

The Influence of Work Motivation and Work Discipline on Employee Performance Mediated by Job Satisfaction at the Office of Social Services

Nadya Galuh Prabandini¹, Sudaryoto², Tri Mardiana³

Received: 22.06.2022 Reviewed: 06.07.2022 Accepted: 20.07.2022

Abstract

The purpose of this study was to examine the effect of work motivation and work discipline on employee performance mediated by job satisfaction at the Yogyakarta City Social Service Office. The research method used is the census method conducted on 51 respondents. Data collection was carried out using the questionnaire method, which was measured with a Likert scale which was then calculated using path analysis (Path Analysis). This study has the following results: (1) Work motivation has a direct effect on the performance of Yogyakarta City Social Service employees; (2) Work discipline has a direct effect on the performance of Yogyakarta City Social Service employees; (3) Work motivation has an indirect effect on the performance of Yogyakarta City Social Service employees through job satisfaction; (4) Work discipline has an indirect effect on the performance of Yogyakarta City Social Service employees through job satisfaction.

Keywords: Work Motivation, Work Discipline, Job satisfaction, Employee Performance.

Introduction

Organizations have various kinds of resources as 'inputs' to be converted into 'outputs' in the form of goods or services. These resources include capital or money, technology to support the production process, methods or strategies used to operate, people, and so on. Among these various kinds of resources, human or human resources (HR) is the most important element. An organization must be accompanied by goals to be achieved, both short-term and long-term goals. Every business person definitely wants performance that tends to continue to rise. According to Khandekar and Sharma (2006), one of the significant determinants of performance or long-term competitive advantage is the ability of the related organizational human resources.

Performance is said to be the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011). Every company has almost the same goals related to performance, namely always making various efforts to improve the performance of employees in the organization or company, either with internal or external encouragement. One that influences the performance of an employee is the individual factor itself, namely work motivation. According to Mitchell in Robbins (2006),

¹ Universitas Pembangunan Nasional "Veteran" Yogyakarta, nadyagaluh931@gmail.com

^{2,3} Universitas Pembangunan Nasional "Veteran" Yogyakarta

motivation is a process that also determines the intensity of direction and individual persistence in trying to achieve goals. Motivation is an encouragement to act on a series of human behavior processes by considering the direction, intensity, and persistence in achieving goals. However, in reality motivation alone is not enough to produce a good performance. One of the problems that almost all organizations or companies face is the growing discipline of employees. Work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of the organization or company, which exist within an employee, which causes the employee to adjust voluntarily to the rules and regulations of the organization or company (Hamali, 2016).

Hamali (2016) states that discipline will be instilled in employees if the organization has appropriate compensation, exemplary leaders, definite rules, firm leaders, and good supervision. So that if high work motivation and work discipline have been achieved, it will also create high job satisfaction in the organization. So, in other words, work motivation and high awareness of discipline during work will give a sense of satisfaction for the work done. Sunyoto (2012) defines job satisfaction as an individual characteristic of a person so that he has a different level of satisfaction according to the value system that applies to him. This is due to the differences in each individual. Job satisfaction felt by employees can come from various aspects, such as satisfaction with the salary/rewards received, satisfaction with the work environment that is owned, satisfaction with existing management, and so on.

With that in mind, the formulation of the problem in this study is as follows: 1) Does work motivation have a direct effect on employee performance at the Yogyakarta City Social Service Office? 2) Does work discipline have a direct effect on employee performance at the Yogyakarta City Social Service Office? 3) Does work motivation have an indirect effect on employee performance through job satisfaction at the Yogyakarta City Social Service Office? 4) Does work discipline have an indirect effect on employee performance through job satisfaction at the Yogyakarta City Social Service Office?

The aims of this study are as follows: 1) To find out and analyze the direct effect of work motivation on employee performance at the Social Services Office of the City of Yogyakarta. 2) To find out and analyze the direct effect of work discipline on employee performance at the Social Service Office of the City of Yogyakarta. 3) To find out and analyze the indirect effect of work motivation on employee performance through job satisfaction at the Yogyakarta City Social Service Office. 4) To find out and analyze the indirect effect of work discipline on employee performance through job satisfaction at the Yogyakarta City Social Service Office.

