

## **The Effect of Job Satisfaction, Work Discipline and Work Environment on Performance of Employees at Sintuak Camat Office Toboh Gadang**

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**Abstract:** This study aims to see the effect of (1) Job Satisfaction on the Performance of the Sintuak Toboh Gadang Sub-District Office Employees (2) Work Discipline on the Performance of the Sintuak Toboh Gadang Sub-District Office Employees (3) Work Environment on the Performance of Sintuak Toboh Gadang Sub-District Office Employees (4) Job Satisfaction, Work Discipline and Work Environment have a joint effect on the Performance of the Sintuak Toboh Gadang Sub-District Office Employees

The population in this study is all There are 36 employees of the Sintuak Toboh Gadang sub-district office. And the technique of determining the number of samples taken as respondents using total sampling in Sugiyono (2017)

Results this study shows that (1) Job satisfaction has a positive significant effect on the performance of the Sintuak Toboh Gadang Sub-District Office Employees (2) Work Discipline has a positive influence on the performance of the Sintuak Toboh Gadang Sub-district Office Employees (3) Work environment have a positive influence on the performance of the Sintuak Toboh Gadang Sub-district Office Employees (4) Job Satisfaction, Work Discipline and Work Environment jointly have a positive effect on the performance of the Sintuak Toboh Gadang Sub-District Office Employees

**Keywords:** Job Satisfaction, Work Discipline and Work Environment

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### **Introduction**

Human resources play an important role for an agency in achieving its vision and mission in fulfilling the main targets and objectives of the agency. To achieve the goals of an agency, human resources must be monitored as well as possible. This is done so that human resources remain consistent in carrying out their activities in an agency. Without the intervention of human resources within an agency it will be difficult to achieve the expected goals.

According to Sutrisno (2016), human resources is a translation of "human resources", but there are experts who equate human resources with "manpower" (labor). Some even equate the notion of human resources with personnel (personnel, staffing, and so on).

In a government agency, the demand for good service is getting bigger along with the development of society. Government officials are required to be able to actualize themselves as quality human resources. This is very necessary considering that government officials are servants of the state and public servants who are expected to provide excellent service to the community. Employees/employees in a government agency are called State Civil Apparatus (ASN) this is in accordance with the Law of the Republic of Indonesia No. 5 of 2014 concerning the state civil apparatus, in Chapter 1 of the general provisions of article 1 it is stated that the state civil apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with work agreements who work for government agencies.

In relation to employee performance, there are several factors that affect employee performance, including job satisfaction, work discipline, and work environment. These factors are interesting to study, whether they have a significant influence on employee performance. The results of research answer on these factors, it is expected to be taken into consideration by agency leaders so that they can make the right program to improve employee performance because improving employee performance is a good hope for an agency,

Employee performance is one of the benchmarks to determine the success or failure of the organizational goals that have been set. The term performance comes from the word job performance, namely work performance or actual achievement achieved by someone. Performance is the embodiment of work carried out by employees or organizations. Good performance is a step to achieving organizational goals so efforts need to be made to improve performance. But this is not easy to do because many factors affect a person's level of performance. To create high performance, it is necessary to increase optimal performance and be able to utilize the potential of human resources owned by employees.

Table 1  
 Employee Performance at the Sintuak Toboh Gadang Sub-District Office

No	Strategic Goals	Performance Indicators	Realization (%)	
			2020	2021
1	improving the quality of public services	Community Satisfaction Index (IKM)	75	66
		Percentage of administrative service complaints/complaints that were followed up	68	58
2	Increased Performance of the Implementation of General Duties of the District Government.	Village Development Level	67	70
		Number of Implementation of Delegation of Some Government Affairs from the Regent to the Camat	78	63
3	Increased District Performance Accountability	AKIP Value of Sintuak Toboh Gadang District	80	78
		Percentage of BMD/Assets in good condition	90	86

Based on the data in table 1.1 above, in general, it can be seen that every performance indicator is realized below 100% and experiencing a decline in 2020-2021, it can be said that there are problems with employee performance at the Sintuak Toboh Gadang Sub-District Office.

Performance is also the quality of an employee in carrying out his duties. Performance is also the quality of the achievement of tasks, both carried out individually or in groups, then the self-awareness of employees for the success of an organization can be seen from the performance of employees or their apparatus.

