



Analyzing the Impact of Work Motivation and Discipline on Employee Performance at *Badan Kesatuan Bangsa dan Politik* Kuala Kapuas

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Abstract

This study aimed to explore the effect of work motivation and discipline on employee performance at *Badan Kesatuan Bangsa dan Politik* Kuala Kapuas. This study was a quantitative study using a survey approach. Forty respondents participated in this study. The collected data through a questionnaire was analyzed using multiple linear regression via SPSS. The results showed that work motivation had a minimal and statistically insignificant effect on employee performance, though it contributes slightly, reflecting the complex nature of its impact. In contrast, work discipline had a significant and dominant effect, emphasizing the importance of adherence to organizational rules and accountability in enhancing productivity. Furthermore, the combined analysis revealed that work motivation and discipline significantly influenced employee performance, contributing 33.6% to its variability. These findings emphasize the importance of fostering motivation and discipline as complementary strategies for optimizing employee contributions and achieving organizational success.

Keywords: discipline, multiple linear regression, work motivation

Introduction

Employee performance is a critical determinant of organizational success, particularly in the public sector, where effective governance and policy implementation rely heavily on workforce productivity. Motivation and work discipline influence employee performance across diverse organizational settings (Robbins & Judge, 2023). Organizations increasingly emphasize these aspects to enhance employee engagement and operational efficiency in achieving institutional objectives.

In Indonesia, public institutions such as *Badan Kesatuan Bangsa dan Politik* are pivotal in promoting national unity and political stability. The performance of employees in these

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institutions is essential to maintaining effective governance, especially in regional contexts like Kuala Kapuas, where administrative challenges often intersect with sociopolitical complexities (Kurniawan et al., 2022). Despite their significance, limited empirical research has explored the determinants of employee performance in Indonesian public organizations, particularly regarding the roles of work motivation and discipline (Novita et al., 2022).

Theoretically, work motivation has been extensively studied within the framework of Herzberg's Two-Factor Theory, which posits that intrinsic and extrinsic motivators significantly influence employee behavior and performance (Accariya & Khalil, 2016). Similarly, work discipline, encompassing adherence to organizational rules and regulations, has been identified as a critical factor driving individual and collective productivity (Simons & Buitendach, 2013). However, while these concepts have been well-documented in private-sector contexts, their application and impact in public-sector organizations remain underexplored (Fahriana & Sopiah, 2022).

The present study examines the influence of work motivation and discipline on employee performance at *Badan Kesatuan Bangsa dan Politik* Kuala Kapuas. By employing a quantitative research design with multiple regression analysis, this study seeks to provide empirical evidence on the interplay of these variables within a public sector setting. The findings are expected to contribute to the theoretical discourse on employee performance determinants while offering practical recommendations for improving organizational outcomes.

Literature Review

Work Motivation and Employee Performance

Motivation is a critical driver of employee performance, often categorized into intrinsic and extrinsic motivators. Intrinsic motivation relates to internal satisfaction derived from task engagement, while extrinsic motivation pertains to external rewards such as salary, promotions, or recognition (Ryan & Deci, 1985). According to Herzberg's Two-Factor Theory, motivation comprises hygiene factors (job security, working conditions) and motivators (achievement, recognition), both of which significantly impact performance outcomes (Accariya & Khalil, 2016). In the public sector, motivated employees demonstrate higher commitment and efficiency, contributing to the overall effectiveness of governance and policy implementation (Vandenabeele & Schott, 2020).

Research shows that motivation is particularly crucial in public organizations, where financial incentives may be limited compared to private sectors, making intrinsic motivators and non-monetary rewards even more influential (Wright, 2016). However, studies have highlighted gaps in understanding how motivation operates in regional public institutions within developing economies, such as Indonesia (Fahriana & Sopiah, 2022).

Work Discipline and Employee Performance

Work discipline refers to employees' adherence to organizational rules, regulations, and standards, ensuring a harmonious and productive work environment (Simons & Buitendach, 2013). Discipline fosters consistency, minimizes workplace conflicts, and enhances efficiency. In the public sector, discipline is critical, given the bureaucratic structure and the need for accountability and transparency (Robbins & Judge, 2023).

Studies have shown that work discipline positively correlates with job performance, particularly in roles requiring adherence to strict protocols and deadlines (Malik et al., 2024). However, variations in cultural and organizational contexts can affect the effectiveness of disciplinary measures, necessitating localized studies to capture these dynamics (Novita et al., 2022).