Literature Review

Turnover Intention

The meaning of word performance comes from the word job performance and is also called actual performance or work performance, or actual achievements that have been achieved by an employee. Performance is the achievement of organizational goals that can be formed in the form of quantitative or qualitative outputs, creativity, flexibility, reliability, or other things that can be desired by the organization. Bernardin and Russel (2003) state that performance is a record of gains resulting from the function of a particular job or activity during a certain period of work.

Work Motivation

Gray (Winardi, 2012) defines motivation as the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm in carrying out certain activities. Meanwhile, Sutrisno (2016) states that motivation is a factor that encourages a person to carry out a certain activity. Therefore motivation is often interpreted as a driving factor for one's behavior.

Work Discipline

Work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of the organization or company, which exist within an employee, which causes the employee to adjust voluntarily to the rules and regulations of the organization or company (Hamali, 2016). Work discipline is an attitude of awareness and willingness of employees to comply with all regulations and norms that apply within a company (Hasibuan, 2013). The discipline of an employee reflects how much responsibility he does.

Job Satisfaction

Hasibuan (2011) defines that job satisfaction as a pleasant emotional attitude and loving his job. This attitude is reflected in work morale. The satisfaction that exists in individuals will vary because the level of satisfaction or not someone is relatively relative. This satisfaction will have an impact on the attitude or way of behavior of an employee in doing everything. While job satisfaction is defined, according to Suparyadi (2015), as "a positive attitude based on the evaluation results of what is expected to be obtained through the efforts made in carrying out a job with the results or rewards it receives".

Hypothesis

The formulation of the hypothesis based on previous theory and research, which was proposed in this study, includes:

H1. Work motivation has a direct effect on employee performance at the Yogyakarta City Social Service Office

H2. Work discipline has a direct effect on employee performance at the Social Service Office of the City of Yogyakarta.

H3. Work motivation has an indirect effect on employee performance through the variable job satisfaction at the Yogyakarta City Social Service Office.

H4. Work discipline has an indirect effect on employee performance through the variable of job satisfaction at the Yogyakarta City Social Service Office.

Methods

Sampling and Procedures

This research was conducted at the Yogyakarta City Social Service Office, the data obtained in this study were taken using a questionnaire distributed to employees who work at the Yogyakarta City Social Service Office with a total of 51 respondents. Respondents were asked to fill out statements that had been made with a Likert scale

of 1 (strongly disagree) to 5 (strongly agree). In this study, the analysis technique used was Path Analysis from the SPSS version 20.0 for windows.

Measures

Employee Performance (Y1)

Performance can be said to be the output of work performed by employees or employees. Some performance is carried out as the main performance, there is also additional performance. The performance of civil servants themselves is based on PP no. 30 of 2009 is defined as the performance of civil servants is the work achieved by each civil servant in the organization/unit in accordance with the SKP and work behavior. Employee performance was measured using an instrument PP No 30 of 2009 Article 10 Paragraph 3, a 5-point Likert-type scale with 8 items.

Work Motivation (X1)

Work motivation is needed to achieve maximum performance. Work motivation was measured using an instrument developed by Maslow, a 5-point Likert-type scale with 16 items.

Work Discipline (X1)

Work discipline can be said to reflect how much responsibility a person has for the work he is carrying out. How an employee is able to adapt or comply with the regulations that apply to the agency. Work Discipline was measured using an instrument developed by Afandi (2016), a 5-point Likert-type scale with 8 items.

Job Satisfaction (Z)

An employee's satisfaction with the work he does will affect how total their contribution to their work is. Job satisfaction was measured using an instrument developed by Fred Luthans (2006), a 5-point Likert-type scale with 10 items.

Data Analysis

The hypothesis was tested using ANOVA (analyses of variance). ANOVA is used to test for differences between a number of population means by comparing variances. This is done by giving the null hypothesis to the data population. And test the mediation hypothesis is done by doing the Sobel test. The Sobel test is carried out by looking at the indirect effect exerted by the mediating variable, namely Job Satisfaction.

