



Analysis of the Influence of Motivation, Human Resource Development, and Job Satisfaction on Employee Work Discipline at PT Panca Niaga Jaya Lestari Kisaran

Putri Melinda Cahya¹, Kholilul Kholik²

^{1,2}Department of Management, Universitas Pembangunan Panca Budi, Indonesia

*Corresponding Author, Email: kholilulkholik@dosen.pancabudi.ac.id

Article Info

Article history:

Received 5 June, 2024

Revised 8 June, 2024

Accepted 9 July, 2024

Keywords:

Work Motivation;

HR Development;

Job Satisfaction;

Work Discipline

ABSTRACT

This research aimed to investigate the influence of work motivation, human resource development, and job satisfaction on employee work discipline at PT Panca Niaga Jaya Lestari Kisaran. The population of this research comprised all non-managerial employees, totaling 89 individuals. The sample size was also 89 respondents, employing the saturated sampling technique. The research was conducted in the year 2024. This research used primary quantitative data collected through the distribution of questionnaires and processed using SPSS 24.0 with a multiple linear regression analysis model. The results indicated that work motivation, HR development, and job satisfaction, both partially and simultaneously, had a positive and significant effect on work discipline at PT Panca Niaga Jaya Lestari Kisaran. Work motivation emerged as the most dominant variable influencing work discipline, with a regression value of 0.459 and a t-value of 5.593. Approximately 90.4% of employee work discipline could be explained and derived from work motivation, HR development, and job satisfaction, while the remaining percentage was influenced by other factors. Work discipline had a very strong/close relationship with work motivation, HR development, and job satisfaction.

*Corresponding Author:

Kholilul Kholik

Department of Management, Universitas Pembangunan Panca Budi, Indonesia

Email: kholilulkholik@dosen.pancabudi.ac.id

INTRODUCTION

In a business world full of competition, employee work discipline is an important element to achieve organizational goals. Good work discipline can increase productivity, work quality and company operational efficiency. Therefore, management needs to understand the factors that influence employee work discipline. Wahyuningsih and Noviah (2023) state that motivation, human resource (HR) development and job satisfaction are three important aspects that can influence work discipline. Motivation plays a role in encouraging employees to achieve their best performance. Sutrisno (2020) states that human resource development, through training and skills development, can increase employee competence and self-confidence, which ultimately contributes to improving work discipline. Meanwhile, employee job satisfaction reflects how satisfied they are with their job and work environment, which can influence commitment and discipline in carrying out their duties.

Dewi, et al (2022) that work discipline is one of the main indicators of the quality of human resources in an organization. Work discipline reflects employees' compliance with established rules and procedures, as well as their commitment to carrying out their duties and responsibilities. Good discipline will ensure that each employee works according to the expected standards, so that organizational goals can be achieved more effectively and efficiently. However, achieving optimal work discipline is not easy. Many factors can influence the level of employee work discipline, including motivation, human resource development, and job satisfaction. These three factors are interrelated and have a significant role in shaping employee work behavior.

This research has several important contributions to human resource management and organizations as a whole. First, the results of this research can provide insight for management regarding the factors that most influence employee work discipline. In this way, management can formulate more effective policies and programs to improve work discipline. Second, this research can also help organizations in designing HR development programs that are more targeted. By knowing the relationship between HR development and work discipline, organizations can focus on the training and education that is really needed to improve employee work discipline. Third, this research can provide an overview of the importance of job satisfaction in influencing work discipline. Organizations that are able to create a satisfactory work environment for employees will more easily achieve a high level of work discipline, which will ultimately have a positive impact on organizational productivity and performance.

LITERATURE REVIEW

Motivation

Motivation is an internal drive that moves a person to act or work to achieve certain goals. In an organizational context, employee motivation is very important because it can determine the level of effort and commitment they put into their work. High motivation will encourage employees to work harder, be more creative, and be more disciplined in carrying out their duties. There are various motivation theories that can be used to understand and increase employee motivation. Kholik (2022) and Rivai (2019) explain Maslow's theory of needs, for example, stating that humans have a hierarchy of needs that must be met, starting from physiological needs to self-actualization needs. Herzberg's theory of two factors also states that there are factors that can cause job satisfaction (motivators) and factors that can cause job dissatisfaction (hygiene factors). By understanding what motivates employees, management can design appropriate programs and policies to increase their motivation.

Human Resources development

Margawati et al (2021) and Nurfadila (2021) explain that human resource development includes all efforts made by the organization to increase employee competence and abilities. Training, education and skills development programs are part of HR development which aims to improve employee performance and productivity. Apart from that, HR development also includes efforts to build a positive and supportive work culture, so that employees can work more effectively and efficiently. Good human resource development will increase the quality and self-confidence of employees, which in turn will have a positive impact on work discipline. Employees who have adequate skills and knowledge will find it easier to understand and carry out their duties well, as well as be more disciplined in complying with applicable rules and procedures.

Job Satisfaction

Job satisfaction is the positive feeling that employees feel about their work and work environment. Job satisfaction reflects the extent to which employees' expectations and needs are met in their work. Employees who are satisfied with their work will be more motivated, more committed, and more disciplined in their work. Saragih, et al (2018) and Setiyadi (2020) also explain the factors that influence job satisfaction, including working conditions, salary and benefits, relationships with superiors and co-workers, and opportunities for career development. Organizations that are able to create a conducive work environment and meet employee needs will more easily achieve high levels of job satisfaction, which in turn will have a positive impact on work discipline.

Work Discipline

Suryandari (2024); Sudarmanto (2020); Wilda and Mauliza (2023) explain that employee work discipline is a key factor in achieving organizational goals. Motivation, human resource development, and job satisfaction are three important aspects that can influence work discipline. This research aims to analyze the influence of these three variables on employee work discipline, with the hope of providing insight for management in formulating effective strategies to improve work discipline.