Combined Effects of Work Motivation and Work Discipline on Performance

The interplay between motivation and work discipline as determinants of employee performance is well-documented in organizational behavior literature. While motivation drives employees to achieve goals, discipline ensures sustained focus and adherence to organizational standards (Vandenabeele & Schott, 2020). Studies using quantitative methods, such as multiple regression analysis, have demonstrated the synergistic effects of these factors, emphasizing their combined importance in improving employee outcomes (Fahriana & Sopiah, 2022).

Despite these findings, limited research has explored this relationship within Indonesian public institutions, where cultural, bureaucratic, and socio-political factors may create unique dynamics. This study aims to address this gap by analyzing the effects of motivation and discipline on employee performance in *Badan Kesatuan Bangsa dan Politik* Kuala Kapuas.

The Relationship between Work Motivation, Work Discipline, and Employee Performance

The framework posits that work motivation and discipline jointly influence employee performance. Motivation provides the internal drive for achieving goals, while discipline ensures employees adhere to organizational norms and expectations. The combined effect of these factors is hypothesized to have a significant impact on employee performance, consistent with findings from studies in organizational psychology (Vandenabeele & Schott, 2020; Wright, 2016).

Research Hypotheses

Based on the theoretical framework, the study proposes the following hypotheses:

H1: Motivation has a positive effect on employee performance.

H2: Work discipline has a positive impact on employee performance.

H3: Motivation and work discipline simultaneously influence employee performance.

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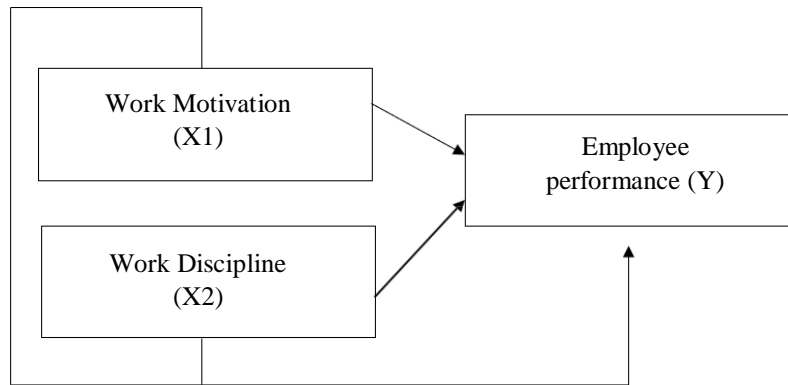


Figure 1. Proposed Research Model

Research Method

Research Design

This study used a quantitative research design to investigate the influence of work motivation and discipline on employee performance. Quantitative methods are appropriate for examining relationships between variables and providing empirical evidence to support hypotheses (Creswell, 2014). A survey approach was used to collect data, allowing for systematic analysis of employee responses and ensuring reliability and validity in measuring constructs.

Sample

This study's respondents were 40 employees from *Badan Kesatuan Bangsa dan Politik* in Kuala Kapuas, Indonesia. A purposive sampling technique was focused on individuals directly involved in operational and administrative roles. This approach ensures the sample is representative of the population under study while meeting the research objectives (Etikan, 2016).

Instruments and Data Collection

A structured questionnaire was developed as the primary data collection instrument. The questionnaire comprised three main sections:

1. Motivation and Work Discipline: Items were adapted from validated scales measuring motivation (Ryan & Deci, 1985) and work discipline (Simons & Buitendach, 2013).
2. Employee Performance: Items were derived from performance evaluation frameworks commonly used in public administration (Vandenabeele & Schott, 2020).

A 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), was used to ensure consistency in responses and ease of analysis.

Data were collected over one month in 2024. The survey was administered in person to ensure a high response rate and to clarify participants' questions regarding the items.

Respondents were assured of confidentiality and anonymity to encourage honest and accurate responses.

Data Analysis

Data analysis was conducted using SPSS, following these steps:

1. Descriptive Statistics: Used to summarize demographic data and provide an overview of responses for each variable.
2. Validity and Reliability Tests:
 - a. Validity was assessed using Pearson's correlation coefficient, ensuring that all items accurately measured the intended constructs (Sarstedt, 2019).
 - b. Reliability was tested using Cronbach's alpha, with a threshold of 0.7 or higher indicating acceptable internal consistency.
3. Classical Assumption Tests:
 - a. Normality Test: To ensure data follows a normal distribution.
 - b. Multicollinearity Test: To check for interdependence among independent variables (Janie, 2012).
 - c. Heteroscedasticity Test: To ensure the variance of residuals is constant (Janie, 2012).
4. Multiple Linear Regression. Regression analysis examined the influence of motivation and work discipline on employee performance.
5. Hypothesis Testing:
 - a. Partial Tests (t-test): To determine the individual impact of each independent variable on the dependent variable.
 - b. Simultaneous Test (F-test): To evaluate the combined influence of motivation and work discipline on employee performance.
 - c. A significance level of $p < 0.05$ was set for hypothesis acceptance (Tabachnick & Fidell, 2013).

