

The Effect of Work Discipline and Work Motivation on Employee Performance: A Case Study at The Regional Secretariat of Southeast Sulawesi Province

Valintia Monika¹, Ratri Wahyuningtyas²

^{1,2} Distance Learning Master of Management Study Program, School of Economics and Business, Telkom University, Indonesia

Article Info

Article history:

Received July, 2026

Revised September, 2026

Accepted September, 2026

Keywords:

ASN;

Employee Performance;

PNS;

Work Discipline;

Work Motivation

ABSTRACT

Employee performance is a crucial factor in achieving organizational goals, particularly in government agencies that are required to provide effective and high-quality public services. Performance is influenced not only by employees' ability to perform their duties but also by work discipline and work motivation, where discipline ensures compliance with rules and responsibilities, while motivation drives employees to perform optimally. This study aims to analyze the effect of work discipline and work motivation on employee performance at the Southeast Sulawesi Provincial Secretariat using a quantitative approach with data collected from 210 respondents through questionnaires. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4, including evaluation of both the measurement model (outer model) and structural model (inner model). The results show that both work discipline and work motivation have a positive and significant effect on employee performance, with work motivation exerting a stronger influence. Descriptively, work discipline is categorized as very high (87.71%), work motivation as high (76.98%), and employee performance as good (82.38%), indicating that improvements in discipline and motivation contribute to better employee performance. The findings imply that organizations should continuously strengthen work discipline and motivation, maintain well-performing aspects, and improve weaker areas through proportional workload management, clear career development systems, and a conducive work environment, while reinforcing teamwork and leadership commitment to support sustainable performance improvement.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Name: Valintia Monika

Institution: Distance Learning Master of Management Study Program, School of Economics and Business, Telkom University, Indonesia

Email: valintia@student.telkomuniversity.ac.id

1. INTRODUCTION

Human resources with the necessary capabilities and potential are essential for carrying out various activities within an

organization, as the organization's vision and mission can only be optimally achieved if those responsible for implementing these activities are carefully selected. Therefore, organizations must prioritize human

resources as a key factor that must be strategically managed through the implementation of human resource management [1]. Human resource management itself aims to support organizational activities effectively and efficiently in accordance with established strategic objectives [2], in line with the perspective of [3], who emphasize that the most important asset in an organization is its workforce the people who play a role within it and therefore requires serious attention in its management, while [4] explains that the workforce or employees play a central role related to human aspects such as goals, thoughts, feelings, and desires, which directly influence individuals' attitudes and behaviors toward their work, ultimately impacting work performance, dedication, and the level of commitment to their assigned tasks.

Given the important role of employees in an organization, [5] emphasizes that every organization will continue to strive to improve the capabilities of its employees in the hope that organizational goals can be achieved, because employee capacity is reflected in performance, and outstanding performance is maximum performance; thus, employee performance is positioned as one of the organization's key assets that must be a priority for leaders, including within government agencies. The Regional Secretariat of Southeast Sulawesi Province

serves as a staff unit tasked with assisting the Governor in policy formulation and administrative coordination regarding the implementation of regional government duties and administrative services. All of its employees hold the status of Civil Servants (ASN); consequently, performance management and improvement are crucial aspects in supporting the effectiveness of government administration.

The Province of Southeast Sulawesi was established as a First-Level Province pursuant to Government Regulation in Lieu of Law (Perpu) No. 2 of 1964 in conjunction with Law No. 13 of 1964, with its capital in Kendari, and currently has 49 regional agencies consisting of staff, operational, and support units, with the Regional Secretariat falling under the staff category. It functions as a center for coordination, communication, and facilitation between the Governor and all regional agencies to ensure the synchronization of development programs and the effectiveness of governance. In this context, the Regional Secretariat is led by the Regional Secretary, who reports to the Governor and is assisted by three Assistant Regional Secretaries, each of whom oversees work units within their respective fields, thereby ensuring that this structure supports the coordinated and systematic execution of governmental functions.



Figure 1. Employee Performance Chart for 2023–2024
Source: Processed Data, 2025

Figure 1 shows that employee performance at the Southeast Sulawesi Provincial Secretariat generally remains in the “good” category, though there were fluctuations between 2023 and 2024. In 2023, the majority of employees fell into the “good” category at 93.29% and the “very good” category at 6.71%, with no employees in the “poor” or “needs improvement” categories. However, in 2024, the composition shifted: the “very good” category increased to 18.84%, while the “good” category decreased to 80.90%, and the “poor” category which had not existed previously began to appear at 0.25%. This situation indicates an improvement in certain aspects of employee performance but also suggests variations and a decline among a small portion of employees, necessitating managerial attention to maintain overall performance consistency.

According to [6], the success of government agencies depends heavily on employee contributions, particularly through the performance they deliver, while [7] explain that performance is the result of work

both in terms of quality and quantity achieved by employees based on established organizational standards. Furthermore, [5] emphasizes that individual factors such as family background and experience also influence performance, where values such as discipline, responsibility, and honesty which are formed early on can carry over into the work environment and directly influence employees’ work behavior.

Additionally, there has been an increase in the number of disciplinary violations at the Southeast Sulawesi Provincial Secretariat, rising from 1 case in 2023 to 2 cases in 2024, all of which involved unexcused absences spanning several consecutive workdays. Although this increase is relatively small, it still indicates a trend toward declining employee discipline; therefore, this issue requires attention to prevent a rise in violations in the future and to continuously strengthen workplace discipline.

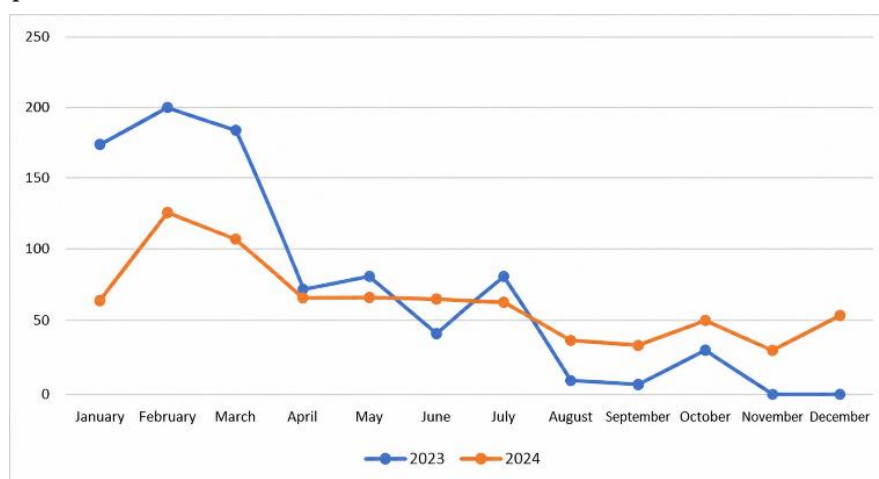


Figure 2. Graph of the Number of Unexcused Absences in 2023–2024 at the Southeast Sulawesi Provincial Secretariat

Source: Processed Data, 2025

Based on the data in Figure 2, it can be seen that the number of employee absences at the Southeast Sulawesi Provincial Secretariat fluctuated each month in 2023 and 2024. Overall, the number of absences decreased from 881 in 2023 to 753 in 2024, indicating a cumulative improvement in employee attendance rates. However, when comparing the same months, there was an increase in six

months of 2024 namely June, August, September, October, November, and December each of which showed a rise compared to the previous year; for example, June increased from 43 to 63, August from 9 to 35, and December from 0 to 53. This situation indicates that although there was an overall decline, there were still patterns of rising absenteeism during certain periods,

necessitating further evaluation to maintain consistency in employee discipline. According to [8], the absenteeism rate is a key indicator for measuring employee work discipline; the lower the absenteeism rate, the higher the level of work discipline among employees. Work discipline is also reflected in compliance with applicable work rules and procedures, thereby fostering an orderly and efficient work environment. In line with [9], work discipline refers to employees' voluntary willingness to adhere to all applicable work rules and norms; thus, any form of violation reflects negligence in the fulfillment of work responsibilities.

