



A Health Clinic Employees' Performance in Jakarta Influenced by Work Discipline and Motivation

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ABSTRACT

The purpose of this study is to ascertain if motivation and work discipline, either separately or in combination, have an impact on employee performance at a Jakartan health clinic. By sending questionnaires to all employees – up to 60 employees – this study leverages primary data. Multiple linear regression analysis is the method of analysis that is employed. The findings show that, both partially and concurrently, work discipline and motivation significantly and favorably impact employee performance. Furthermore, even though the R² value of 61.7% indicates that these two factors account for more than half of the performance variance, indicating that the Work Motivation and Work Discipline variables account for 61.7% of the Performance variable, with additional factors originating from outside this study model influencing the remaining 38.3%

INTRODUCTION

Human Resources (HR) can be explained as a potential possessed by individuals in an effort to realize something as social beings. Compared to other The only resource with logic, emotions, abilities, expertise, and inventiveness is human resources. All of this is inextricably linked to one's attitude toward growth and the capacity inside oneself to cultivate the environment and simultaneously enhance societal well-being in a sustainable way. Salasiah et al. (2023) explained that in an effort to achieve company goals, HR plays an important role and is also the key to optimizing employee potential and contribution, one of which is through discipline. Without good discipline, it will certainly be difficult to realize the company's goals optimally. High work discipline if it meets the criteria based on attitudes, norms, and responsibilities.

Discipline is a strategy to develop an employee's personality so they consistently perform at their best in terms of attitude, conduct, and leading a healthy lifestyle. It doesn't take long to cultivate a disciplined mindset; training is one method used to create this mentality. Employees, managers, and other staff members work together to accomplish this. in the company. By adhering to disciplined procedures and routines, a clear and predictable environment is created. This allows for decentralized command, where teams have the autonomy to make decisions and are accountable for their work (Wijnants, 2023).

In addition to discipline, another factor that causes optimal performance in employees is motivation. Carvalho et al. (2020) stated that motivation, in addition to having an impact on employee satisfaction, also certainly affects employee performance. In fact, In essence, motivation is an internal drive as well as external or environmental factors that can affect how someone behaves while performing their tasks. When applied to an individual's work, motivation serves the dual purposes of increasing productivity and effectiveness. This is what need psychological honing.

However, the company's primary objective is to encourage high performance from its personnel. One of the key factors used to gauge the degree of success attained is performance. The business must be able to sometimes enhance performance in its operations. Those who perform well are able to demonstrate a growing number of accomplishments and high-quality work, execute activities that support work in the best possible way, have excellent self-confidence in their ability to finish tasks, and take full responsibility for their responsibilities. However, it should be remembered that Korhonen et al. (2023) found a dynamic between project success (where employees are involved) and company performance. At least, if employee performance is controlled and always improves, the company will be successful.

Ginting et al. (2024) have identified the condition of health clinics in Indonesia. As the number of health clinics in Indonesia continues to grow (up 1.27%) in 2021, HR constraints remain an internal challenge for companies. This is the background to the interesting nature of this study. Researchers want to analyze the influence of discipline and motivation on employee performance in a health clinic.

LITERATURE REVIEW

The primary determinant of an organization's success is employee performance. Performance is not only about completing duties; it's also about how well a person can really contribute to the company's strategic goals. According to Muis et al. (2018), an employee's performance is determined by the quality and amount of work he completes in compliance with his assigned obligations.. This definition emphasizes the importance of achieving results that meet the quality and quantity standards set by the organization.

In general, employee performance can be understood as the behavior carried out by individuals in their work that contributes to the achievement of organizational goals. It is important to note that performance is not only about the end result, but also about the processes and behaviors that underlie that achievement. In this study, the researcher based it on Mangkunegara (2018), where the indicators in the form of: work quality, work quantity, task implementation, and responsibility, were used to assess employee performance.