Result and Discussion

Result

Based on Table 1, overall the Yogyakarta City Social Service Office employees are dominated by 27 female employees or 52.9%, 12 employees aged 51 to 55 years or 23.5%, with 11 years of service up to 20 years as many as 21 employees or 41.2%. Then, with a bachelor's level of education (S1), there are 26 employees or 51%.

Table 1. Characteristics of Yogyakarta Social Service Office Employees

Employees Identity	Category	Frequency	Percentage
Gender	Male	24	47,1%
	Female	27	52,9,8%
Total		51	100%
Age	20 s/d 25 Years	1	1,96 %
	26 s/d 30 Years	5	9,80%
	31 s/d 35 Years	4	7,84%
	36 s/d 40 Years	8	15,69%
	41 s/d 45 Years	6	11,76%
	46 s/d 50 Years	6	11,76%
	51 s/d 55 Years	12	23,5%
	56 s/d 60 Years	9	17,6%
Total		51	100%
Last Educatioon	SMP	1	2,0%
	SMA /SLTA	16	31,4%
	Diploma	4	7,8%
	S1	26	51,0%
	≥ S2	4	7,8%
Total		51	100%
Service Period	1 s/d 10 Years	13	25,5%
	11 s/d 20 Years	21	41,2%
	21 s/d 30 Years	14	27,5%
	> 30 Years	3	5,9%
Total		52	100%

Source: Primary data processing results, 2021

Table 2. Regression Path Analysis Work Motivation on Job Satisfaction

Variable	B	Std. Error	Koef. Path	t	Sig.t	Sig. 5%
Work Motivation	0,496	0,031	0,918	16,521	0,000	Significant

Dependent Variable : Job Satisfaction

Adj. R Square = 0,839

Source: Primary data processing results, 2021

Table 3. Regression Path Analysis Work Motivation on Employee Performance through Employee Satisfaction

Variable	B	Std. Error	Koef. Path	T	Sig.t	Sig. 5%
Work Motivation	0,289	0,059	0,575	4,849	0,000	Significant
Job Satisfaction	0,361	0,110	0,390	3,287	0,002	Significant

Dependent Variable : Employee Performance

Adj. R Square = 0,889

Source: Primary data processing results, 2021

Table 4. Path Analysis Supervisor and Coworker Support for Work Engagement

Variabel	B	Std. Error	Koef. Path	T	Sig.t	Sig. 5%
Work Discipline	1,067	0,075	0,896	14,151	0,000	Significant

Dependent Variable : Job Satisfaction

Adj. R Square = 0,799

Source: Primary data processing results, 2021

Table 5. Path Analysis Effect of Work Discipline on Employee Performance through Employee Satisfaction

Variabel	B	Std. Error	Koef. Path	T	Sig.t	Sig. 5%
Work Discipline	0,410	0,130	0,371	3,141	0,003	Significant
Job Satisfaction	0,542	0,110	0,584	4,944	0,000	Significant

Dependent Variable : Employee Performance

Adj. R Square = 0,863

Source: Primary data processing results, 2021

Based on the results of the regression equation path analysis 1 in Table 2, the regression equation is obtained as follows:

$$Z = 0.918X_1 + e$$

Based on the path analysis results in Table 3, the regression equation is obtained as follows:

$$Y = 0.575X_1 + 0.390Z + e$$



Figure 2. Estimating the Path Coefficient of Relationships Between Variables
Source: Data processed by Researchers (2021)

The path analysis for the regression equation can be seen in Table 4. Based on the results of the regression equation path analysis in Table 4, the regression equation is obtained as follows:

$$Z = 0.896X_2 + e$$

Based on the results of the path analysis in Table 5, the regression equation is obtained as follows:

$$Y = 0.371X_2 + 0.584Z + e$$

So, from the results of calculating the estimated hypothesis relationship model that has been done above, it can be concluded in the form of a path diagram as seen in Figure 2.