Furthermore, absenteeism rates can also reflect employees' work motivation. According to [10], work motivation refers to both internal and external drives that influence the direction, intensity, and persistence of an individual's work efforts. This is supported by [11], who state that high absenteeism rates reflect low work motivation, whereas low absenteeism indicates high work motivation, which ultimately leads to improved employee performance and productivity. Based on various research findings, work discipline and work motivation have been shown to have a significant effect on employee performance [12], [13], [14], [15]. Therefore, further research is needed to analyze the influence of these two variables on employee performance at the Regional Secretariat of Southeast Sulawesi Province.

Based on the research background described above, the research questions in this study are: how does work discipline affect employee performance at the Regional Secretariat of Southeast Sulawesi Province, and how does work motivation affect employee performance at that agency? Meanwhile, the objective of this study is to determine and analyze the influence of work discipline and work motivation on employee performance at the Regional Secretariat of Southeast Sulawesi Province.

2. LITERATURE REVIEW

2.1 *Organizational Behavior*

Essentially, people interact to collaborate or compete in achieving individual and organizational goals, where individuals as both founders and members of an organization play a role in managing all organizational assets, both physical (such as human resources, technology, and finances) and non-physical. Consequently, organizations aim to meet individual needs while achieving shared goals that require structured governance or management. In this context, organizational behavior is defined as the study of individual and group behavior within organizations [16], in line with [4], who emphasizes that organizational behavior analyzes the influence of individuals, groups, and structures on actions within an organization to enhance effectiveness, as well as [17], who states that organizational behavior encompasses the interactions of individuals and groups and their impact on the efficient achievement of goals. [18] add that organizational behavior encompasses the people-related functions of an organization including structure, processes, and culture with six key characteristics: a way of thinking, a multidisciplinary approach, a humanistic orientation, a performance orientation, the scientific method, and an application-oriented focus [18], so that, overall, organizational behavior is the study of understanding, predicting, and managing work behavior to enhance organizational effectiveness.

2.2 *Work Discipline*

Work discipline is a crucial aspect within an organization because it requires employees' abilities, skills, and willingness to work diligently and consistently toward achieving organizational goals. In the same vein, [19] define work discipline as the level of employee compliance with organizational rules, procedures, and norms, which is important for shaping employee behavior

and maintaining operational consistency. [20] explains that discipline refers to obedient and compliant behavior in carrying out tasks, which also reflects the effectiveness of leadership, self-control, and employee commitment. [8] define work discipline as attitudes and actions that conform to both written and unwritten rules, accompanied by sanctions if violated, while [21] emphasizes the awareness and willingness to comply with rules and to work in an orderly and consistent manner. Discipline also fosters a positive, productive, and ethical work culture [22], and in the context of civil servants, it is regulated by Government Regulation No. 94 of 2021, which reaffirms the moral and professional responsibilities of state officials.

Factors influencing work discipline, according to [8], include compensation, leadership by example, supervision, enforcement of rules, and attention to employees. [9] adds objective evaluation, firm leadership, a fair compensation system, close supervision, and consistent disciplinary sanctions. In terms of measurement, [23] include attendance, compliance with rules and work standards, and vigilance, while [8] emphasizes absenteeism, rule compliance, time effectiveness, and responsibility. [24] categorizes these into punctuality and work responsibility; therefore, this study adopts the dimensions proposed by [23] as they are considered the most comprehensive.

2.3 Work Motivation

Motivation derives from the word “motif,” which refers to the driving force within an individual to achieve specific goals. [25] states that motivation is a state that drives employees in a directed manner toward achieving organizational goals, while [10] emphasizes that motivation drives individuals to initiate and direct work behavior. Within an organization, motivation functions as psychological energy that stimulates, directs, and

sustains work behavior to ensure optimal performance. Elida, as cited in [26], adds that motivation serves as a driver, a guide, and a reinforcer of behavior, because without motivation, performance will not be optimal. Motivation is also influenced by internal and external factors that determine the direction, intensity, and duration of work behavior [25].

[27] state that motivation determines the intensity, direction, and persistence of work and influences performance because highly motivated individuals tend to be more diligent, high-achieving, and loyal. [28] adds that motivation boosts work enthusiasm so that employees can optimize their abilities, while [29] emphasizes that low motivation reduces performance due to a lack of drive. Motivation is influenced by internal factors such as self-perception, self-confidence, needs, and achievements, as well as external factors such as the work environment, team, and compensation [30], and by intrinsic and extrinsic factors such as responsibility, recognition, and promotion [31]. In terms of measurement, McClelland, as cited in [32], explains the dimensions of achievement, affiliation, and power needs, while [33], add behavioral orientation, effort, and perseverance; and Robbins, as cited in [34] outline security, opportunities for growth, working conditions, salary, and work relationships; thus, this study employs McClelland's dimensions as presented in [32] because they are most focused on measuring employee work motivation.

2.4 Employee Performance

High-quality employees are capable of delivering optimal performance through the efficient use of resources in carrying out their duties; thus, the higher the quality of employees, the greater the performance they generate in supporting the organization's effectiveness and efficiency [35].

[36] Employees, as human resources, play a crucial role in supporting organizational performance

by carrying out their duties and responsibilities to achieve organizational goals. [37] as a fundamental pillar in determining an organization's long-term success.

[38] similarly state that employee performance refers to work achievements carried out by employees in fulfilling their obligations within an organization over a specific period. Performance can be understood as work achievements or outcomes attained by individuals or groups within an organization based on the authority and responsibilities they hold to achieve organizational goals in a legitimate manner, in accordance with applicable laws, norms, and ethics [39], where performance also constitutes a series of employee activities in the process of achieving predetermined targets [40] and reflects the quality and quantity of an individual's work output in carrying out their duties [41], such that performance represents the extent to which an individual is able to carry out their duties and responsibilities optimally [42].