METHOD

This research uses an associative-quantitative approach which aims to find the influence, both partially and simultaneously, of the independent variable on the dependent variable using quantitative data (in the form of numbers) collected from distributing questionnaires. The associative-quantitative research approach is a research approach that aims to identify and analyze relationships or associations between variables in a study, using a strong approach to quantitative data analysis. This approach focuses on measurement and statistical analysis to understand the relationship between the variables studied (Sujarweni, 2021). Associative-quantitative approaches often use observational or experimental research designs to collect data that is analyzed statistically. Associative-quantitative research involves the use of statistical techniques such as regression analysis, correlation tests, and

analysis of variance to examine the relationship between independent and dependent variables. The advantage of this approach is its ability to provide data that can be measured quantitatively, allowing in-depth statistical analysis to determine to what extent and how variables are related to each other (Rusiadi et al, 2020). The population in this study are all employees who work at PT Panca Niaga Jaya Lestari Kisaran, which currently totals 89 employees. Considering that the population in this study was only 89 employees, the sample used was a saturated sample where the entire population, namely 89 employees, was used as the research sample so that the total sample in this study was 89 respondents. The sampling technique used in this research is census sampling or saturated sampling, namely taking the entire population as a sample. Manullang & Manuntun (2018) explained that research data collection techniques are a way to collect data that is relevant for research. Meanwhile, data collection instruments are tools used to collect research data. The data collection instrument in this study used a questionnaire measured using a Likert scale. The answers to each question instrument item have a gradient from very positive to very negative. Generally, a Likert scale contains answer choices: strongly agree, agree, neutral, disagree, and strongly disagree. The scores given are 5,4,3,2,1. Data analysis carried out in this research included data quality tests, classical assumption tests, multiple linear regression and further hypothesis testing using the coefficient of determination (R²).

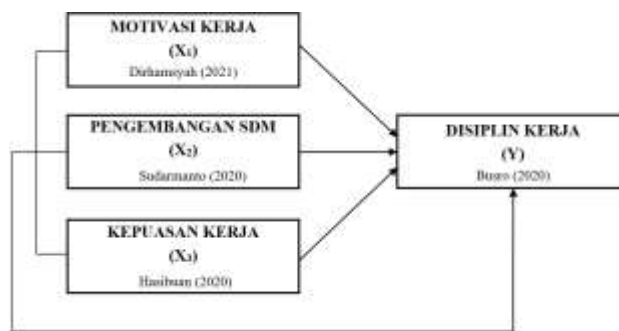


Figure 1. Research Conceptual Framework
Source: By Author (2024)

RESULTS AND DISCUSSION

In an effort to increase motivation, organizations can implement various strategies, such as providing rewards for achievements, offering career development opportunities, and creating a supportive work environment. For example, employee recognition programs can provide positive reinforcement that reinforces disciplined behavior. Additionally, providing challenges that match employees' abilities can help them feel valued and motivated to work harder. Motivation is an internal drive that triggers and directs a person's behavior in achieving certain goals. In the work context, employee motivation plays an important role in determining how much effort they put into carrying out their duties and responsibilities. High motivation in employees will usually result in better performance, which includes discipline at work.

The results of the descriptive analysis of each research variable can be seen in the following discussion:

Motivation Work (X₁)

The Work Motivation variable (X₁) is formed by 4 (four) indicators consisting of Ambition (X₁-1), Initiative (X₁-2), Involvement (X₁-3), and Punctuality (X₁-4). A complete description of respondents' responses for each indicator can be seen below:

Table 1. Respondents Assessment of Ambition Indicators (X₁-1)

Indicator	Question Items			
	Employees are motivated to continue to develop and achieve success in the company		Employees diligently set targets and work hard to achieve them	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	1	1,1	1	1,1
Don't agree	5	5,6	4	4,5
Netral	8	9,0	8	9,0

Agree	39	43,8	44	49,4
Strongly agree	36	40,4	32	36,0
Total	89	100.0	89	100.0
Average	4,1685		4,1461	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Ambition Indicator in Table 1 is represented by 2 question items as follows: 1) For the item "Employees are motivated to continue to develop and achieve success in the company", 39 respondents (43.8%) agreed, and 36 respondents (40.4%) stated strongly agree, with a mean value of 4.1685 (good category). This answer illustrates that employees are indeed motivated to continue to develop and achieve success in the company. 2) For the item "Employees are diligent in setting targets and try hard to achieve them", as many as 44 respondents (49.4%) agreed, and 32 respondents (36.0%) said they strongly agreed, with a mean value of 4.1461 (good category). This answer illustrates that employees are diligent in setting targets and trying hard to achieve them.

Table 2. Respondents' Assessment of Initiative Indicators (X1-2)

Indicator	Question Items			
	Employees actively look for ways to improve work efficiency in their environment		Employees always take the initiative to do what needs to be done without waiting for orders to carry out their duties	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	3	3,4	2	2,2
Don't agree	5	5,6	4	4,5
Netral	8	9,0	7	7,9
Agree	41	46,1	43	48,3
Strongly agree	32	36,0	33	37,1
Total	89	100.0	89	100.0
Average	4,0562		4,1348	
Category	Baik		Baik	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Initiative indicators in Table 2 are represented by 2 question items as follows: 1) For the item "Employees actively look for ways to improve work efficiency in their environment", 41 respondents (46.1%) agreed, and 32 respondents (36.0%) stated that they strongly agree, with a mean value of 4.0562 (good category). This answer illustrates that employees are actively looking for ways to increase work efficiency in their environment. 2) For the item "Employees always take the initiative to do what needs to be done without waiting for orders to carry out their duties", as many as 43 respondents (48.3%) agreed, and 33 respondents (37.1%) said they strongly agreed, with a mean value of 4.1348 (good category). This answer illustrates that employees always take the initiative to do what needs to be done without waiting for orders to carry out their duties.

Table 3. Respondents' Assessment of Involvement Indicators (X1-3)

Indicator	Question Items			
	Employees feel proud to be part of this team or organization		Employees often put in extra time and energy to achieve company goals	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	2	2,2	2	2,2
Don't agree	5	5,6	4	4,5
Netral	8	9,0	8	9,0
Agree	43	48,3	39	43,8
Strongly agree	31	34,8	36	40,4
Total	89	100.0	89	100.0
Average	4,0787		4,1573	
Category	Baik		Baik	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Engagement Indicators in Table 3 are represented by 2 question items as follows: 1) For the item "Employees feel proud to be part of this team or organization", 43 respondents (48.3%) agreed, and 31 respondents (34.8%) stated that they strongly agreed, with a mean value of 4.0787 (good category). This answer illustrates that employees really feel proud to be part of this team or organization. 2) For the item "Employees often spend extra time and energy to achieve company goals", 39 respondents (43.8%) agreed, and 36 respondents (40.4%) strongly agreed, with a mean value of 4.1573 (good category). This answer illustrates that customers see that employees often put in extra time and energy to achieve company goals.