By understanding the definition of employee performance in depth, organizations can design an effective performance management system to increase productivity and achieve strategic goals. To understand and manage performance effectively, two important factors that cannot be ignored are motivation and work discipline. Discipline is one of the fundamental aspects in the world of work that contributes to the achievement of organizational goals. Employee discipline not only reflects compliance with company regulations, but also shows commitment, responsibility, and high work ethic. This article will discuss the definition of discipline according to various sources, the aspects that form discipline, and the benefits obtained for both individuals and organizations.

Robbins and Judge (2019) define discipline as a control mechanism implemented within an organization to ensure that employee behavior is in line with established norms and standards. Thus, employee discipline is a key factor in the success of an organization. By understanding the definition, aspects, and benefits of discipline, both individuals and organizations can optimize work potential and create a productive and harmonious work environment. Therefore, it is important for companies to instill a culture of discipline through training, monitoring, and providing incentives for employees who demonstrate high discipline. The approach from Hasibuan (2017) is used as the basis for assessing employee work discipline in this study. The indicators used: goals and abilities, leadership examples, justice, punishment sanctions, and assertiveness.

Diana and Rahmat (2022) analyzed that there is a positive relationship between work discipline and employee performance at PT. Wahana Suksesindo Utama in Sanggau Regency, although weak. Furthermore, research by Ansar et al. (2024) on employees of the Tompobulu District Health Center in Maros also showed the same results, namely that discipline has a positive effect on employee performance. Different results were shown by Hidayat et al., (2021) where it turned out that in government employees, work discipline had a negative effect on worker performance. According to research findings presented by Tusholihah et al. (2019), work discipline has little impact on the output of employees of outsourcing companies. Therefore, it may be expressed as follows:

H1: Employee performance is affected by work discipline.

Another aspect that influences employee performance is motivation. According to Wasserman & Wasserman (2020), motivation is a human reason to start, continue, or stop a behavior at a certain time. So that individuals have full control over themselves. To measure employee motivation in this study, the researcher used a questionnaire referring to Maslow (1943, in Arifianto, 2024), namely the hierarchy of needs. These needs consist of: self-actualization, safety, belonging, self-esteem, and physiology.

Employee performance is significantly improved by job motivation, according to research by Chien et al. (2020) on staff members of starred hotels in Mongolia. This study highlights how management's role in fostering a positive and fulfilling work environment has a significant influence in sustaining high levels of motivation at work. In the realm of business and management education, specifically among workers of Mercu Buana University in Jakarta, Isrial et al. (2020) discovered varied outcomes. They discovered that employee performance is negatively impacted by job motivation.

Meanwhile, According to the intriguing findings of a study by Azhari et al. (2022), motivation had no effect whatsoever on the performance of Bali hotel staff. Thus, the three studies demonstrate a connection between employee performance and job motivation. The following is the hypothesis that was developed:

H2: Employee performance is impacted by motivation

Furthermore, a number of research demonstrate the effectiveness of a simultaneous strategy. Employee performance in a manufacturing organization is positively impacted by both work discipline and motivation, according to Yolanda et al. (2024). The findings of a study conducted at UCM Campus Medan by Siagian (2023) also support this. On the other hand, Asep et al. (2022) found no concurrent relationship between motivation and work discipline and performance at Batam University. This indicates that the following is a description of the hypothesis:

H3: Employee performance can be impacted by both incentive and work discipline at the same time.

Figure 1 Displays Each Hypothesis in a Big Format

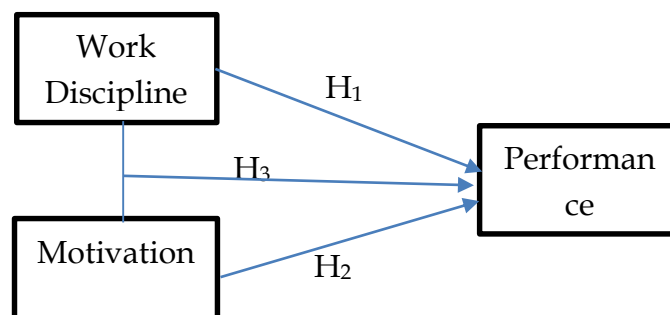


Figure 1. Conceptual Framework

METHODOLOGY

The quantitative approach is the research methodology employed. 60 employees made up the study's population, and the respondents had certain traits (see tables 1 to 4). Data was gathered via questionnaires. Additionally, analysis of both simple and multiple linear regressions was performed. The SPSS version 26 program was utilized by the researcher.