Factors influencing performance include knowledge management, information and communication technology, employee empowerment, innovation and creativity, as well as organizational culture, which play a role in enhancing work effectiveness [43], while [34] adds the factors of ability,

motivation, and work environment as important determinants, where ability encompasses potential and education, motivation relates to internal drive, and the work environment includes both the physical and social conditions surrounding employees. In terms of measurement, employee performance can be assessed through the dimensions of quality, productivity, job knowledge, trust, and availability according to [44], as well as punctuality, creativity, and responsibility according to [34], while [45] adds dimensions such as loyalty, work achievement, honesty, discipline, cooperation, leadership, work experience, initiative, competence, and responsibility; however, this study employs the dimensions proposed by [44] as they are considered most relevant in the context of employee performance measurement.

2.5 Theoretical Framework and Hypothesis Development

According to [46], a theoretical framework is a model of the relationships between variables that is logically and systematically constructed based on theory and prior research. In this study, employee performance is influenced by work discipline and work motivation, both of which are hypothesized to have partial and simultaneous effects on employee performance in the government sector, as shown in Figure 3.

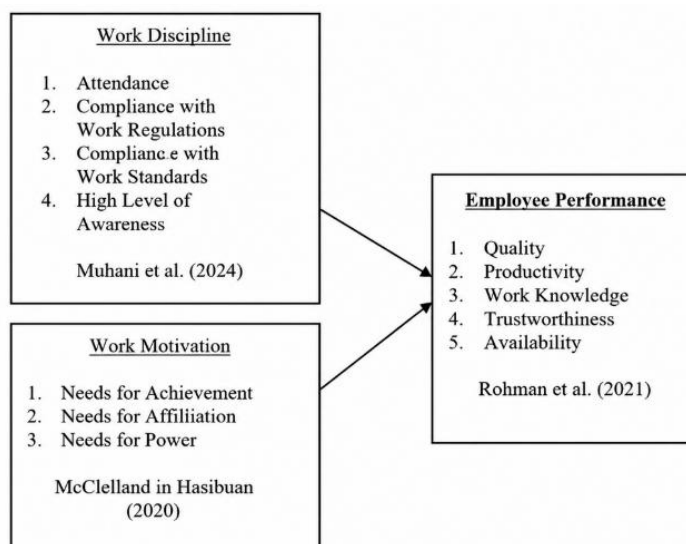


Figure 3. Conceptual Framework

A study conducted by [47], found that work discipline has a positive and significant effect on employee performance. This aligns with the research by [13], which also showed that work discipline has a positive and significant effect on employee performance. The results of both studies indicate that work discipline plays a crucial role in enhancing employee performance in both the public and private sectors; thus, the higher the level of employee discipline, the greater the likelihood of achieving optimal performance. In line with [29], improved work discipline increases the likelihood that employees will achieve better work results, whereas without good discipline, an organization will find it difficult to meet its expected targets, as discipline reflects an individual's awareness and willingness to comply with organizational rules and applicable norms. Thus, it can be concluded that the higher the level of work discipline, the better the employee performance.

H1: Work Discipline Influences Employee Performance

A study conducted by [14], found that work motivation has a positive and significant influence on employee performance, consistent with the research by [15] which also showed similar results: that work motivation has a positive and significant influence on employee performance. The results of both studies confirm that the higher an employee's work motivation, the better their performance; thus, work motivation is a crucial factor in improving performance quality across various agencies. In line with [27], motivation is a crucial element in an organization that influences employee performance; employees with high motivation tend to work harder, achieve better results, and demonstrate greater loyalty to the organization. Thus, these findings indicate that enhancing work motivation must be a primary focus in human resource management to ensure

that employee performance can be continuously optimized

H2: Work Motivation Influences Employee Performance

2.6 Previous Research and Research Gaps

Previous research indicates that the variables of work discipline and work motivation have a consistent influence on employee performance. Various studies, such as those by [13], [23], [47], [48], [49], have found that work discipline has a positive and significant effect on employee performance across various sectors and organizations, both in the public and private sectors. Similarly, research by [14], [15], [23], [50], [51] indicates that work motivation also has a positive and significant effect on employee performance. Furthermore, several studies, such as those by [52], [53], confirm that both variables simultaneously exert a significant influence on performance, although there are also varying results, as seen in the studies by [54], [55], which indicate that motivation does not always have a significant effect under certain conditions.

Based on previous research, there is a research gap characterized by inconsistent findings regarding the influence of work motivation on employee performance, as well as differing results across various organizational contexts. Furthermore, most previous studies were conducted in the private sector, state-owned enterprises (BUMN), or other agencies outside the Regional Secretariat of Southeast Sulawesi Province; thus, generalizations regarding civil servants at that level remain limited. Therefore, this study is important for re-examining the effects of work discipline and work motivation on employee performance within the context of the Regional Secretariat of Southeast Sulawesi Province.

3. METHODS

3.1 Type of Research

The research methods used were descriptive and verifiable, employing a quantitative approach. Quantitative methods, grounded in positivism, were used to examine a specific population or sample by collecting data through research instruments and conducting statistical analyses to test the established hypotheses. Research methodology consists of systematic steps to answer research questions [56]. Descriptive research is used to describe data as they actually are [46], while this study is also causal in nature, demonstrating a cause-

and-effect relationship between independent and dependent variables [46]. The researcher does not intervene in the data and uses individual units of analysis [57]; furthermore, this study is a cross-sectional study in which measurements are taken once at a specific point in time [46].

3.2 Operationalization of Variables and Measurement Scales

An operational variable is an attribute, characteristic, or value of an object or activity that exhibits certain variations determined by the researcher for investigation and subsequent conclusion-drawing [46].

Table 1. Operationalization of Variables

Variable	Dimension	Indicator	Source
Work Discipline	Attendance	Punctuality	[23]
		Never absent without explanation	
	Work Rule Compliance	Compliance with procedures	
		Proper use of office equipment	
	Work Standard Compliance	Presence at the workplace during working hours	
		Time management	
	High Alertness Level	Personal responsibility	
Respect for others’ opinions			
Work Motivation	Need for Achievement	Reward for performance	McCelland [32]
		Salary adequacy	
		Willingness to participate in self-development	
		Responsibility to complete tasks including overtime	
	Need for Affiliation	Good relationship with colleagues	
		Desire to build relationships	
		Recognition from colleagues	
	Need for Power	Desire for promotion	
		Influence on colleagues	
Leadership character			
Employee Performance	Quality	Accuracy in task completion	[44]
		Stakeholder satisfaction	
	Productivity	Work time efficiency	
		Number of tasks completed	
	Job Knowledge	Understanding of work procedures	
		Mastery of relevant technology	
	Trust	Reliability in task completion	
		Stakeholder trust	
Availability	Readiness for additional tasks		
	Flexibility in schedule changes		

3.3 Measurement Scale

The scale used in this study is the Likert scale to measure respondents' attitudes, opinions, and perceptions toward social phenomena [56]. Data were

collected via a questionnaire with five response options assigned numerical weights, where each variable was broken down into indicators to serve as the basis for formulating the survey items or

statements [58]. The measurement scale used consisted of 5 = Strongly Agree (SS), 4 = Agree (S), 3 = Somewhat Agree (CS), 2 = Disagree (TS), and 1 = Strongly Disagree (STS).