Table 4. Respondents' Assessment of Timeliness Indicators (X1-4)

Indicator	Questions Items			
	Employees always complete their tasks on time		Employees are always on time in sending reports or work requested	
Punctuality				
Jawaban Responden	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	2	2,2	2	2,2
Dont Agree	7	7,9	4	4,5
Netral	9	10,1	10	11,2
Agree	35	39,3	45	50,6
Strongly Agree	36	40,4	28	31,5
Total	89	100.0	89	100.0
Average	4,0787		4,0449	
Kategori	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Timeliness Indicator in Table 4 is represented by 2 question items as follows: 1) For the item "Employees always complete their tasks on time", 35 respondents (39.3%) agreed, and 36 respondents (40.4%) stated that they strongly agreed, with a mean value of 4.0787 (good category). This answer illustrates that employees always complete their tasks on time. 2) For the item "Employees are always on time in sending reports or requested work", as many as 45 respondents (50.6%) said they agreed, and 28 respondents (31.5%) said they strongly agreed, with a mean value of 4.0449 (good category). This answer illustrates that employees are always on time in sending reports or work as requested.

Human Resources Development (X₂)

The HR Development variable (X₂) is formed by 3 (three) indicators consisting of Satisfaction with the Training Program (X₂-1), Perception of Performance Management (X₂-2), Awards and Recognition (X₂-3), and Career Development (X₂ -4). A complete description of respondents' responses for each indicator can be seen in the following table:

Table 5. Respondents' Assessment of Satisfaction Indicators with the Training Program (X₂-1)

Indicator	Questions Items			
	Employees feel the training material is relevant to the employee's job		Employees can apply the knowledge gained from training to the employee's work	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	2	2,2	2	2,2
Don't agree	2	2,2	10	11,2
Netral	6	6,7	12	13,5
Agree	47	52,8	40	44,9
Strongly agree	32	36,0	25	28,1
Total	89	100.0	89	100.0
Average	4,1798		3,8539	
Kategori	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The indicators of satisfaction with the training program in Table 5 are represented by 2 question items as follows: 1) For the item "Employees feel the training material is relevant to the employee's work", 47 respondents (52.8%) agreed, and 32 respondents (36.0%) stated that they strongly agreed, with a mean value of 4.1798 (good category). This answer illustrates that employees

feel the training material is relevant to the employee's job. 2) For the item "Employees can apply the knowledge gained from training to employee work", as many as 40 respondents (44.9%) agreed, and 25 respondents (28.1%) said they strongly agreed, with a mean value of 3.8539 (good category). This answer illustrates that employees can indeed apply the knowledge gained from training to the employee's work.

Table 6 Respondents' Assessment of Perception Indicators regarding Performance Management (X2-2)

Indicator	Questions Items			
	Employees feel that the employee performance appraisal system is fair and transparent		Employees receive useful feedback about employee performance on a regular basis	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	4	4,5	4	4,5
Dont Agree	8	9,0	4	4,5
Netral	8	9,0	7	7,9
Agree	37	41,6	40	44,9
Strongly Agree	32	36,0	34	38,2
Total	89	100.0	89	100.0
Average	3,9551		4,0787	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Perception Indicators regarding Performance Management in Table 6 are represented by 2 question items as follows: 1) For the item "Employees feel the employee performance appraisal system is fair and transparent", as many as 37 respondents (41.6%) agreed, and 32 respondents (36 .0%) stated that they strongly agreed, with a mean value of 3.9551 (good category). This answer illustrates that employees feel that the employee performance appraisal system is fair and transparent. 2) For the item "Employees receive useful feedback about employee performance periodically", 40 respondents (44.9%) said they agreed, and 34 respondents (38.2%) said they strongly agreed, with a mean value of 4.0787 (good category). This answer illustrates that employees do receive useful feedback about employee performance on a regular basis.

Table 7. Respondents' Assessment of Rewards and Recognition Indicators (X2-3)

Indicator	Questions Items			
	Employees feel that the appreciation and recognition that employees receive is in accordance with the employee's contribution		Employees feel appreciated by management for their hard work	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	3	3,4	2	2,2
Don't agree	6	6,7	4	4,5
Netral	10	11,2	8	9,0
Agree	34	38,2	41	46,1
Strongly Agree	36	40,4	34	38,2
Total	89	100.0	89	100.0
Average	4,0562		4,1348	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Reward and Recognition indicators in Table 7 are represented by 2 question items as follows: 1) For the item "Employees feel that the appreciation and recognition that employees receive is in accordance with the employee's contribution", 34 respondents (38.2%) agreed, and 36 respondents (40.4%) said they strongly agreed, with a mean value of 4.0562 (good category). This answer illustrates that employees really feel that the appreciation and recognition that employees receive is in accordance with the employee's contribution. 2) For the item "Employees feel appreciated by management for the employees' hard work", 41 respondents (46.1%) agreed, and 34 respondents (38.2%) said they strongly agreed, with a mean value of 4.1348 (good category). This answer illustrates that employees feel appreciated by management for their hard work.

Table 8 Respondents' Assessment of Career Development Indicators (X2-4)

Indicator	Questions Item			
	Employees feel there is a clear career path at this company		Employees feel there are opportunities for promotion and career development	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	2	2,2	2	2,2
Dont Agree	4	4,5	4	4,5
Netral	9	10,1	15	16,9
Agree	40	44,9	45	50,6
Strongly Agree	34	38,2	23	25,8
Total	89	100.0	89	100.0
Average	4,1236		3,9326	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Career Development Indicators in Table 8 are represented by 2 question items as follows: 1) For the item "Employees feel there is a clear career path in this company", as many as 40 respondents (44.9%) agreed, and 34 respondents (38.2%) stated that they strongly agreed, with a mean value of 4.1236 (good category). This answer illustrates that employees feel there is a clear career path at this company. 2) For the item "Employees feel there are opportunities for promotion and career development", 45 respondents (50.6%) said they agreed, and 23 respondents (25.8%) said they strongly agreed, with a mean value of 3.9326 (good category). This answer illustrates that employees do feel there are opportunities for promotion and career development.