RESULTS AND DISCUSSION

Respondents' Characteristics

Table 1. Gender

Sex	Amount	Percentage (%)
Female	35	58.3
Male	25	41.7
Total	60	100

Table 2. Age

Age	Amount	Percentage (%)
<25 y.o.	17	28.3
25-30 y.o.	19	31.7
31-40 y.o.	16	26.7
>40 y.o.	8	13.3
Total	60	100

Table 3. Educational Background

Education	Amount	Percentage (%)
High/Vocational School	36	60
Diploma	7	11.7
Bachelor	13	21.7
Master	4	6.7
Total	60	100

Table 4. Length of Working

Length	Amount	Percentage (%)
< 1 y	6	10
1-2 y	12	20
3-4 y	31	51.7
4-5 y	11	18.3
Total	60	100

Validity and Reliability Test

The validity test of the instrument conducted on the question items on each variable was declared valid (see table 5), because $r \text{ count} > r \text{ table}$ (0.254). While the reliability test showed that each variable was said to be a variable (see table 6), because the value of each was above 0.60.

Table 5. Validity Test Results

Variables	Number of Statements	Validity Test	
		Passed	Not Passed
Motivation (X_1)	10	10	0
Work discipline (X_2)	10	10	0
Performance (Y)	10	10	0

Table 6. Reliability Test Results

Variables	Cronbach Alpha Score	Criteria	Decision
Motivation (X_1)	0.910	> 0.60	Reliable
Work discipline (X_2)	0.919		Reliable
Performance (Y)	0.951		Reliable

Furthermore, The data have been examined and found to pass the traditional assumption tests, which include the data normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. This implies that the data may proceed to the hypothesis test and regression analysis.

Table 7. Regression Test on Work Discipline

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.049	3.101		5.498	0,000
	Work Discipline	0.574	0.075	0.706	7.602	0,000
a. Dependent Variable: Performance						

Table 8. Regression Test on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.677	2.941		6.350	0,000
	Motivation	0.543	0.073	0.700	7.474	0,000
a. Dependent Variable: Performance						

Table 9. Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.420	2.952		4.207	0.000
	Motivation	0.334	0.080	0.431	4.181	0.000
	Work Discipline	0.362	0.084	0.446	4.329	0.000

a. Dependent Variable: Performance

Regression test, used to see how much score can be used to predict the increase or decrease of via the independent variable to the dependent one. Tables 7 through 9 display the results of each computation. The following regression equation may be made using the multiple linear regression analysis results:

$$Y = 12.420 + 0.362X_1 + 0.334X_2$$

Employee performance will stay at 12.420 if the work discipline and incentive factors stay the same or are zero, as shown by the constant of 12.420. Additionally, the work discipline variable's (X1) regression coefficient of 0.362 indicates that employee performance will rise by 0.362 if work discipline rises by 1 point while staying constant. Furthermore, if the motivation variable (X2) stays constant, a 1 point increase in motivation will result in a 0.334 improvement in employee performance, according to the regression coefficient for the motivation variable of 0.334.

To address this study topic, hypothesis testing is then carried out. To ascertain if variable X (independent) influences variable Y (dependent), the partial regression coefficient test (T test) is utilized. To ascertain whether or not all independent factors are simultaneously influencing the dependent variable, the simultaneous regression coefficient test, or F test, is employed.

The Influence of Work Discipline on Employee Performance

Based on table 10, the t-count value of 7.602 is greater than the t-table value of 2.001, with a significance level of 0.000 which is smaller than 0.05. This causes the null hypothesis (H0) to be rejected and the alternative hypothesis (Ha) to be accepted, which indicates that work discipline has a positive and significant effect on employee performance in health clinics.