Result

Respondents' Profile

The total number of respondents in this research is 40. Table 1 presents the demographic characteristics of respondents, including their gender and age.

Table 1. Respondents' Profile (N= 40)

Question	Categories	N	%
Gender	Male	31	77.50
	Female	9	22.50
Age	Less than 40	11	27.50
	More than 40	29	72.50

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Validity and Reliability

According to Janie (2012), an instrument is considered valid if the correlation coefficient between the item score and the total score (r) is more significant than 0.3 ($r > 0.3$). Conversely, it is considered invalid if the correlation coefficient is less than 0.3 ($r < 0.3$). Based on the analysis, all correlation coefficients were greater than 0.3, indicating that the validity test results are valid.

Table 2. Validity Test Result

Variables	Item	Correlation Coefficient	Description
Work Motivation	X 1.1	888	valid
	X 1.2	686	valid
	X 1.3	628	valid
	X 1.4	511	valid
Work Discipline	x 2.1	853	valid
	x 2.2	600	valid
	x 2.3	690	valid
	x 2.4	818	valid
	x 2.5	842	valid
Employee Performance	Y 1	686	valid
	Y 2	700	valid
	Y 3	785	valid
	Y 4	787	valid
	Y 5	718	valid
	Y 6	790	valid

Reliability testing can be performed simultaneously on all items or questions in the research questionnaire (Iba & Wardhana, 2024; Janie, 2012). The basis for determining reliability is as follows: if the Cronbach's Alpha value is more significant than 0.60, the questionnaire is considered reliable, whereas if it is less than 0.60, it is deemed unreliable. Based on the results presented in Table 3, all Cronbach's Alpha values were more significant than 0.60, indicating that the questionnaire used in this study is reliable and suitable for further analysis.

Table 3. Reliability Test Results

No	Variables	Cronbach Alpha	Description
1	Work Motivation	0,661	Reliable
2	Work Discipline	0,809	Reliable
3	Employee Performance	0,837	Reliable

Classical Assumption Test

The Kolmogorov-Smirnov test was employed to compare the data distribution with a standard normal distribution, where the data were transformed into Z-scores to assess normality. According to the Kolmogorov-Smirnov test, if the significance value is greater than 0.05, no significant difference exists between the tested data and the standard normal distribution, indicating that the data are typically distributed. Based on the results presented in

Table 4, the Asymp. Sig. (2-tailed) value was 0.20, which is greater than 0.05. It indicates that the normality test confirmed the data are typically distributed, validating the use of the regression model for further analysis.

Table 4. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.80591416
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.079
Test Statistic		.114
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Multicollinearity testing was conducted in this study to ensure no significant correlation between the independent variables in the regression model, as multicollinearity can distort the reliability of regression coefficients. Multicollinearity can be detected by examining the tolerance and Variance Inflation Factor (VIF) values (Janie, 2012). The regression model is considered free from multicollinearity if the tolerance value is more significant than 0.1 and the VIF value is less than 10. Conversely, multicollinearity is present if the tolerance value is less than 0.1 and the VIF value exceeds 10. The results of the multicollinearity test showed that both independent variables had tolerance values greater than 0.1 and VIF values below 10.

Table 5. Multicollinearity Test Result

Model	Tolerance	VIF	Description
Work Motivation	0,531	1.883	Multicollinearity Free
Work Discipline	0,531	1.883	Multicollinearity Free

According to Iba & Wardhana (2024), a good regression model exhibits homoscedasticity, where residual variances remain consistent across all levels of the independent variables. Heteroskedasticity can be identified by a scatterplot of the predicted values (X) and residuals (Y). Heteroskedasticity is present if the scatterplot shows a specific pattern, such as a wave-like shape or widening or narrowing points. Conversely, the model is free from heteroskedasticity if the points are randomly scattered above and below zero on the Y-axis without forming a clear pattern. As illustrated in Figure 2, the scatterplot in this study shows random and dispersed points with no distinct pattern, confirming that the regression model is free from heteroskedasticity.