Job Satisfaction (X₃)

The Job Satisfaction variable (X₃) is formed by 4 (four) indicators consisting of Enjoying Their Job (X₃-1), Loving Their Job (X₃-2), Work Morale (X₃-3), and Job Performance (X₃-4). A complete description of respondents' responses for each indicator can be seen in the following table:

Table 9. Respondents' Assessment of the Indicator of Enjoying Their Job (X3-1)

Indicator	Questions Items			
	Employees feel happy with the employee's current job profession		Employees feel at home working at this company and plan to develop their careers at the company	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly Disagree	2	2,2	2	2,2
Dont Agree	6	6,7	2	2,2
Netral	9	10,1	7	7,9
Agree	43	48,3	37	41,6
Strongly Agree	29	32,6	41	46,1
Total	89	100.0	89	100.0
Average	4,0225		4,2697	
Category	Good		Very Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The indicators of liking their job in Table 9 are represented by 2 question items as follows: 1) For the item "Employees feel happy with the employee's current job profession", as many as 43 respondents (48.3%) stated agree, and 29 respondents (32.6%) stated that they strongly agreed, with a mean value of 4.0225 (good category). This answer illustrates that the employee really feels happy with the employee's current job profession. 2) For the item "Employees feel at home working at this company and plan to develop their careers at the company", 37 respondents (41.6%) said they agreed, and 41 respondents (46.1%) said they strongly agreed, with a mean value of 4.2697 (very good category). This answer illustrates that the employee really feels at home working at this company and plans to develop a career at the company.

Table 10. Respondents' Assessment of the Loving Their Job Indicator (X3-2)

Indicator	Questions Item	
	Employees really care about the company's progress where the	Employees love their work in the company so that employees carry out
Loves His Job		

	company's progress will make employees very happy		their duties with great joy	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly disagree	2	2,2	2	2,2
Dont Agree	6	6,7	4	4,5
Netral	4	4,5	9	10,1
Agree	40	44,9	41	46,1
Strongly Agree	37	41,6	33	37,1
Total	89	100.0	89	100.0
Average	4,1685		4,1124	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Loving Their Job indicator in Table 10 is represented by 2 question items as follows: 1) For the item "Employees really care about the company's progress where the company's progress will really make employees happy", as many as 40 respondents (44.9%) agreed, and 37 respondents (41.6%) stated that they strongly agreed, with a mean value of 4.1685 (good category). This answer illustrates that employees really care about the company's progress, where the company's progress will make employees very happy. For the item "Employees love their work in the company so that employees carry out their duties with great joy", as many as 41 respondents (46.1%) said they agreed, and 33 respondents (37.1%) said they strongly agreed, with a mean value of 4.1124 (good category). This answer illustrates that employees really love their work in the company so that employees carry out their duties with great joy.

Table 11. Respondents' Assessment of Work Morale Indicators (X3-3)

Indicator	Questions Item			
	Employees have a high sense of work enthusiasm in their daily work at the company		Employees carry out their duties with enthusiasm so they don't feel tired	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly disagree	2	2,2	2	2,2
Dont Agree	2	2,2	4	4,5
Netral	11	12,4	7	7,9
Agree	38	42,7	40	44,9
Strongly Agree	36	40,4	36	40,4
Total	89	100.0	89	100.0
Average	4,1685		4,1685	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Work Morale Indicator in Table 11 is represented by 2 question items as follows: 1) For the item "Employees have a high sense of work enthusiasm in their daily work at the company", as many as 38 respondents (42.7%) agreed, and 36 respondents (40.4%) stated that they strongly agreed, with a mean value of 4.1685 (good category). This answer illustrates that employees do have a high sense of work enthusiasm in their daily work at the company. 2) For the item "Employees carry out employee tasks with enthusiasm so they don't feel tired", as many as 40 respondents (44.9%) agreed, and 36 respondents (40.4%) said they strongly agreed, with a mean value of 4.1685 (good category). This answer illustrates that employees do their work with enthusiasm so they don't feel tired.

Table 12 Respondents' Assessment of Work Performance Indicators (X3-4)

Indicator	Question Items			
	The results of the employee's work are never complained about by the superior, which indicates that the superior is satisfied with the results of the employee's work		Employees are able to complete every task given to them on time	
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly disagree	2	2,2	2	2,2

Dont Agree	4	4,5	3	3,4
Netral	5	5,6	13	14,6
Agree	38	42,7	34	38,2
Strongly Agree	40	44,9	37	41,6
Total	89	100.0	89	100.0
Average	4,2360		4,1348	
Category	Very Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Work Performance Indicators in Table 12 are represented by 2 question items as follows: 1) For the item "Employee work results are never complained about by superiors, which indicates that superiors are satisfied with employee work results", as many as 38 respondents (42.7%) agreed, and 40 respondents (44.9%) stated that they strongly agreed, with a mean value of 4.2360 (very good category). This answer illustrates that the employee's work results have never been complained about by the superior, which indicates that the superior is satisfied with the employee's work results. 2) For the item "Employees are able to complete every task given on time", as many as 42 respondents (38.2%) agreed, and 37 respondents (41.6%) said they strongly agreed, with a mean value of 4.1348 (category Good). This answer illustrates that the employee is able to complete every task given on time.

Work Discipline (Y)

The Work Discipline variable (Y) is formed by 5 (five) indicators consisting of Attendance (Y-1), Compliance with Rules (Y-2), Work Ethics (Y-3), and Responsibility (Y-4). A complete description of respondents' responses for each indicator can be seen in the following table:

Table 13 Respondents' Assessment of Attendance Indicators (Y-1)

Indicator	Questions Items			
	The employee has a history of excellent attendance at work		Employees have a history of low attendance at work	
Absensi	Frekuensi	Persen	Frekuensi	Persen
Respondent's Answer				
Strongly disagree	3	3,4	2	2,2
Dont Agree	7	7,9	4	4,5
Netral	6	6,7	6	6,7
Agree	42	47,2	38	42,7
Strongly Agree	31	34,8	39	43,8
Total	89	100.0	89	100.0
Average	4,0225		4,2135	
Category	Good		Very Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Attendance Indicator in Table 13 is represented by 2 question items as follows: 1) For the item "Employees have a history of excellent attendance at work", 42 respondents (47.2%) agreed, and 31 respondents (34.8%) stated that they strongly agreed, with a mean value of 4.0225 (good category). This answer illustrates that the employee does have a history of excellent attendance at work. 2) For the item "Employees have a history of low attendance at work", as many as 38 respondents (42.7%) stated they agreed, and 39 respondents (43.8%) stated they strongly agreed, with a mean value of 4.2135 (category Very good). This answer illustrates that the employee really has a history of low attendance at work.