Hypothesis Testing

Hypothesis 1: Work Motivation Has a Direct Influence on Employee Performance at the Social Service Office of the City of Yogyakarta

Based on table 3 regarding the influence between work motivation and employee performance, a path coefficient of 0.575 (positive) is obtained. This means if work motivation increases, then employee performance will also increase, and vice versa, if work motivation decreases, the employee's performance will also decrease. From the results of the significance test with the t statistic, the t_{test} is 4.849, and the probability value (p) is 0.000. This is also supported by a simple regression conducted on the variable work motivation on employee performance which has a significance of 0.000 ($<0.05 = \text{significant}$). Because $p < 0.05$ (significant), then hypothesis one is accepted.

Hypothesis 2: Work Discipline Has a Direct Influence on Employee Performance at the Yogyakarta City Social Service Office

Based on Table 3, which shows the effect of work discipline on the performance of employees of the Yogyakarta City Social Service Office, a path coefficient of 0.371 (positive) and a probability value (p) of 0.003 ($p > 0.05$) are obtained. This means that work discipline has a significant positive influence. So, if work discipline increases, performance will increase, and vice versa. This is also supported by a

Table 6. Direct Effect, Indirect Effect, and Total Effect of Work Motivation on Employee Performance through Job Satisfaction

<i>Direct Effect</i>	
X1 → Y (P1)	= 0,575
<i>Indirect Effect</i>	
X1 → Z → Y (P2 x P5) = 0,918 x 0,390	= 0,358
<i>Total Effect</i>	
(<i>Direct Effect</i> + <i>Indirect Effect</i>) = 0,575 + 0,358	= 0,933

Source: Primary Data, processed 2021

simple regression carried out on the work discipline variable on employee performance which has a significance of 0.000 (<0.05 = significant). Based on these results, the second hypothesis is accepted.

Hypothesis 3: Work motivation has an indirect effect on employee performance through the variable job satisfaction at the Yogyakarta City Social Service Office

The results of the calculation of path analysis (Path Analysis) on the effect of Work Motivation (X1) on Employee Performance (Y) through Job Satisfaction (Z) show an indirect effect and a total effect. The following is the calculation of the indirect effect and the total effect:

Based on Table 6 above, it is known that work motivation has a *direct effect* of 0.575, and results are also obtained for the indirect *effect* of work motivation on employee performance through job satisfaction of 0.358. So that the total effect (total effect) is $0.575 + 0.358 = 0.933$, thus the total effect is greater than the direct effect, so the variable of job satisfaction can be a mediating variable.

The Sobel test was used in this study to see the effect of the mediating variable, namely job satisfaction. So to calculate the significance value of the job satisfaction variable as a mediating variable, the following equation is used:

$$\begin{aligned}
 SP5P9 &= \sqrt{P5^2 SP3^2 + P3^2 SP5^2 + SP3^2 SP5^2} \\
 P5P9 &= \sqrt{(0,361)^2 (0,031)^2 + (0,496)^2 (0,11)^2 + (0,031)^2 (0,11)^2} \\
 &= \sqrt{(0,130321)(0,000961) + (0,246016)(0,012100) + (0,000961)(0,012100)} \\
 &= \sqrt{0,000125238 + 0,002976794 + 0,000011628} \\
 &= \sqrt{0,003113660} \\
 &= 0,055800179
 \end{aligned}$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the P_3P_5 with the formula:

$$\begin{aligned}
 t_{\text{test}} &= \frac{p3p5}{Sp3p5} \\
 t_{\text{test}} &= \frac{(0,496)(0,361)}{0,055800179}
 \end{aligned}$$

$$t_{\text{test}} = \frac{0,179056}{0,055800179}$$

$$t = 3,208879$$

From the calculation above, it can be seen that the result of the t_{test} is 3.208879, which is greater than the t_{table} with a significance of 5 %, which is equal to 2.00758. So it can be concluded that the variable job satisfaction can be a mediating variable because $t_{\text{test}} > t_{\text{table}}$.