3.4 Population and Sample

The population in this study consists of all civil servants at the Regional Secretariat of Southeast Sulawesi Province, totaling 443 employees as of October 13, 2025, distributed across 9 work units, while the sample consists of a representative portion of the population selected for analysis [56]. The sample size was determined using the Slovin formula, namely $n = N / (1 + N(e^2))$, with a 5% (0.05) margin of error, thereby yielding a sample size representative of the study population.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{443}{1 + 443(0.05)^2}$$

$$n = 210$$

With a 5% sampling error rate, the minimum sample size required is 210 respondents. This study used a probability sampling technique with non-probability sampling with purposive sampling, in which the sample was divided proportionally based on the population size of each work unit within the Southeast Sulawesi Provincial Secretariat. Details of the sample allocation for each work unit are presented in Table 1.

Table 2. Research Sample Size by Work Unit

Work Unit	Population (as of 13 October 2025)	Total Sample $n = \frac{Nx}{N} \times nx$
Bureau of Government and Regional Autonomy	31	15
Bureau of People's Welfare	44	21
Legal Bureau	29	14
Economic Bureau	32	15
Government Procurement Bureau	32	15
Development Administration Bureau	31	15
Organization Bureau	27	13
General Bureau	138	65
Leadership Administration Bureau	79	37
Total	443	210

3.5 Data Collection and Data Sources

Data collection is a crucial step in research for obtaining information to answer the research question and test the hypothesis. The data in this study consist of primary and secondary data. Primary data were obtained directly from respondents via a questionnaire distributed to all civil servants at the Southeast Sulawesi Provincial Secretariat, while secondary data were obtained through a literature review comprising books, academic literature, articles, and institutional profiles relevant to the research topic.

3.6 Data Analysis

Structural Equation Modeling (SEM) enables researchers to model and estimate complex relationships between dependent and independent variables simultaneously, including latent constructs that cannot be measured directly but are represented through indicators [59]. SEM also accounts for measurement error, thereby producing more accurate estimates. This study employs the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which focuses on predicting the variance of the dependent variable. The PLS-SEM model consists of a structural model (inner model) that

describes the relationships among constructs, and a measurement model (outer model) that explains the relationships between constructs and their indicators [59].

The external model has been tested to assess its validity and reliability through convergent validity, specifically with outer loadings > 0.708 , where values of 0.708 or higher are recommended; while factor loadings of 0.4–0.708 are still acceptable provided that Composite Reliability (CR), Cronbach's Alpha (CA), and Average Variance Extracted (AVE) meet the criteria, and AVE is ≥ 0.50 . In addition, discriminant validity was tested using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT), with an HTMT value < 0.90 , while internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability with values > 0.70 [59]. Meanwhile, model analysis was used to

test the relationships among latent variables via the R-squared value, with categories of 0.19 as weak, 0.33 as moderate, and 0.67 as strong; path coefficients were used to examine the direction of relationships and significance based on a t-statistic > 1.96 and a p-value < 0.05 ; model fit via the NFI, and predictive relevance via a Q^2 value > 0 , indicating that the model has good predictive power (Hasibuan, 2026).

4. RESULTS AND DISCUSSION

4.1 Results

a. Respondents' Characteristics

The respondents in this study consisted of 210 civil servants at the Regional Secretariat of Southeast Sulawesi Province. Data collection via questionnaires was conducted on a scheduled basis according to each work unit to ensure optimal distribution and response rates.

Table 3. Sample demographics

Demographic Variable	Category	Frequency (n)	%
Gender	Male	101	48%
	Female	109	52%
Age	18–32 years	36	17%
	33–45 years	90	43%
	46–58 years	84	40%
	Above 58 years	0	0%
Education Level	High School / Equivalent	4	2%
	Diploma	4	2%
	Bachelor (S1)	117	56%
	Master (S2)	84	40%
	Doctorate (S3)	1	0%
Work Experience	0–5 years	39	19%
	6–10 years	25	12%
	11–15 years	49	23%
	16–20 years	48	23%
	More than 20 years	49	23%

Based on Table 3, the demographic characteristics of the respondents show that the majority of respondents were female (52) compared to male (48%). In terms of age, the dominant groups were in the 33–45-year-old (43%) and 46–58-year-old (40%) age ranges, while the 18–32-year-old group accounted for only 17%, and there were no respondents

over 58 years old. In terms of education level, the majority of respondents held a bachelor's degree (56%) and a master's degree (40%), while the remainder held a high school diploma, an associate's degree, or a doctoral degree in very small percentages. Based on work experience, the respondents were relatively evenly distributed, with the

largest proportions in the 11–15-year range (23%) and over 20 years (23%), followed by 16–20 years (23%), 0–5 years (19%), and 6–10 years (12%). Overall, these data indicate that the respondents are predominantly

employees of working age with high educational attainment and substantial work experience, making them a representative sample for research analysis.

Table 4. Descriptive Analysis

Variable	Number of Items	Total Score	Mean Score	Mean Percentage	Category
Work Discipline	8	7,368	921	87.71%	Very High
Work Motivation	12	9,699	808.25	76.98%	High
Employee Performance	10	8,650	865	82.38%	Good

Based on the results of the descriptive analysis, the Work Discipline variable consists of 8 items with a total score of 7,368, an average score of 921, and an average percentage of 87.71%, placing it in the “Very High” category, while Work Motivation consists of 12 items with a total score of 9,699, an average score of 808.25, and an average percentage of 76.98%, which falls into the “High” category; and Employee Performance

consists of 10 items with a total score of 8.650, an average score of 865, and an average percentage of 82.38%, which falls into the “Good” category.

b. Outer Model

Outer model testing was conducted to assess the validity and reliability of the indicators in representing the research construct, to ensure that each indicator is capable of accurately measuring the latent variable.

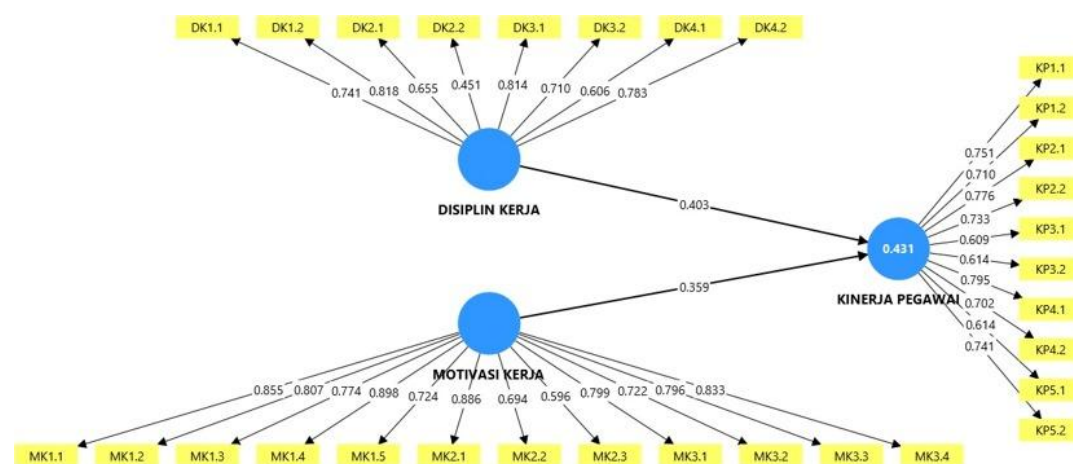


Figure 4. PLS Algorithm

At this stage, convergent validity was assessed using outer loading and Average Variance Extracted (AVE), while reliability was evaluated using Composite Reliability and Cronbach's Alpha. Indicators are considered valid when outer loading is >0.70 and $AVE \geq 0.50$, although loadings between 0.40–0.70

are still acceptable if overall model reliability criteria are met [59]. Construct reliability is confirmed when Composite Reliability and Cronbach's Alpha are ≥ 0.70 , although values above 0.60 may still be acceptable depending on research context [59].