Table 14. Respondents' Assessment of Work Ethics Indicators (Y-3)

Indicator	Questions Item			
	Employees always behave in accordance with the social norms that apply in the company		Employees respect all the rights and obligations of other colleagues	
Work Ethics	Frekuensi	Persen	Frekuensi	Persen
Respondent's Answer				
Strongly disagree	3	3,4	2	2,2
Dont Agree	3	3,4	2	2,2
Netral	8	9,0	10	11,2
Agree	41	46,1	40	44,9

Strongly Agree	34	38,2	35	39,3
Total	89	100.0	89	100.0
Average	4,1236		4,1685	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Work Ethics Indicators in Table 14 are represented by 2 question items as follows: 1) For the item "Employees always behave in accordance with the social norms that apply in the company", as many as 41 respondents (46.1%) agreed, and 34 respondents (38, 2%) said they strongly agreed, with a mean value of 4.1236 (good category). This answer illustrates that employees always behave in accordance with the social norms that apply in the company. 2) For the item "Employees respect all the rights and obligations of other colleagues", as many as 40 respondents (44.9%) agreed, and 35 respondents (39.3%) said they strongly agreed, with a mean value of 4. 1685 (good category). This answer illustrates that employees really respect all the rights and obligations of other colleagues.

Table 15. Respondents' Assessment of Responsibility Indicators (Y-4)

Indicator	Questions Item			
	Employees continue to carry out their duties and responsibilities even though there is very little supervision		Employees always complete their tasks and responsibilities on time	
Responsibility				
Respondent's Answer	Frekuensi	Persen	Frekuensi	Persen
Strongly disagree	2	2,2	2	2,2
Dont Agree	2	2,2	3	3,4
Netral	10	11,2	9	10,1
Agree	41	46,1	43	48,3
Strongly Agree	34	38,2	32	36,0
Total	89	100.0	89	100.0
Average	4,1573		4,1236	
Category	Good		Good	

Source: Primary Data Processed with SPSS 24.0 (2024)

The Responsibility Indicators in Table 15 are represented by 2 question items as follows: 1) For the item "Employees continue to carry out their duties and responsibilities even though there is very little supervision", as many as 41 respondents (46.1%) agreed, and 34 respondents (38.2%) stated that they strongly agreed, with a mean value of 4.1573 (good category). This answer illustrates that employees continue to carry out their duties and responsibilities even though there is very little supervision. 2) For the item "Employees always complete their tasks and responsibilities on time", as many as 43 respondents (48.3%) said they agreed, and 32 respondents (36.0%) said they strongly agreed, with a mean value of 4.1236 (good category). This answer illustrates that employees always complete their tasks and responsibilities on time.

Table 16. Validity Test Results for Each Question Item on the Work Motivation Variable (X1)

Question to -	Symbol	r_{hitung}	r_{kritis}	Information
1	X _{1-1,1}	0,607	0,3	Valid
2	X _{1-1,2}	0,649	0,3	Valid
3	X _{1-2,1}	0,744	0,3	Valid
4	X _{1-2,2}	0,653	0,3	Valid
5	X _{1-3,1}	0,682	0,3	Valid
6	X _{1-3,2}	0,789	0,3	Valid
7	X _{1-4,1}	0,634	0,3	Valid
8	X _{1-4,2}	0,811	0,3	Valid

Source: Primary Data Processed with SPSS 24.0 (2024)

The results of validity testing in Table 16 show that all calculated r values for each question item for the Work Motivation variable (X1) are greater than 0.3. So, based on the results of validity testing, it can be concluded that all the questions used in the questionnaire are proven to be valid, so that the data obtained is also suitable for use and can be used for further testing, namely reliability testing.

Table 17. Reliability Test Results for Work Motivation Variables (X1)

Reliability Statistics Motivasi Kerja (X ₁)			
<i>Cronbach's Alpha</i>	<i>N of Items</i>	<i>Syarat</i>	Conclusion
0,904	8	<i>Cronbach's Alpha > 0,7</i>	Reliabel

Source: Primary Data Processed with SPSS 24.0 (2024)

The test results in Table 17 show that the resulting Cronbach's Alpha value is 0.904. This value is greater than 0.70 so that the test results meet the requirement that the Cronbach's Alpha value is > 0.70 . So it can be concluded that all questions on the Work Motivation variable (X₁) are said to be reliable or reliable to use and are suitable for testing classical assumptions, namely Normality, Multicollinearity and Heteroscedasticity tests.

Table 18. Reliability Test Results for HR Development Variables (X2)

Reliability Statistics Pengembangan SDM (X ₂)			
<i>Cronbach's Alpha</i>	<i>N of Items</i>	<i>Syarat</i>	Conclusion
0,894	8	<i>Cronbach's Alpha > 0,7</i>	Reliabel

Source: Primary Data Processed with SPSS 24.0 (2024)

The test results in Table 18 show that the resulting Cronbach's Alpha value is 0.894. This value is greater than 0.70 so that the test results meet the requirement that the Cronbach's Alpha value is > 0.70 . So it can be concluded that all questions on the HR Development variable (X₂) are said to be reliable or reliable to use and are suitable for testing classical assumptions, namely Normality, Multicollinearity and Heteroscedasticity tests.

Table 19 Reliability Test Results for the Job Satisfaction Variable (X3)

Reliability Statistics Kepuasan Kerja (X ₃)			
<i>Cronbach's Alpha</i>	<i>N of Items</i>	<i>Syarat</i>	Conclusion
0,887	8	<i>Cronbach's Alpha > 0,7</i>	Reliabel

Source: Primary Data Processed with SPSS 24.0 (2024)

The test results in Table 19 show that the resulting Cronbach's Alpha value is 0.887. This value is greater than 0.70 so that the test results meet the requirement that the Cronbach's Alpha value is > 0.70 . So it can be concluded that all questions on the Job Satisfaction variable (X₁) are said to be reliable or reliable to use and are suitable for classical assumption tests, namely Normality, Multicollinearity and Heteroscedasticity tests.