Based on the several stages and calculations above, it can be concluded that the variable of job satisfaction can be a mediating variable between the influence of work motivation on the performance of employees or employees of the Yogyakarta City Social Service. So the third hypothesis is accepted.

Hypothesis 4. Work discipline has an indirect effect on employee performance through variables

The results of path analysis calculations (Path Analysis) on the influence of Work Discipline (X2) on Employee Performance (Y) through Job Satisfaction (Z) show an indirect effect and a total effect. Table 7 shows the calculation of the indirect effect and the total effect.

Based on Table 7, it is known that work discipline has a direct effect of 0.371, and results are also obtained indirect effect on work motivation on employee performance through job satisfaction of 0.523. So that the total effect (total effect) is $0.371 + 0.523 = 0.894$, thus the total effect (total effect) is greater than the direct effect, so the variable of job satisfaction can be a mediating variable.

The Sobel test was used in this study to see the effect of the mediating variable, namely job satisfaction. So to calculate the significance value of the job satisfaction variable as a mediating variable, the following equation is used:

Table 7. Direct Effect, Indirect Effect, and Total Effect of Work Discipline on Employee Performance through Job Satisfaction

<i>Direct Effect</i>	
X2 → Y (P2)	= 0,371
<i>Indirect Effect</i>	
X2 → Z → Y (P4 x P6) = 0,896 x 0,584	= 0,523
<i>Total Effect</i>	
<i>(Direct Effect + Indirect Effect) = 0,371 + 0,523 = 0,894</i>	

Source: Primary Data, processed 2021

$$\begin{aligned}
 SP4P6 &= \sqrt{P6^2 SP4^2 + P4^2 SP6^2 + SP4^2 SP6^2} \\
 SP5P9 &= \sqrt{(0,542)^2 (0,075)^2 + (1,067)^2 (0,110)^2 + (0,075)^2 (0,110)^2} \\
 &= \sqrt{(0,293764)(0,005625) + (1,139779)(0,012100) + (0,005625)(0,012100)} \\
 &= \sqrt{0,001652423 + 0,013791214 + 0,000068063} \\
 &= \sqrt{0,015511699} \\
 &= 0,124545971
 \end{aligned}$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the P4P5 coefficient with the formula:

$$t_{\text{test}} = \frac{p4p6}{Sp4p6}$$

$$t_{\text{test}} = \frac{(1,067)(0,542)}{0,124545971}$$

$$t_{\text{test}} = \frac{0,5786392}{0,124545971}$$

$$t = 4,64598893$$

From the calculation above, it can be seen that the t_{test} is 4.64598893, which is larger than the t_{table} with a significance of 5%, which is 2.00758. So it can be concluded that the variable job satisfaction can be a mediating variable because $t_{\text{test}} > t_{\text{table}}$. Based on the several stages and calculations above, it can be concluded that the variable job satisfaction can be a mediating variable between the influence of work discipline on the performance of employees or employees of the Yogyakarta City Social Service. So that the fourth hypothesis is accepted.

Discussion

Direct Effect of Work Motivation on Employee Performance

Path analysis that has been carried out to see the effect of Path analysis that has been carried out to see the direct effect of work motivation variables on employee performance variables based on questionnaire data from employees of the Yogyakarta City Social Service obtained a path coefficient value of 0.575 and a value significance of 0.000. This means that there is a significant positive direct effect between the variables of work motivation on the performance of Yogyakarta City Social Service employees, and the first hypothesis of this study is proven or accepted. This result is in line with Kasmir's statement (2016) that the more motivated a person is to do something, the more performance will increase, and vice versa, the more unmotivated a person is to do his job, the more performance will decrease. Maria Rini Kutriarningsih et al. (2016) also stated that work motivation has a positive and significant effect in their research entitled "The Influence of Work Motivation, Leadership and Organizational Climate on Employee Performance at the Semarang City Culture and Tourism Office."