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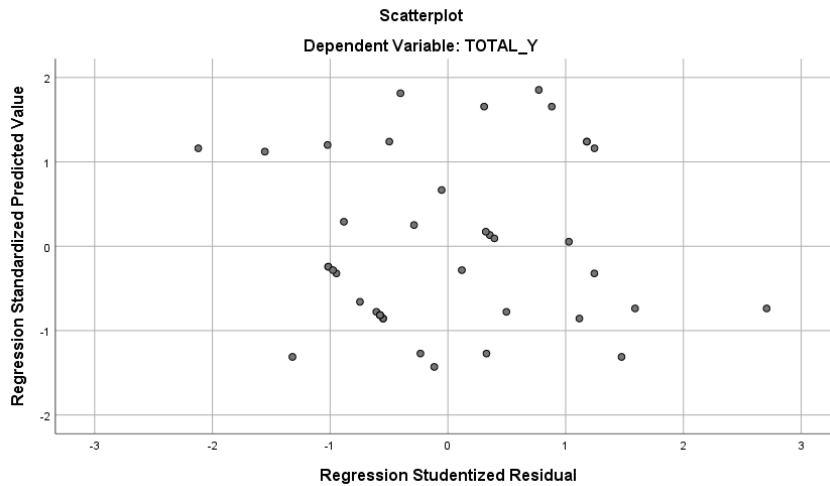


Figure 2. Scatter Plot Heteroscedasticity Testing

Multiple Linier Regression

Table 6 highlights the differential impact of work motivation and discipline on performance, with discipline having a more significant and positive effect than motivation. The details are as follows:

- a. The constant $Y=11.370$ indicates that if work motivation and discipline remain unchanged (both are zero), the employee performance score is 11.370.
- b. The coefficient for work motivation ($X1=-0.055$) suggests that an increase in work motivation is associated with a slight decrease in employee performance by 0.055 points and vice versa.
- c. The coefficient for work discipline ($X2=0.738$) shows that an increase in work discipline leads to a rise in employee performance by 0.738 points and vice versa.

Table 6. Recapitulation of Multiple Linear Regression Output

Dependent Variable	Independent Variables	regression coefficient	t-count	Sig	partial	rpartial2
Employee Performance	Work Motivation (X1)	-0,055	-0,307	0,761	-0,040	0,0016
	Work Discipline (X2)	0.738	3,597	0,001	0,469	0,219
Constant	=	11.370	F-count	=	10,848	
R	=	0,698	Sig F	=	0	
R Square	=	0,37	F-table	=	3,25	
Adjusted r Square	=	0,336	t-table	=	2,026	

Hypotheses Testing

The hypothesis testing results reveal distinct impacts of the independent variables, work motivation (X1) and work discipline (X2), on employee performance (Y). As seen in Table 7, For X (work motivation), the t-value (t-count=-0.307) is less than the t-table=2.026, indicating that the first hypothesis (H1) is not supported. While work motivation does not significantly affect employee performance, it still minimizes performance with a squared partial correlation (r2) of 0.0016, equivalent to 0.016%. Conversely, for X2 (work discipline), the t-value (t-

count=3.597) exceeds the t-table=2.026, confirming that the second hypothesis (H2) is supported. Work discipline significantly affects employee performance, with a squared partial correlation (r^2) of 0.219, contributing 21.9% to performance.

Table 7. Recapitulation of partial test output

Independent Variables	t-count	Sig	t-table	Comparison	rpartial	rpartial2	Description
Work Motivation	-0,307	0,761	2,026	t-count > t-table	0,040	0,0016	No significant effect
Work Discipline	3,597	0,001	2,026	t-count > t-table	0,469	0,219	Significant effect

The simultaneous hypothesis testing results demonstrate that work motivation (X1) and work discipline (X2) together have a significant impact on employee performance (Y). The calculated F-value (F-count=10.848) exceeds the critical F-value (F-table=3.250), confirming that the third hypothesis (H3) is supported. Furthermore, the contribution of the independent variables (X1 and X2) to the dependent variable (Y) is reflected in the Adjusted R^2 value of 0.434. It indicates that work motivation and discipline collectively explain 43.4% of the variance in employee performance.