Table 20 Reliability Test Results for the Work Discipline Variable (Y)

Reliability Statistics Disiplin Kerja (Y)			
<i>Cronbach's Alpha</i>	<i>N of Items</i>	<i>Syarat</i>	Conclusion
0,880	8	<i>Cronbach's Alpha > 0,7</i>	Reliabel

Source: Primary Data Processed with SPSS 24.0 (2024)

The results of 20 tests show that the resulting Cronbach's Alpha value is 0.880. This value is greater than 0.70 so that the test results meet the requirement that the Cronbach's Alpha value is > 0.70 . So it can be concluded that all questions on the Work Discipline (Y) variable are said to be reliable or reliable to use and are suitable for testing classical assumptions, namely the Normality, Multicollinearity and Heteroscedasticity tests.

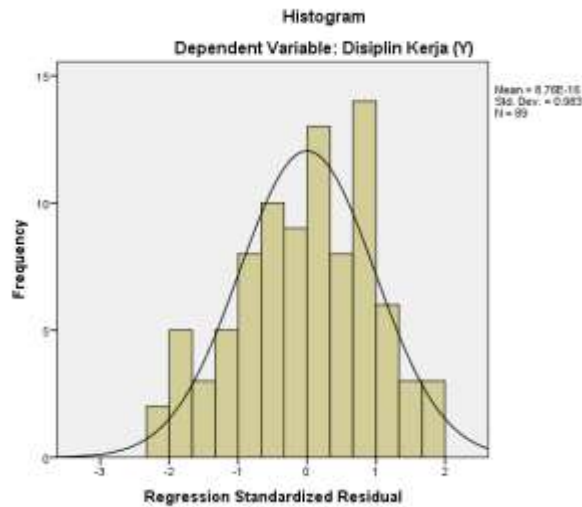


Figure 2. Kurva Histogram Normalitas
 Source: Primary Data Processed with SPSS 24.0 (2024)

Based on the SPSS output results, Figure 2 Normality histogram curve shows that the image in the histogram has a graph that is convex in the middle or has a bell-like pattern or the data is not slanted to the left or right. So it can be concluded that the regression model meets the assumptions of the data normality test. Data normality can also be seen from the P-P Plot graph as follows:

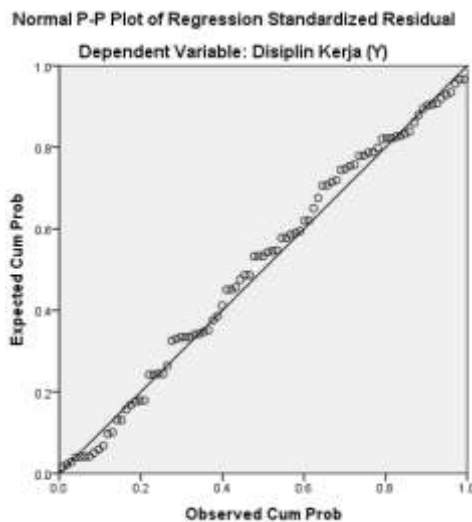


Figure 3. Grafik Normal P-P Plot of Regression Standarized Residual
 Source: Primary Data Processed with SPSS 24.0 (2024)

Based on figure 4.2. It can be seen that the 89 data points are spread around the diagonal line and follow the direction of the diagonal line. Not only does it follow the diagonal line, but many data points also touch the diagonal line. The distribution of dots illustrates that the data from respondents' answers has been distributed normally, so the regression model fulfills the normality assumption based on the P-P Plot graph. The results of data normality using the Kolmogorov-Smirnov Test can be seen in the following table:

Table 21. Data Normality with Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N	89	
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,70191316

<i>Most Extreme Differences</i>	<i>Absolute</i>	0,069
	<i>Positive</i>	0,048
	<i>Negative</i>	-0,069
<i>Test Statistic</i>		0,069
<i>Asymp. Sig. (2-tailed)</i>		0,200^{c,d}
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		
<i>d. This is a lower bound of the true significance.</i>		

Source: Primary Data Processed with SPSS 24.0 (2024)

The results of the Kolmogorov-Smirnov test using SPSS in Table 21 can be seen that the resulting significant value is 0.200. This significant value can be seen in the Asymp value. Sig. (2-tailed) on the results of the Kolmogorov-Smirnov test. This significant value is greater than 0.05. So based on the Kolmogorov-Smirnov test, the data used is normally distributed because the significant value of the residual is greater than 0.05. So it can be stated that the data in this research is statistically normally distributed and meets the requirements.

Table 22. Multicollinearity Test Results

<i>Coefficients^a</i>					
Model		<i>Collinearity Statistics</i>			Conclusion
		<i>Tolerance</i>	<i>VIF</i>	Syarat	
1	<i>(Constant)</i>				No Multicollinearity Problems
	Motivation Work (X ₁)	0,153	6,529	Tolerance > 0,10 & VIF < 10	
	HRD (X ₂)	0,209	4,774		
	Job Satisfacton (X ₃)	0,174	5,764		

a. Dependent Variable: Disiplin Kerja (Y)

Source: Primary Data Processed with SPSS 24.0 (2024)

Based on the results of data processing using SPSS in Table 22, it shows that:

The Work Motivation variable (X1) has a tolerance value of 0.153 where the value is greater than 0.10 and has a VIF value of 6.529 where the value is smaller than 10. So it can be concluded that the Work Motivation variable (X1) is free from multicollinearity problem

The HR Development variable (X2) has a tolerance value of 0.209 where the value is greater than 0.10 and has a VIF value of 4.774 where the value is smaller than 10. So it can be concluded that the HR Development variable (X2) is free from multicollinearity problem.

The Job Satisfaction variable (X3) has a tolerance value of 0.174 where the value is greater than 0.10 and has a VIF value of 5.764 where the value is smaller than 10. So it can be concluded that the Job Satisfaction variable (X3) is free from multicollinearity problem.

Based on the multicollinearity test, it can be concluded that the independent variables used in this research consisting of Work Motivation (X1), HR Development (X2), and Job Satisfaction (X3) are free from multicollinearity problems.