Direct Effect of Work Discipline on Employee Performance

The direct effect of work discipline on employee performance has a path coefficient of 0.371 and a significance value of 0.003, which indicates a direct, positive, and significant relationship that occurs between work discipline and employee performance. Thus, the second hypothesis, which states that there is a direct

relationship between work discipline variables on employee performance, is accepted or proven. The results obtained are in line with the research of Zainul Hidayat and Muhammad Taufiq (2012), "The Influence of the Work Environment and Work Discipline and Work Motivation on Employee Performance at the Lumajang Regional Water Supply Company (PDAM), which has the result that work discipline has a significant effect on employee performance. In addition, other studies also showed the same results as the research conducted by M. Aditya Putra Pratama and Fahresti Nurdiana (2017), "The Effect of Organizational Commitment and Work Discipline on Employee Performance Through Job Satisfaction as an Intervening Variable."

Indirect Effect of Work Motivation on Employee Performance Mediated by Job Satisfaction

Based on the results of path analysis (path analysis), it was found that work motivation has an indirect effect on employee performance through job satisfaction. This can be seen from the Sobel value obtained with a tcount of 3.208879, which is greater than the ttable with a significance of 5%, namely 2.00758. So it is concluded that hypothesis 3, which states that there is an indirect effect between work motivation on performance and job satisfaction as a mediating variable, is accepted. This is in line with previous research conducted by Lidia Husri and Hotlan Siagian, "The Effect of Work Motivation on Employee Performance Through Job Satisfaction as a Mediation Variable for Employees of PT. Borwita Citra Prima Surabaya," which states that there is an indirect relationship between work motivation and job satisfaction through job satisfaction. Another study that has a similar nature belongs to Murti and Srimulyani (2013) concerning "The Influence of Motivation on Employee Performance with Job Satisfaction Mediating Variables in PDAM Kota Madiun."

Indirect Effect of Work Discipline on Employee Performance Mediated by Job Satisfaction

Based on the results of path analysis (path analysis), it was found that work discipline has an indirect effect on employee performance through job satisfaction. This can be seen from the Sobel value obtained with the tcount result of 4.64598893, which is greater than the ttable with a significance of 5%, namely 2.00758. So it is concluded that hypothesis 4, which states that there is an indirect effect between work discipline on performance and job satisfaction as a mediating variable, is accepted. This is in line with previous research conducted by M. Aditya Putra Pratama and Fahresti Nurdiana (2017), "The Effect of Organizational Commitment and Work Discipline on Employee Performance Through Job Satisfaction as an Intervening Variable." Which states there is an indirect influence of work discipline variables on performance through job satisfaction.

Conclusion

The results obtained in the study entitled "The Influence of Work Motivation, Work Discipline on Employee Performance Mediated by Job Satisfaction at the Yogyakarta City Social Service Office" led to the conclusion that the four hypotheses in this study were fully accepted. In short, the results of this study are summarized as follows:

1. Work motivation has a positive and significant effect on employee performance (Hypothesis 1 Accepted)

2. or discipline has a positive and significant effect on employee performance (Hypothesis 2 Accepted)
3. Work motivation has an indirect effect on employee performance through job satisfaction (Hypothesis 3 Accepted)
4. Work discipline has an indirect effect on employee performance through job satisfaction (Hypothesis 4 Accepted).

Management Implication

In research, suggestions are addressed to 3 parties related to this research, namely suggestions will be given to companies or agencies, suggestions will also be given to further researchers, and the last one will be given to academics. The following are suggestions given from this research:

For Agencies

The results of the research conducted this time have obtained quite good results, seen from how the four variables, namely work motivation, work discipline, job satisfaction, and the performance of the Yogyakarta City Social Service employees, are good, but efforts must continue to be made to maintain, and not to have decreased, in such ways as:

1. Instilling a spirit of discipline in employees of the Yogyakarta City Social Service thoroughly and regularly so that it will become a habit for Yogyakarta City Social Service employees
2. Increasing the level of supervision of each employee's performance with a transparent assessment system and balanced by providing continuous work motivation
3. Conducting a survey on job satisfaction experienced by employees of the Yogyakarta City Social Service in order to avoid unwanted things such as employees who underestimate work and so on

For Researchers

Further research can be carried out by ignoring this, but this research becomes more effective and relevant by adding several other variables that also affect employee performance. These variables, for example, are performance allowances, organizational commitment, and so on.