Table 5. Measurement Model

Variable	Code	Outer Loading	AVE	CR	CA
Work Discipline (DK)	DK1.1	0.741	0.500	0.886	0.851
	DK1.2	0.818			
	DK2.1	0.655			
	DK2.2	0.451			
	DK3.1	0.814			
	DK3.2	0.710			
	DK4.1	0.606			
	DK4.2	0.783			
Work Motivation (MK)	MK1.1	0.855	0.618	0.951	0.943
	MK1.2	0.807			
	MK1.3	0.774			
	MK1.4	0.898			
	MK1.5	0.724			
	MK2.1	0.886			
	MK2.2	0.694			
	MK2.3	0.596			
	MK3.1	0.799			
	MK3.2	0.722			
	MK3.3	0.796			
	MK3.4	0.833			
Employee Performance (KP)	KP1.1	0.751	0.501	0.909	0.888
	KP1.2	0.710			
	KP2.1	0.776			
	KP2.2	0.733			
	KP3.1	0.609			
	KP3.2	0.614			
	KP4.1	0.795			
	KP4.2	0.702			
	KP5.1	0.614			
	KP5.2	0.741			

The results of the measurement model testing indicate that all constructs in this study met the criteria for good validity and reliability. The Work Discipline (DK) variable has an AVE of 0.500 with a Composite Reliability of 0.886 and a Cronbach's Alpha of 0.851, indicating that the indicators are sufficiently valid and reliable despite one indicator having a relatively low outer loading (0.451). The Work Motivation (MK) variable demonstrated excellent measurement performance with an AVE of 0.618, a Composite Reliability of 0.951, and a Cronbach's Alpha of 0.943, and all indicators had strong loadings. Meanwhile, Employee Performance

(KP) also met the standards with an AVE of 0.501, a Composite Reliability of 0.909, and a Cronbach's Alpha of 0.888, indicating that all indicators adequately represent the construct. Overall, the measurement model was deemed suitable for further analysis as it met the criteria for convergent validity and construct reliability.

After the measurement model met the criteria for validity and reliability, a discriminant validity test was conducted to ensure differences between the constructs in the model. This was evaluated using the Fornell-Larcker criterion, which states that discriminant validity is met if the square root of the AVE is greater than the correlation between constructs.

Table 6. Fornell-Larcker

Variable	Work Discipline	Employee Performance	Work Motivation
Work Discipline	0.707		
Employee Performance	0.576	0.708	
Work Motivation	0.482	0.554	0.786

Based on the results of the discriminant validity test using the Fornell-Larcker criteria, all variables in this study were found to meet discriminant validity because the root-mean-square AVE values for each construct were greater than the correlations between the other constructs. The Work Discipline variable has an AVE value of 0.707, which is higher than its correlations with Employee Performance (0.576) and Work Motivation (0.482), indicating that the Work Discipline construct is clearly distinct from the other constructs. Similarly, the

Employee Performance and Work Motivation variables also exhibit the same pattern, where the root AVE values for each are greater than the correlations between the variables, indicating that each construct possesses unique characteristics. Furthermore, the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) approach showed that all HTMT values between constructs were below 0.90, leading to the conclusion that there is no overlap between constructs and that each variable in the model clearly measures distinct concepts.

Table 7. HTMT

Construct Relationship	HTMT Value
Employee Performance ↔ Work Discipline	0.651
Work Motivation ↔ Work Discipline	0.517
Work Motivation ↔ Employee Performance	0.587

Based on Table 7, the results of discriminant validity measured using the HTMT criterion show that the values between constructs are below 0.90, namely Employee Performance and Work Discipline at 0.651, Work Motivation and Work Discipline at 0.517, and Work Motivation and Employee Performance at 0.587. This indicates

that each construct has a level of inter-construct correlation that allows for clear differentiation, thus fulfilling the requirement for discriminant validity and confirming that all variables in this study are capable of measuring distinct concepts in accordance with their respective constructs.

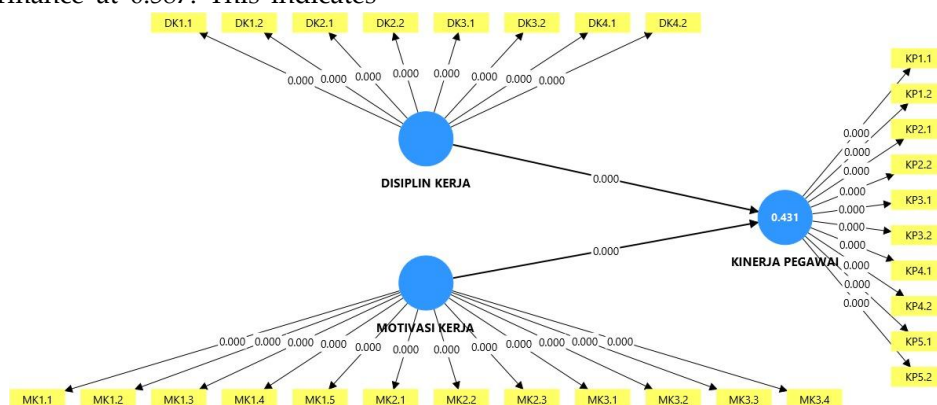


Figure 5. PLS Bootstrapping

c. Inner Model

Structural model testing was conducted to examine the relationships among latent variables and their effects within the research model. The evaluation began with a

multicollinearity test using the Variance Inflation Factor (VIF), where a VIF value < 5 indicates the absence of multicollinearity issues among variables [59].