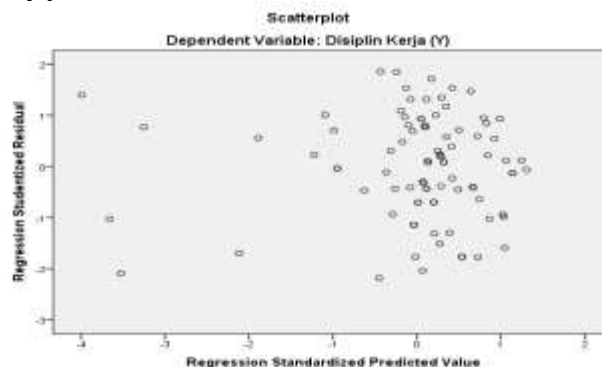


Figure 4. Heteroscedasticity Test Results with Scatterplot Graphs

Source: Primary Data Processed with SPSS 24.0 (2024)

Figure 4. above shows that the 89 data points are spread randomly, do not form a clear pattern, are not clumped in one place, and the data points are spread both above and below the number 0 on the Y axis. . This shows that heteroscedasticity does not occur in the regression model.

Table 23. Heteroscedasticity Test Results with the Glejser Test

Coefficients ^a				
Model	Sig.	Syarat	Conclusion	
1	(Constant)	0,000	There are no symptoms of heteroscedasticity	
	Motivation Work (X ₁)	0,516		Sig. > 0,05
	HRD (X ₂)	0,581		Sig. > 0,05
	Job Satisfaction (X ₃)	0,594		Sig. > 0,05

a. Dependent Variable: Absolute_Residual

Source: Primary Data Processed with SPSS 24.0 (2024)

Based on Table 23, the results of the Glejser test to detect the Heteroscedasticity symptoms above can be explained as follows:

The significant value of the independent variable Work Motivation (X₁) is 0.516, where this value is greater than 0.05. So it can be concluded that the independent variable Work Motivation (X₁) has no symptoms of heteroscedasticity and is homoscedastic.

The significant value of the independent variable HR Development (X₂) is 0.581, where this value is greater than 0.05. So it can be concluded that the independent variable HR Development (X₂) has no symptoms of heteroscedasticity and is homoscedastic.

The significant value of the independent variable Job Satisfaction (X₃) is 0.594, where this value is greater than 0.05. So it can be concluded that the independent variable Job Satisfaction (X₂) has no symptoms of heteroscedasticity and is homoscedastic.

Based on Table 23, the results of the Glejser test to detect the Heteroscedasticity symptoms above can be explained as follows:

The significant value of the independent variable Work Motivation (X₁) is 0.516, where this value is greater than 0.05. So it can be concluded that the independent variable Work Motivation (X₁) has no symptoms of heteroscedasticity and is homoscedastic.

The significant value of the independent variable HR Development (X₂) is 0.581, where this value is greater than 0.05. So it can be concluded that the independent variable HR Development (X₂) has no symptoms of heteroscedasticity and is homoscedastic.

The significant value of the independent variable Job Satisfaction (X₃) is 0.594, where this value is greater than 0.05. So it can be concluded that the independent variable Job Satisfaction (X₂) has no symptoms of heteroscedasticity and is homoscedastic.

Based on the results of Heteroscedasticity with scatterplot images and the Glejser test, it can be concluded that Work Motivation (X₁), HR Development (X₂), and Job Satisfaction (X₃).

Table 24 Multiple Linear Regression Test Results

Coefficients ^a					
Model		UnStandardized Coefficients		Standardized Coefficients	Direction of Influence
		B	Std. Error	Beta	
1	(Constant)	1,539	1,136		
	Motivation Work (X ₁)	0,459	0,082	0,471	Positive
	HRD (X ₂)	0,312	0,068	0,330	Positive
	Job Satisfaction (X ₃)	0,193	0,080	0,190	Positive

a. Dependent Variable: Disiplin Kerja (Y)

Source: Primary Data Processed with SPSS 24.0 (2024)

From the results of data processing with the help of SPSS in the multiple linear regression test shown in Table 4.37 above, it shows that the constant of Work Discipline (Y) is 1.539. The regression value of Work Motivation (X₁) is 0.459, the regression value of HR Development (X₂) is 0.312, and the value of Job Satisfaction (X₃) is 0.193. Then, the t test is intended to show how far the influence of each independent variable is Work Motivation (X₁), HR Development (X₂), and Job Satisfaction (X₃) on the dependent variable Work Discipline (Y). This test is carried out using a significance level of 5% or by comparing tcount with ttable. If the significance value of t < 0.05 or tcount > ttable, then there is a

significant influence between the independent variable and the partially dependent variable. If the significance value of $t > 0.05$ or $t_{count} < t_{table}$, it means that there is no influence between the independent variable and the dependent variable partially.

Table 25. T-test results (partial)

Coefficients ^a					
Model		t_{hitung}	Sig.	Syarat	Conclusion
1	(Constant)	1,355	0,179	$t_{hitung} > t_{tabel} (1,988)$ & Sig. < 0,05	Significant Influence
	Motivation Work (X ₁)	5,593	0,000		
	HRD (X ₂)	4,588	0,000		
	Job Satisfaction (X ₃)	2,404	0,018		

a. Dependent Variable: Disiplin Kerja (Y)

Source: Primary Data Processed with SPSS 24.0 (2024)

Table 26. F Test Results (Simultaneous)

ANOVA ^a								
Model		Sum of Squares	df	Mean Square	F_{hitung}	Sig.	Syarat	Kesimpulan
1	Regression	2505,489	3	835,163	278,505	0,000^b	$F_{hitung} > F_{tabel}$ (2,712) & Sig. < 0,05	Berpengaruh Signifikan
	Residual	254,893	85	2,999				
	Total	2760,382	88					

a. Dependent Variable: Disiplin Kerja (Y)

b. Predictors: (Constant), Motivasi Kerja (X₁), Pengembangan SDM (X₂), Kepuasan Kerja (X₃)

Source: Primary Data Processed with SPSS 24.0 (2024)

The results of the F-test using SPSS in the table above show that the significant value obtained is 0.000. This value is much smaller than 0.05, so accept H_a and reject H_o . Based on the Fcount value, the resulting Fcount value is 278.505. This Fcount value will be compared with the Ftable value, if $F_{count} > F_{table}$ then accept H_a and reject H_o . Therefore, you must first find the value from Ftable. Ftable can be searched by looking at the list of F tables.

Table 27 Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,953^a	0,908	0,904	1,73169

Predictors: (Constant), Motivasi Kerja (X₁), Pengembangan SDM (X₂), Kepuasan Kerja (X₃)

b. Dependent Variable: Disiplin Kerja (Y)

Sumber: Data Primer Diolah dengan SPSS 24.0 (2024)

The results of the determination test based on table 27 can be explained as follows:

The resulting adjusted R Square figure is 0.904, which indicates that 90.4% of work discipline can be obtained and explained by work motivation, human resource development and job satisfaction. Meanwhile, the remaining 9.6% can be explained by other factors not discussed such as leadership, work environment, reward and sanction system, supervision and control, organizational culture, communication, work-life balance, and so on.