Table 10. T test on Work Discipline

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.049	3.101		5.498	0.000
	Work discipline	0.574	0.075	0.706	7.602	0.000
a. Dependent Variable: Performance						

The Influence of Motivation on Employee Performance

Table 11. T test on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.677	2.941		6.350	0.000
	Motivation	0.543	0.073	0.700	7.474	0.000
a. Dependent Variable: Performance						

Based on the data presented in table 11, it can be observed that the t-value of 7.474 surpasses the critical value of t-table of 2.001. In addition, the significance value achieved of 0.000 is below the threshold of 0.05. Given this circumstance, the null hypothesis (H₀), according to which employee performance is unaffected by motivation, must be disproved. However, the alternative hypothesis (H_a) is accepted, indicating that employee performance is improved by motivation in a positive and substantial way at the Health Clinic. In other words, increasing the level of employee motivation significantly contributes to improving their productivity and work quality in the clinic environment.

The Influence of Work Discipline and Motivation on Employee Performance

Table 12. F test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2370.186	2	1185.093	45.842	.000 ^b
	Residual	1473.547	57	25.852		
	Total	3843.733	59			

A. Dependent Variable: Performance

b. Predictors: (Constant), Work Discipline, Motivation

Based on the analysis results listed in table 12, the Fcount value is 45.842 which far exceeds the Ftable value of 3.16, with a significance level of 0.000 which is below the threshold of 0.05. This condition indicates that the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted, which means that simultaneously the work discipline and motivation variables have a positive and substantial impact on health clinic staff performance. To put it another way, raising these two variables combined greatly boosts worker effectiveness and production. This highlights how crucial it is to manage discipline and motivation as two key pillars of the human resource development plan in a medical clinic setting, where the more discipline and drive that employee applies, the better their performance will be. This strategy not only enhances individual work output but also helps the firm as a whole reach its objectives.

A straightforward linear regression equation is derived from the statistical data processing findings (refer to table 10) as follows:

$$Y = 17.049 + 0.574X$$

This equation suggests that the employee performance value (Y) stays at 17.049 if the work discipline variable (X₂) is at zero or does not rise, as shown by the constant value (a) of 17.049. Additionally, a unidirectional relationship between work discipline and employee performance is indicated by the positive

regression coefficient value (b) of 0.574. This indicates that employee performance will rise by 0.574 units for every unit increase in the work discipline variable.

The analysis's findings also indicate that there is a 0.706 connection between work discipline and employee performance, falling within the high association range of 0.60 to 0.799. This suggests that enhancing employee performance is somewhat correlated with job discipline.

The work discipline variable, on the other hand, contributes 49.9% to employee performance, according to the coefficient of determination (R^2) value of 0.499, with other factors outside the research variables accounting for the remaining 50.1%. The results of the hypothesis test show a significance value of 0.000, which is less than 0.05, and a t-count value of 7.602, which is higher than the t-table value of 2.001. Therefore, it may be said that H_0 is rejected and H_a is accepted, indicating that work discipline and employee performance have a positive and substantial relationship. The findings of this study are comparable to those of Ansar et al. (2024) and Diana and Rahmat (2022).

The Influence of Motivation on Employee Performance

Table 11 shows the findings of statistical analysis, which led to the following straightforward linear regression equation was obtained:

$$Y = 18.677 + 0.543X$$

From this equation, it can be interpreted that the constant value of 18.677 shows that employee performance (Y) stays at 18.677 if the incentive variable (X_1) is at zero or does not rise. A unidirectional link is indicated by the regression coefficient value of 0.543, which is positive. This means that for every unit rise in motivation, there will be a corresponding 0.543-unit increase in employee performance.

Additionally, the correlation coefficient of 0.700 between employee performance and motivation is within the interpretation range of 0.60 to 0.799, indicating a significant association between the two variables. This implies that increasing performance is strongly correlated with motivation.

With a coefficient of determination (R^2) value of 0.491, it can be concluded that motivation accounts for 49.1% of employee performance. This indicates that the motivation variable accounts for over half of the variance in employee performance, with other factors outside the scope of this study model influencing the remaining 50.9%.