Table 8. Variance Inflation Factor (VIF)

Variable Relationship	VIF
Work Discipline → Employee Performance	1.303
Work Motivation → Employee Performance	1.303

Based on Table 8 above, the VIF values for each construct are less than 5 (< 5), indicating a low level of multicollinearity. Under these conditions, the results of the tests of relationships between variables can be interpreted well, and the analysis can proceed to the next stage.

d. R-square and Q-square Values

The R-square and Q-square values are used to evaluate the structural model. The R-square value for the Employee Performance

variable is 0.431, indicating that 43.1% of the variation in performance can be explained by the Work Discipline and Work Motivation variables, placing it in the moderate category. Meanwhile, the positive Q-square value of 0.394 indicates that the model has good predictive relevance. Thus, the model used is sufficiently capable of adequately explaining and predicting employee performance.

e. Model Quality

Table 9. Model Fit

Model Fit Measure	Estimated Value
NFI (Normed Fit Index)	0.697
SRMR (Standardized Root Mean Square Residual)	0.080

Model fit was evaluated to determine the extent to which the research model was able to represent the empirical data obtained, as measured using the Normed Fit Index (NFI) and the Standardized Root Mean Square Residual (SRMR). The NFI is used to assess the relative fit of the model on a scale of 0–1, where values closer to 1 indicate a better model. Meanwhile, the SRMR measures the difference between the actual correlation matrix and the model's predictions, with values < 0.08 considered good, < 0.10 still acceptable, and > 0.10 considered marginal.

Based on the test results, the NFI value was 0.697 and the SRMR value was 0.080. The SRMR value

indicates that the model has an acceptable level of fit with the empirical data, while the NFI value indicates a fairly good model fit, although it is not yet optimal because it has not approached the value of 1. Thus, the model in this study is deemed to have an adequate level of fit and is suitable for further analysis, including hypothesis testing. In addition, an effect size (F-square) evaluation was used to examine the contribution of exogenous variables to endogenous variables, where a value of 0.02 indicates a small effect, 0.15 a moderate effect, and 0.35 a large effect, thereby revealing the strength of each variable's influence in explaining employee performance.

Table 10. F-square Values

Variable Relationship	F-Square
Work Discipline → Employee Performance	0.219
Work Motivation → Employee Performance	0.174

Based on Table 10, the F-square values indicate that Work Discipline has an effect on Employee Performance of 0.219 and Work Motivation has an effect of 0.174, both of which fall into the moderate influence category (0.15–0.35). These results indicate that both variables make a fairly significant contribution to explaining the variation in Employee Performance, with Work Discipline having a slightly greater influence than Work Motivation.

f. Hypothesis Testing

Hypothesis testing aims to statistically verify the relationships between variables in the research model. The test was conducted using the original sample (O) to determine the direction of the effect, as well as the t-statistic and p-value to assess significance. The hypothesis is accepted if the t-statistic > 1.96 and the p-value < 0.05; conversely, the hypothesis is rejected if the opposite is true.

Table 11. Hypothesis Test Results

Hypothesis	Original Sample (O)	T statistics	P values	Status
H1: Work Discipline → Employee Performance	0,403	5,721	0,000	Accepted
H2: Work Motivation → Employee Performance	0,359	4,447	0,000	Accepted

Based on the hypothesis test results in Table 11, the Work Discipline variable has a path coefficient of 0.403, a t-statistic of 5.721, and a p-value of 0.000, indicating a positive and significant effect on Employee Performance; therefore, H1 is accepted. Meanwhile, Work Motivation has a path coefficient of 0.359, a t-statistic of 4.447, and a p-value of 0.000, which also indicates a positive and significant effect on Employee Performance; thus, H2 is accepted. Overall, Work Discipline has a slightly stronger effect than Work Motivation on Employee Performance based on the path coefficient values.

4.2 Discussion

The results of the hypothesis testing show that work discipline has a positive and significant effect on employee performance at the Regional Secretariat of Southeast Sulawesi Province. This is indicated by the positive

path coefficient, meaning that the better an employee's work discipline, the higher their performance. The significance value also indicates that this effect is statistically significant; therefore, the first hypothesis (H1) is accepted. Thus, work discipline has been proven to be a key factor in improving employee performance. These findings align with studies by [23], [49], [60], [61], which show that work discipline has a positive and significant effect on employee performance. These findings confirm that work discipline plays a crucial role in enhancing performance effectiveness.

Employees with high discipline tend to be more compliant with work rules, able to manage their time effectively, and carry out tasks in accordance with their assigned responsibilities. These conditions create a more organized and focused work process, which in turn leads to an improvement in overall employee performance. Furthermore, the results of the hypothesis testing also indicate that work motivation has a positive and

significant effect on employee performance at the Regional Secretariat of Southeast Sulawesi Province, meaning that the higher the work motivation, the greater the improvement in employee performance. The significance value indicates that this effect is statistically significant; therefore, the second hypothesis (H2) is accepted. Thus, work motivation has been proven to be a key factor in improving employee performance.

These results align with the research by [14], [53], [62], which state that work motivation has a positive and significant effect on employee performance. Motivation encourages employees to work harder, be more responsible, and be goal-oriented. Conversely, low motivation diminishes work enthusiasm, leading to a decline in performance; thus, work motivation plays a strategic role in improving employee quality and productivity.

5. CONCLUSION

Based on the results of the study on the Influence of Work Discipline and Work Motivation on Employee Performance at the Regional Secretariat of Southeast Sulawesi Province, it can be concluded that work discipline has a positive and significant effect on employee performance, indicating that the higher the level of employee work discipline, the better the resulting performance. This discipline is most strongly reflected in the absence of unexcused absences and employees' consistency in being present at the workplace during working hours; thus, attendance and adherence to working hours are important factors in supporting the optimization of performance; Furthermore, work motivation also has a positive and significant effect on employee performance, meaning that the higher the work motivation, the greater the improvement in employee performance. Motivation is most strongly reflected in employees' responsibility to complete tasks thoroughly and their ability to build good working relationships; thus, commitment to work and harmonious

working relationships are important factors in enhancing employee performance.

Practical recommendations for the Regional Secretariat of Southeast Sulawesi Province indicate that employee work discipline falls into the "very high" category; therefore, this condition must be maintained through continuous guidance, leadership by example, and the strengthening of a professional work culture. Aspects that are already very strong such as the use of office equipment, personal responsibility, and procedural compliance need to be consistently maintained, while aspects that are still relatively weaker such as presence at one's workstation, respect for others' opinions, and unexcused absences need to be improved through supervision, attendance monitoring, and the strengthening of a collaborative and mutually respectful work culture.

Work motivation falls into the high category and should therefore be sustained through strengthening work relationships, providing recognition, and developing employee competencies. However, aspects such as the desire for promotion and willingness to work overtime remain relatively low and need to be improved through clear career paths, proportional distribution of workloads, and more effective work management. Meanwhile, employee performance, which is currently in the "good" category, needs to be continuously improved through competency development, technology optimization, and the prioritization of work particularly regarding the availability of additional tasks, the capacity to complete work, and increased stakeholder trust so that performance can be more optimal and consistent across all aspects.

Thus, efforts to improve employee performance depend not only on individual abilities and competencies but also on a growing awareness of the need to cooperate and support one another in achieving organizational goals. The willingness to take on additional tasks should be understood as part of a collective contribution to ensuring the smooth execution of the organization's duties. To achieve this, effective coordination, strong commitment, and firm leadership are

required from all levels of management from the Governor of Southeast Sulawesi down to the heads of each work unit so that a conducive, collaborative work environment is

created that supports improved employee performance in achieving organizational goals.