The resulting R value is 0.953 which indicates a very strong or very close relationship between Work Motivation (X₁), HR Development (X₂), and Job Satisfaction (X₃) on Work Discipline (Y). This is because the resulting R value is in the range of 0.8–0.99.

Based on various existing theories and previous research results, the researcher has proposed Hypothesis H₄ which states that: "Work motivation, HR development and job satisfaction simultaneously have a positive and significant effect on the work discipline of employees of PT Panca Niaga Jaya Lestari Kisaran". The results of this research explain that work motivation, human resource development, and job satisfaction simultaneously have a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees. This can be seen from the multiple linear regression analysis through the F test which has a positive sign with an Fcount value of 278.505 while

the Ftable is only 2.712 with a significance level of 0.000. This shows that the proposed hypothesis H4 is tested and can be accepted because the research results are in line with the proposed hypothesis. The positive direction shows that every time there is an increase in work motivation, human resource development and job satisfaction, it will simultaneously increase the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees.

The results of this research support the theory put forward by Busro (2020) which explains that work discipline is influenced by many factors, namely: leadership, work environment, work motivation, reward and sanction systems, supervision and control, job satisfaction, organizational culture, human resource development, communication, work-life balance. This is reinforced by the results of previous research conducted by Saragih et al (2018) which proves that work motivation, human resource development and job satisfaction simultaneously have a positive and significant effect on work discipline.

The results of this research are in accordance with the aim of the research carried out, namely to determine the influence of work motivation, human resource development and job satisfaction simultaneously on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees and this aim has been achieved. The results of this research have resolved the problems identified in point number, namely: Do work motivation, HR development and job satisfaction simultaneously have a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees, so can they improve the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees? Panca Niaga Jaya Lestari Kisaran through work motivation, HR development and job satisfaction has been answered.

Work motivation, human resource (HR) development and job satisfaction simultaneously have a significant influence on employee work discipline at PT Panca Niaga Jaya Lestari Kisaran. These three factors are interrelated and contribute collectively to creating a productive and harmonious work environment. This positive influence can be explained through several main indicators of employee work discipline, namely attendance, compliance with rules, work ethics and responsibility.

Consistent and punctual employee attendance is an important indicator of work discipline. High work motivation makes employees more enthusiastic about coming to work every day. They feel driven by ambition, initiative, and a sense of involvement in their work. When companies develop human resources through effective training and performance management programs, employees feel more prepared and competent in carrying out their duties. Job satisfaction also plays a big role, as employees who are satisfied with their jobs and have a conducive work environment tend to have better attendance rates. The combination of motivation, development and job satisfaction ensures employees are not only present but also on time and ready to work.

Compliance with company regulations is a reflection of good work discipline. Highly motivated employees tend to be more aware of the importance of following rules to achieve personal and company goals. Continuous HR development through training and performance evaluation helps employees understand and comply with company procedures and policies. When employees feel satisfied with their work, they tend to respect and comply with existing rules. High job satisfaction creates a sense of ownership and responsibility for the company, thereby increasing compliance with regulations.

Work ethics reflects the attitudes and behavior of employees in carrying out their duties professionally. High work motivation encourages employees to work with good ethics, including honesty, integrity and commitment. An effective HR development program teaches employees ethical values and high professional standards. When employees feel valued and satisfied with their work, they are more likely to demonstrate a positive work ethic. They work with dedication and respect the company values, which ultimately improves overall work discipline.

Employee responsibility in carrying out their duties and obligations is an important aspect of work discipline. High work motivation makes employees feel responsible for completing their tasks well. HR development provides employees with the skills and knowledge necessary to carry out their responsibilities effectively. Job satisfaction increases a sense of responsibility because satisfied employees tend to feel more connected to their work and company. They strive to meet or even exceed the expectations placed on them.

Simultaneously, work motivation, HR development and job satisfaction mutually strengthen each other in improving employee work discipline at PT Panca Niaga Jaya Lestari Kisaran. When employees are motivated, they are more enthusiastic and focused in their work. HR development ensures that employees have the skills and knowledge necessary to work efficiently and effectively. Job satisfaction creates a positive and supportive work environment, where employees feel valued and motivated to contribute optimally.

The combination of these three factors creates a work environment that is conducive to high work discipline. Consistent employee attendance, compliance with rules, good work ethics, and high

levels of responsibility are the results of effective motivation, development, and job satisfaction. By ensuring that these three factors are met, PT Panca Niaga Jaya Lestari Kisaran can improve employee work discipline, which in turn will increase productivity and overall company performance.

CONCLUSION

Work motivation partially has a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees.

Human resource development partially has a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees.

Job satisfaction partially has a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees.

Work motivation, human resource development and job satisfaction simultaneously have a positive and significant effect on the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees. Work motivation is the variable that has the most influence on employee work discipline.

Based on several research conclusions that have been obtained, there are several suggestions that researchers can propose, namely:

To improve the work discipline of PT Panca Niaga Jaya Lestari Kisaran employees, the company can provide training to develop innovation skills and work efficiency. In addition, holding reward programs for successful initiatives and creating a work culture that supports creativity will encourage employees to be more proactive in looking for ways to improve work efficiency.

To improve work discipline through human resource development, PT Panca Niaga Jaya Lestari Kisaran should implement an intensive post-training mentoring and supervision program. With direct support from experienced mentors, employees can more easily apply the knowledge gained in training to their daily work. Additionally, regular evaluation and constructive feedback will help employees overcome obstacles in applying new knowledge.

To improve work discipline through job satisfaction, PT Panca Niaga Jaya Lestari Kisaran can conduct job satisfaction surveys and identify aspects that need improvement. Improving communication between management and employees, providing career development opportunities, and creating a more inclusive and supportive work environment will help employees feel happier about their profession. Rewards and recognition programs can also improve morale.

improve work discipline regarding attendance and punctuality, PT Panca Niaga Jaya Lestari Kisaran can implement an electronic attendance system and provide incentives for punctual attendance. In addition, establishing a clear and firm policy regarding absences and giving rewards to employees who consistently show up on time can increase work commitment and discipline.

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