The t-value of 7.474 is higher than the t-table of 2.001 with a significance level of 0.000, which is less than 0.05, according to the findings of the significant test. These findings indicate that motivation has a positive and considerable impact on employee performance, with H_0 being rejected and H_a being accepted. The findings of this investigation align with those of the study carried out by Chien et al. (2020).

Influence of Motivation and Work Discipline on Employee Performance

Multiple linear regression testing results indicate that the regression equation obtained is:

$$Y = 12.420 + 0.334X_1 + 0.362X_2$$

The constant of 12.420 indicates that employee performance (Y) stays at the base value of 12.420 if work discipline (X_2) and motivation (X_1) do not vary (value zero). With a motivation regression coefficient of 0.334, employee performance will rise by 0.334 units for every unit increase in motivation, assuming constant work discipline. Similarly, a one-unit improvement in work discipline, with constant desire, will result in a 0.362-unit increase in performance, according to the work discipline regression coefficient of 0.362.

The correlation obtains a value of 0.785 between the independent factors (work discipline and motivation) and the dependent variable (employee performance). A somewhat close positive association is indicated by this number, which falls into the strong relationship group (between 0.60 and 0.799). With a coefficient of determination (R^2) of 0.617, both independent variables may account for 61.7% of the variation in employee performance at the same time. Other factors not included in this explanation account for the remaining 38.3% research model.

With a significance value of 0.000 (<0.05), the simultaneous test (F test) findings indicate that the F count value of 45.842 is more than the F table of 3.16. This offers empirical proof that work discipline and motivation both significantly and favorably impact employee performance. This indicates that it is consistent with the findings of earlier research carried out by Yolanda et al. (2024) and Siagian (2023).

CONCLUSION AND RECOMMENDATION

Based on Research Findings Conducted on Health Clinic Employees, the Following Conclusions were Obtained:

1. The Influence of Motivation on Employee Performance

Employee performance has been shown to be positively and significantly impacted by work motivation. This is evident from the basic linear regression equation's findings, which show a unidirectional connection with $Y = 18.677 + 0.543X$. While the determination coefficient (R^2) value of 49.1% suggests that motivation accounts for almost half of the variation in employee performance, the correlation coefficient value of 0.700 shows a significant association. Furthermore, the significance value of 0.000 <0.05 indicates that the t-test value (7.474) $>$ t-table (2.001), which strengthens the evidence that the influence is statistically significant.

2. The Influence of Work Discipline on Employee Performance

Employee performance is positively and significantly impacted by work discipline as well. $Y = 17.049 + 0.574X$ is the basic linear regression equation that was produced. The R^2 value of 49.9% shows that work discipline significantly contributes to variances in employee performance, and the correlation value of 0.706 shows a strong association between work discipline and performance. With a significance level of 0.000 <0.05 , the statistical test yields a t-value (7.602) $>$ t-table (2.001), which indicates the significance of the influence.

3. Simultaneous Influence of Motivation and Work Discipline on Employee Performance

Simultaneously, Employee performance is positively and significantly impacted by motivation and work discipline. The multiple linear regression equation $Y = 12.420 + 0.334X_1 + 0.362X_2$ provides evidence for this. The R² value of 61.7% suggests that the two factors account for more than half of the variance in performance, while the correlation value of 0.785 suggests a significant association between the two variables and performance. With a significance value of $0.000 < 0.05$, the F test results demonstrate that $F_{\text{count}} (45.842) > F_{\text{table}}$, indicating a substantial simultaneous effect.

FUTHER STUDY

The researcher realizes that in the research that the researcher conducted there are still various shortcomings due to the limitations that the researcher found in this study. Because the researcher only analysed the impact of two independent variables—work discipline and motivation—on the dependent variable, which is employee performance, Other elements that may impact employee performance must be taken into account, including company culture, leadership, work environment, stress, and salary., organizational climate, workload, and job satisfaction.

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