REFERENCES

- [1] N. R. Silaen *et al.*, *Kinerja Karyawan*. Bandung: Widina Bhakti Persada Bandung, 2021.
- [2] H. Aribowo, G. Wijonarko, and F. A. Sugitu, *Manajemen Sumber Daya Manusia: Praktek Mengelola Pelatihan Untuk Meningkatkan Kinerja dan Produktivitas Karyawan*. Yogyakarta: CV. Kyta Jaya Mandiri, 2024.
- [3] R. Widianoro and P. L. Gaol, "Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai di Lingkungan Sekretariat Direktorat Jenderal Perhubungan Darat," *J. Sumber Daya Apar.*, vol. 6, no. 1, pp. 63–85, 2024, doi: 10.32834/jstda.v6i1.757.
- [4] Ikhwan, *Perilaku Organisasi: Konsep Pendekatan dan Pemecahan Masalah*. Jakarta: Lembaga Pembangunan Masyarakat Indonesia, 2024.
- [5] R. Chairunnisah, *Kinerja Pegawai (Cetakan Pertama)*. Bandung: Widina Bhakti Persada, 2021.
- [6] D. Nisa and A. Nurhidayati, "Determinants of the Employee's Performance," *J. Appl. Manag. Res.*, vol. 4, no. 2, pp. 113–119, 2024, doi: 10.36441/jamr.v4i2.2586.
- [7] I. R. Anggraini, A. Afifuddin, and H. Hayat, "Pengaruh Analisis Jabatan Terhadap Kinerja Pegawai di Badan Kepegawaian Daerah (BKD) Kota Malang," *Respon Publik*, vol. 14, no. 1, pp. 25–31, 2020.
- [8] L. Marnisah and S. Idrus, *Meningkatkan Kinerja Manajemen Sumber Daya Manusia: Konsep & Studi Kasus (Cetakan Pertama)*. Serang: CV. AA Rezky, 2021.
- [9] D. Indiyati, "Kedisiplinan Dan Komitmen Kerja," in *In E. Kembang (Ed.), Perilaku Organisasi (Vol. 14, pp. 251- 264)*. Bandung: Widina Bhakti Persada, 2021.
- [10] D. Triwardhani, *Kinerja Karyawan (Cetakan Pertama)*. Bandung: Widina Bhakti Persada, 2021.
- [11] A. Septiady and E. Setiadi, "Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan (Studi Kasus pada PT. Sinar Utama Pertama)," *J. Ekon. Bisnis*, vol. 28, no. 2, pp. 198–210, 2022, doi: 10.33592/jeb.v28i2.2990.
- [12] Aghni, "Unresolved source cited as Aghni et al. (2021)," 2021.
- [13] Arsindi, M. Kamidin, Z. Rahman, A. Mahmud, and Suryanti, "Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan," *Cent. Econ. Student J.*, 2020.
- [14] P. Janoma and N. Mukarramah, "Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil (PNS) pada Bagian Hubungan Masyarakat (Humas) Sekretariat Daerah Kabupaten Kaimana," *J. EKOBIS Kaji. Ekon. dan Bisnis*, vol. 8, no. 1, pp. 78–91, 2024.
- [15] F. I. Putri, Y. Hadiyat, and N. S. Indrawati, "Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Dinas Kependudukan dan Pencatatan Sipil Kabupaten Bogor," Universitas Pakuan, Bogor, 2024.
- [16] P. E. Smith, W. Yellowley, and C. J. McLachlan, "Organizational Behaviour: Managing People in Dynamic Organizations (1st ed.)," *Routledge*, 2020, doi: 10.4324/9780429279560.
- [17] C.-Y. Kou-Barrett, *Fundamentals of Organizational Behaviour: Principles and Applications for Improving Workplace Performance*, 1st ed. London: Kogan Page, 2024.
- [18] M. Armstrong and S. Taylor, *Armstrong's Handbook of Human Resource Management Practice (15th edition)*. London: KoganPage, 2020.
- [19] R. Wahyuningtyas and B. T. Rifqi, "The Influence of Work Discipline and Employee Retention on Employee Performance: Evidence from PT UGS," *Eastasouth J. Soc. Sci. Humanit.*, vol. 2, no. 03, pp. 425–434, 2025, doi: 10.58812/esssh.v2i03.618.
- [20] Fitriani, *Manajemen Sumber Daya Manusia (Cetakan Pertama)*. Bandung: Widina Bhakti Persada, 2022.
- [21] L. P. Sinambela, "Manajemen Sumber Daya Manusia: Membangun tim Kerja yang Solid untuk Meningkatkan Kinerja. Bumi Aksara," 2021.
- [22] Liawati, *Dinamika Organisasi: Pengaruh Lingkungan Kerja, Fisik, dan Disiplin Terhadap Kinerja Karyawan (Cetakan Pertama)*. Purbalingga: Eureka Media Aksara, 2024.
- [23] R. D. Muhani, H. Krisnandi, and K. Digdowiseiso, "The Influence of Workload, Work Motivation, and Work Discipline on Employee Performance at The Center for Chemistry and Packaging of The Ministry of Industry," *Int. J. Soc. Serv. Res.*, 2024, doi: 10.46799/ijssr.v4i01.695.
- [24] J. C. Sirait and F. P. Sary, "The Influence of Leadership and Work Motivation on Employee Discipline at PT Bank XYZ in West Jakarta," *Int. J. Sci. Technol. Manag.*, vol. 5, no. 3, pp. 679–688, 2024, doi: 10.46729/ijstm.v5i3.1108.
- [25] M. H. Muflihini, *Motivasi Kinerja (Cetakan Pertama)*. Tangerang Selatan: Berkah Aksara Cipta Karya, 2024.
- [26] P. Hastuti, *Manajemen Sumber Daya Manusia (Cetakan Pertama)*. Malang: Unisma Press, 2022.
- [27] N. Rodiyana and I. B. Pamungkas, *Perilaku Organisasi Teori dan Konsep*. Bandung: Widina Media Utama, 2024.
- [28] F. Firmadani, *Perilaku Organisasi (Cetakan Pertama)*. Bandung: Widina Bhakti Persada, 2021.
- [29] H. B. A. Safrizal, *Buku Referensi Kepuasan Kerja (Cetakan Pertama)*. Purbalingga: Eureka Media Aksara, 2023.
- [30] S. Rosita, F. Tialonawarmi, Musnaini, and Hendriyaldi, *Buku Ajar Perilaku Organisasi (Cetakan Pertama)*. Jambi: Wida Publishing, 2024.
- [31] B. J. Ali and G. Anwar, "An Empirical Study of Employees Motivation and its Influence Job Satisfaction," *Int. J. Eng.*

