiplin Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai dengan Motivasi Kerja Sebagai Variabel Intervening pada Dinas Pertanian Kota Tidore Kepulauan. *Jurnal Sinar Manajemen*, 10(1), 41–53. <https://doi.org/10.56338/jsm.v10i1.3069>
- Mangkunegara, A. A. P. (2018). *Manajemen Sumber Daya Manusia Perusahaan* (14th ed.). Remaja Rosdakarya.
- Mangkunegara, A. A. P. (2018). *Manajemen Sumber Daya Manusia, Cetakan Kedua*. PT Remaja Rosdakarya.
- Mu'ah, M. (2002). *Manajemen Sumber Daya Manusia*. Grasindo.
- Mu'ah, M., Firdawati, Y., Mas'adah, M., Masram, M., & Qomariah, N. (2023). The Role of HR Quality and Work Discipline in Improving the Motivation and Performance of District Court Employees. *Budapest International Research and Critics Intitute Journal (BIRCI)*, 6(3), 1378–1388. <https://doi.org/https://doi.org/10.33258/birci.v6i3.7660>
- 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. <https://jurnal.usk.ac.id/JMM/article/view/10227/8072>
- Mulyati, E. (2024). PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING (Survei pada Karyawan Pabrik Bawang Goreng UD. *Sinar Tani Pagundan*). *JIMEB*, 1(1), 1–9.
- Munawaroh, I. (2019). Pengaruh Disiplin dan Lingkungan terhadap Motivasi Kerja dan Dampaknya pada Kinerja Pegawai di Dinas Tenaga Kerja dan Transmigrasi Provinsi Sumatera Selatan. *Jurnal Ilmu Manajemen*, 8(1), 22. <https://doi.org/10.32502/jimn.v8i1.1554>
- Nainggolan, H., Anhar, B., & Wulandari, D. (2024). PENGARUH DISIPLIN KERJA REWARD DAN PUNISHMENT TERHADAP KINERJA BERDASARKAN PERSEPSI KARYAWAN HOTEL MAXONE BALIKPAPAN. *JOURNAL GEOEKONOMI*, 15(1), 151–160. <https://doi.org/10.36277/geoekonomi.v15i1.2024.427>
- Qomariah, N. (2020). *Manajemen Sumber Daya Manusia: Teori, Aplikasi dan Studi Empiris* (1st ed.). Pustaka Abadi. [https://www.researchgate.net/publication/356291163\\_MANAJEMEN\\_SUMBER\\_DAYA\\_MANUSIA\\_Teori\\_Aplikasi\\_dan\\_Studi\\_Empiris](https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris)
- Qomariah, N., & Utamy, N. P. (2023). The Role of Competence, Work Discipline and Work Environment Improving Employee Performance in Cooperatives in Jember Regency. *Ekspektra*, 7(2), 152–167. <https://doi.org/http://dx.doi.org/10.25139/ekt.v7i2.6861>
- Rivai, V. (2019). *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktek*. PT RajaGrafindo Persada.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Quality - Access to Success*, 24(193), 182–188. <https://doi.org/10.47750/QAS/24.193.20>
- 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>
- 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).
- Sardiman, A. M. (2011). *Interaksi dan Motivasi Belajar Mengajar*. Raja Grafindo Persada.
- Sari, S. S. M., Khaanah, S., Pasha, S., & Sanjaya, V. F. (2021). Pengaruh Motivasi, Reward Dan Punishment Terhadap Kinerja Karyawan (Studi kasus Klinik Kecantikan Puspita Bandar Lampung). *Jurnal Ilmu Manajemen Saburai (JIMS)*, 7(1), 57–66. <https://doi.org/10.24967/jmb.v7i1.1070>
- Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia*. Edisi pertama Cetakan Keduapuluh Tiga. Bumi Aksara.
- Sinambela, L. (2011). *Reformasi Pelayanan Publik*. Bumi Aksara.
- Solihin, M., & Ratmono, D. (2013). *Analisis SEM-PLS dengan WarpPLS*. Pustaka Pelajar.
- Suak, R., Adolfina, & Uhing, Y. (2017). Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Sutanraja Hotel Amurang. *Emba*, 5(2), 1050–1059.
- Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia (Cetakan ke tujuh)*. Kencana Prenada Media.
- 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. <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>
- Widyawati, E. (2021). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja pegawai melalui motivasi kerja di dinas kelautan dan perikanan provinsi jawa timur. *Soetomo Business Review*, 2, 106–112. <https://ejournal.unitomo.ac.id/index.php/sbr/article/view/3512>
- Wiryanan, 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. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/9659>
- Zainal, V. R., Ramly, M., Mutis, T., & Arafah, W. (2018). *Manajemen Sumber Daya Manusia Untuk Perusahaan: dari Teori Ke Praktik*. Rajawali Pers.