For Academics

This research can be used as literature material for academics. However, academics must not forget the limitations of this research and continue to develop.

References

- Akbar Setiady, Purnomo, & Husaini Usman, 2008. *Metodologi Penelitian Sosial*. Jakarta: Bumi Aksara.
- Arikunto, Suharsimi. (2012). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta

- Fathoni, Abdurrahman. *Organisasi dan Manajemen Sumber Daya Manusia*. Jakarta : Rineka Cipta
- Ghozali, Imam, (2011), *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam, (2018), *Aplikasi Analisis Multivariate Dengan Program SPSS*, Semarang: Badan Penerbit Universitas Diponegoro.
- Harahap, Sandhi Fialy dan Satria Tirtayasa. 2020. *Pengaruh Motivasi, Disiplin dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu*. Maneggio: Jurnal Ilmiah Magister Manajemen homepage: Vol 3, No. 1.
- Hardani, dkk. 2020. *Metode Penelitian Kualitatif dan Kuantitatif*. Yogyakarta : Pustaka Ilmu
- Hasibuan, Malayu S. P. 2007. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- _____. 2009. *Manajemen Sumber Daya Manusia* (Edisi revisi cetakan ke tiga belas). Jakarta: PT Bumi Aksara.
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik) (1st ed.)*. Jakarta: PT Raja Grafindo Persada.
- Lusri, Lidia dan Siagian, Hotlan. 2017. *Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan PT. Borwita Citra Prima Surabaya*. Agora Vol. 5, No. 1
- Mangkunegara, Anwar Prabu. 2009. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : PT Remaja Rosdakarya
- Murti, H., & Srimulyani, V. A. (2013). *Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasan Kerja Pada PDAM Kota Madiun*. JRMA Jurnal Riset Manajemen Dan Akuntansi, 1(1), 10– 17.
- Peraturan Pemerintah Nomor 30 Tahun 2019 (www.bkn.go.id Diakses pada 20 November 2020)
- Pratama, M. Aditya Putra dan Fareshti Nurdiana Dihan. 2017. *Pengaruh Komitmen Organisasional Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening*. Jurnal Bisnis Teori Dan Implementasi, Vol. 8 No. 2 : 115-135
- Ribhan. 2008. *Hubungan Karakteristik individu Dengan Kinerja Karyawan Melalui Komitmen Organisasi sebagai variabel Mediasi (Studi Kasus oada PT Chandra Superstore Tanjung Karang Bandar Lampung)*. Jurnal Bisnis Dan Manajemen, Vol.4 No.2
- Robbins, S. 2002. *Perilaku Organisasi*. Jakarta: Erlangga
- _____. 2006. *Perilaku Individu*. Jakarta : Erlangga
- Roziqin, Muhammad Zainur. 2010. *Kepuasan Kerja*. Malang : Averroes Press
- Sari, Laksmi Permata. 2016. *Pengaruh Karakteristik Individu*. Fakultas Ekonomi Bisnis UMP

Sekartini, Ni Luh,. 2016. Pengaruh Kemampuan Kerja , Disiplin Kerja, Motivasi Kerja terhadap Kepuasan Kerja dan Kinerja Karyawan Administrasi Universitas Warmadewa. JAGADHITA : Jurnal Ekonomi & Bisnis Vol. 3, No 2.

Simanjuntak, Payaman J. Manajemen dan Evaluasi Kinerja. Lembaga penerbit Fakultas Ekonomi Universitas Indonesia. Jakarta : 2005

Sugiyono. 2011. Statistika untuk Penelitian. Bandung : CV Alfabeta

_____. 2013. Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: CV. Alfabeta

_____. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: PT Alfabeta.

_____. 2017. Metode Penelitian Kombinasi (Mixed Methods). Bandung: Alfabeta