- Bus. Manag.*, vol. 5, no. 2, pp. 21–30, 2021, doi: 10.22161/ijebm.5.2.3.
- [32] M. Hasibuan, *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Jakarta: PT. Bumi Aksara, 2020.
- [33] A. F. Masruri and F. P. Sary, "The Effects of Work Environment and Work Motivation on Performance with Job Satisfaction as an Intervening Variable at PT. XYZ," in *International Conference on Business, Management, Accounting and Sustainable Economy (ICBMASE)*. 275, 254–263, 2024. doi: 10.2991/978-94-6463-394-8_25.
- [34] D. Soelistya, E. Desemberianita, and W. Tafrihi, *Strong Point Kinerja Karyawan: Motivasi Kunci Implementasi Kompensasi dan Lingkungan Kerja (Cetakan Pertama)*. Sidoarjo: Nizamia Learning Center, 2021.
- [35] D. Sibagariang and S. Wahyuningsih, "Pengaruh Pelatihan, Motivasi dan Kompensasi terhadap Kinerja Karyawan pada PT," *Sianso Sukses Sejahtera. J. Educ.*, vol. 5, no. 4, pp. 16970–16977, 2023, doi: 10.31004/joe.v5i4.2903.
- [36] N. Dudija, S. Naibaho, and S. B. Wibowo, "Enhancing Performance: The Role of Organizational Culture, Commitment, and Support in Indonesian Paper Industry," *J. Psikol.*, vol. 51, no. 2, pp. 141–157, 2024, doi: 10.22146/jpsi.81915.
- [37] A. Supriyadi, N. Dudija, and D. Indiyati, "Aviation Workforce Optimization: Examining the Interdependence of Operational Discipline, Job Satisfaction, and Professional Competence," *J. Ilm. Manaj. Kesatuan*, vol. 13, no. 5, pp. 3663–3674, 2025, doi: 10.37641/jimkes.v13i5.3751.
- [38] P. Widyaputri and F. P. Sary, "Digital leadership and Organizational Communication Toward Millennial Employees in A Telecommunication Company," *Corp. Gov. Organ. Behav. Rev.*, vol. 6, no. 4, pp. 157–167, 2022, doi: 10.22495/cgobrv6i4p15.
- [39] W. Rumawas, *Manajemen Sumber Daya Manusia (Cetakan Pertama)*. Manado: Universitas Sam Ratulangi (Unsrat Press), 2018.
- [40] E. Nurzanah and A. Damaiyanti, "Literature Review: The Influence of Motivation, Work Discipline, Job Satisfaction, and Employee Loyalty on Employee Performance," *Nusant. J. Behav. Soc. Sci.*, vol. 2, no. 4, pp. 111–116, 2023, doi: 10.47679/202341.
- [41] H. B. A. Safrizal, *Monograf Kepemimpinan Transformasional, Motivasi Kerja dan Kinerja Pegawai (Cetakan Pertama)*. Purbalingga: Eureka Media Aksara, 2022.
- [42] Sularmi, "Unresolved source cited as Sularmi et al. (2025)," 2025.
- [43] M. Tuffaha, "The Determinants of Employee's Performance: A Literature Review," *J. Econ. Manag. Sci.*, vol. 3, no. 3, p. p14, 2020, doi: 10.30560/jems.v3n3p14.
- [44] A. F. Rohman, D. Indiyati, and A. Ghina, "The Influence of Organizational Culture and Employee Engagement on Employees Performance at Telkom University, Indonesia," *Int. J. Sci. Soc.*, vol. 3, no. 1, pp. 75–88, 2021, doi: 10.54783/ijssoc.v3i1.268.
- [45] Hartini, "Kinerja Karyawan," 2023.
- [46] Amruddin, *Metode Penelitian Kuantitatif (Cetakan pertama)*. Sukoharjo: Pradina Pustaka, 2022.
- [47] Agni, "Pengaruh Motivasi Kerja, Lingkungan Kerja, Disiplin Kerja dan Kepuasan Kerja Terhadap Kinerja Pegawai pada Pegawai Negeri Sipil di Kepolisian Resor Kota Banyumas," 2023.
- [48] Nursiti and Y. Angriani, "Gaya Kepemimpinan, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan," *J. Manaj. dan Perbank.*, vol. 10, no. 1, 2023.
- [49] D. Setiawan, "Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan," 2024.
- [50] I. Wigastianto and R. Wahyuningtyas, "The Influence of Motivation and Competence on Employee Performance at a Karawang Concrete Production Plant," in *Managing Learning Organization in Industry 4.0*, Routledge, 2020, pp. 201–206. doi: 10.1201/9781003010814-36.
- [51] I. Pancasila, S. Haryono, and B. A. Sulisty, "Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia," *J. Asian Financ. Econ. Bus.*, vol. 7, no. 6, pp. 387–397, 2020, doi: 10.13106/jafeb.2020.vol7.no6.387.
- [52] P. H. Salsafila, B. Narpati, M. Wijayanti, and T. Yulaeli, "The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance," *Int. J. Accounting, Manag. Econ. Soc. Sci.*, vol. 1, no. 6, pp. 882–894, 2023, doi: 10.61990/ijamesc.v1i6.112.
- [53] D. T. P. Taopiq and H. Fuziyati, "The Influence of Work Discipline, Motivation, and Human Resource Development on Employee Performance," *Indones. Interdiscip. J. Sharia Econ.*, 2024.
- [54] R. Raifilsa and R. Wahyuningtyas, "Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan UPTD Puskesmas Sukaraja," *JSMA (Jurnal Sains Manaj. Akuntansi)*, vol. 15, no. 2, p. 116, 2023.
- [55] H. W. Oetomo and Budiyono, "Work Motivation and Compensation Towards Work Stress and Employee Performance," 2020.
- [56] T. B. Sembiring, Irmawati, M. Sabir, and I. Tjahyadi, *Buku Ajar Metodologi Penelitian (Teori dan Praktik) (Cetakan Pertama)*. Kabupaten Karawang: Saba Jaya Publisher, 2023.
- [57] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D (2nd ed., Vol. 6)*. Bandung: Alfabeta, 2024.
- [58] Sugiyono, *Metode penelitian kualitatif, kuantitatif, dan R&D*. Bandung: Alfabeta., 2022.
- [59] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (3rd edition)*. Thousand Oaks: Sage, 2022.
- [60] E. Dwigita and Muslikh, "The Influence of Training and Work Motivation on Employee Performance Through Work Discipline as an Intervening Variable," *Hum. Cap. Organ.*, vol. 1, no. 1, pp. 12–22, 2023, doi: 10.58777/hco.v1i1.97.
- [61] R. Lutfy and P. Wulansari, "The Influence of Leadership and Organizational Culture on Employee Performance with Work Discipline As A Mediating Variable At The Health Office Of Bengkalis Regency, Riau Province," *Int. J. Sci. Res. Manag.*, vol. 13, no. 01, pp. 8212–8225, 2025, doi: 10.18535/ijssrm/v13i01.em03.

- [62] E. Y. Iis, Wahyuddin, A. Thoyib, R. N. Ilham, and I. Sinta, "The Effect of Career Development and Work Environment on Employee Performance with Work Motivation as Intervening Variable at The Office of Agriculture and Livestock in Aceh," *Int. J. Econ. Business, Accounting, Agric. Manag. Sharia Adm.*, 2022, doi: 10.54443/ijebas.v2i2.191.