Table 8. Recapitulation of F Test Output

Independent Variables	t-count	Sig	f-table	Comparison	R Square	Adjusted R Square	Description
Work Motivation	10,848	0,000	3,250	t-count > f-table	0,370	0,336	Significant effect
Work Discipline							

Discussion

The Effect of Work Motivation on Employee Performance

The findings from the t-test reveal that work motivation (X1) has a negative and statistically insignificant partial effect on employee performance at Badan Kesatuan Bangsa dan Politik in Kuala Kapuas Regency. Despite its lack of significance, statistical analysis indicates that work motivation still provides a minimal contribution, with $r^2=0.0016$ or 0.016%. It aligns with Evasari & Prasetyo (2023), who define motivation as a potential force within individuals that can be developed internally or externally, primarily revolving around monetary and non-monetary rewards, which can positively and negatively influence performance outcomes.

The findings of this study are consistent with prior research by Bukhari & Pasaribu (2019), which examined the influence of motivation, competence, and work environment on performance. Bukhari & Pasaribu concluded that motivation is compelling only when individuals possess strong self-confidence and believe in their ability to succeed within the

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organization. These insights suggest that motivation alone may not always yield significant performance improvements unless accompanied by intrinsic factors like self-efficacy, organizational support, and alignment with personal goals.

However, several factors might explain why the impact of motivation in this study is not significant. Robbins & Judge (2023) emphasize that motivation involves intensity, direction, and persistence in achieving goals. Intensity refers to the strength of an individual's effort toward a goal, encompassing energy, perseverance, and focus. Variations in these factors can depend on personal commitment, external conditions, or organizational support, potentially leading to differing outcomes.

The Effect of Work Discipline on Employee Performance

The t-test results confirm that work discipline (X2) has a significant partial effect on employee performance at Badan Kesatuan Bangsa dan Politik in Kuala Kapuas Regency. With an r^2 value of 0.219, work discipline contributes 21.9% to employee performance, making it the dominant influencing variable in this study. The t-value for work discipline (t-count = 3.587) exceeds the critical t-value, with a significance value of 0.000 ($p < 0.05$). These findings underscore the crucial role of work discipline in fostering a productive, professional, and ethical work environment, enabling employees to perform at a higher level. The survey results further support this, as most respondents demonstrated high levels of work discipline, reflecting the successful implementation of discipline principles within the organization.

This study aligns with prior research that consistently demonstrates the positive impact of work discipline on performance. Sularmi and Apriyanti (2019) found a positive and significant partial effect of work discipline on employee performance, emphasizing the importance of discipline in achieving organizational goals. Similarly, they concluded that work discipline significantly influences employee performance, highlighting its role in ensuring consistency and adherence to organizational standards.

The Effect of Work Motivation and Work Discipline on Employee Performance

The F-test results indicate that work motivation (X1) and work discipline (X2) significantly influence employee performance at *Badan Kesatuan Bangsa dan Politik* in Kuala Kapuas Regency. The F-count of 10.848 exceeds the F-table value, and the Adjusted R² value of 0.336 indicates that these two variables together explain 33.6% of the variance in employee performance. It demonstrates the combined importance of motivation and discipline in driving employee performance.

Equally significant is the role of work discipline in influencing employee performance. Discipline reflects an employee's respect for organizational rules and policies, ensuring compliance and accountability. According to Wau et al. (2021), discipline is characterized by respect, adherence to written and unwritten regulations, and acceptance of consequences for non-compliance. Strong work discipline signifies a high level of responsibility toward assigned tasks, which impacts individual performance positively and fosters a well-ordered and efficient work environment.

This study's findings align with previous research. (Kurniawan et al., 2022) Demonstrated that work motivation and work discipline simultaneously positively and significantly impact performance. Additionally, Arisanti et al. (2019) found that work motivation and discipline jointly positively and significantly affect employee performance.

Conclusion

In conclusion, the study reveals three main findings that underscore the dynamics of employee performance at *Badan Kesatuan Bangsa dan Politik* in Kuala Kapuas Regency. First, work motivation (X1) has a minimal and statistically insignificant partial effect on employee performance, although it still provides a minor contribution, highlighting the complexity of motivation's influence. Second, work discipline (X2) significantly and dominantly impacts employee performance, demonstrating the critical role of adherence to organizational rules and accountability in driving productivity. Third, the combined analysis shows that work motivation and discipline significantly influence employee performance, with their simultaneous contribution accounting for 33.6% of performance variability. These findings emphasize the importance of fostering motivation and discipline as complementary strategies for optimizing employee contributions and achieving organizational success.

Declaration of conflicting interest

The authors declare that there are no conflicts of interest related to this research, its findings, or its publication.

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