According to Mangkunegara (2017), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. It is suspected that the decline in employee performance at the Sintuak Toboh Gadang Sub-District Office is influenced by several factors, namely Job Satisfaction, Work Discipline, and Work Environment.

Then basically that someone at work will feel comfortable and have high loyalty to the company if in his work he gets job satisfaction in accordance with what he wants. Job satisfaction is a reflection of employees' feelings toward their work. This can be seen in the positive attitude of employees towards the work at hand and the environment. Conversely, dissatisfied employees will have a negative attitude toward the work they do. Employee dissatisfaction should be known by the company.

According to Robbins in Triratna (2015), interpreting job satisfaction is a general attitude toward one's work that shows the difference between the number of awards workers receive and the amount they believe they should receive. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment.

Each individual employee has a different level of satisfaction according to the value system that applies to him. The more aspects in the work in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels and vice versa. Work discipline is a concept in the organization to demand that its members behave regularly. Discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with established norms or rules. Singodimedjo in Sutrisno (2016), says discipline is an attitude of willingness and willingness of a person to obey and obey the norms and regulations that apply around him. Good discipline will accelerate the company's goals,

According to Hasibuan (2016), stating discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Each employee has a different nature, as well as in terms of following the rules. Even though superiors are strict in supervising them if the employees themselves do not have an awareness of the work discipline applied, violations will continue to occur which will have an impact on work results. This explanation provides a clear picture that discipline has an effect on performance. When someone's discipline is good, the overall performance will also be good.

The work environment is the environment in which the employees work. The work environment for employees will have no small influence on the operation of the agency. The work environment will affect the employees directly or indirectly and will be able to affect the productivity of the agency. A good and satisfying work environment will certainly improve the performance of employees. On the other hand, a bad work environment will reduce the performance of employees and indirectly also reduce the productivity of the agency.

The work environment has a significant contribution in improving performance. The work environment

leads to several aspects including management, organizational structure, and job descriptions, freedom, satisfactory physical environment, such as the availability of places of worship, comfortable enough room to work, good ventilation, security, appropriate working hours, and clear tasks. Environmental conditions in relatively modest variations in temperature, noise, lighting, or regional quality can induce significant effects on employee attitudes and performance. In addition, the design that takes into account the number of workspaces, their arrangement or layout, and the level of personal power given, affects the performance and level of employee satisfaction.

According to Alex S. Nitisemito in Sunyoto (2015), the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned, such as cleaning, music, lighting, and others.

Based on research conducted by Hakim (2012) showed results that job satisfaction had an effect on performance, on the performance discipline variable in the research conducted by Ratih (2018) showed results that work discipline had a significant effect on performance, while in the research conducted by Primanita (2017) shows the same results, namely discipline has a significant effect on performance. While the work environment variable in the research conducted by Budianto in (2015) showed the results that the work environment had a significant effect on performance.

Associated with the many phenomena and problems that occur, this is what encourages researchers to examine problems associated with employee performance with the thought of how to improve employee performance at the Sintuak Toboh Gadang Sub-district Office.

Based on the description above, the researchers are interested in researching and discussing this as an object of research, while the title that the researcher proposes is: "The Effect of Job Satisfaction, Work Discipline and Work Environment on Employee Performance at the Sintuak Toboh Gadang Sub-District Office"

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### **Research methods**

The population in this study was the office of the Sintuak Toboh Gadang sub-district head, which amounted to 36 people.

A research sample is a limited number and part of the selected and representative population of the population (Muri, 2015). Meanwhile, according to Sugiyono, (2017), The sample is part of the number and characteristics possessed by the population, and what is learned from the sample, the conclusions can be applied to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire population of employees of the Sintuak Toboh Gadang sub-district office totaling 36 people.

The technique in taking this sample uses a total sampling technique (whole sample), *total samplings* a sampling technique where the number of samples is equal to the population (Sugiyono, (2017)). The reason for taking total sampling is because according to Sugiyono, (2017) the number of populations that are less than 100 the entire population is used as a research sample Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation models as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

Y	= Performance
a	= Intercept Constant
X1	= Job satisfaction
X2	= Discipline
X3	= work environment
b1, b2, ....	= Regression Coefficient
e	= Error Term

### **Research result**

#### **Classic assumption test**

##### **Normality test**

Test this normality is used by the author to test the normality of the regression model. The test was carried out using the kolmogorov-smirnov test method on each variable. The regression model is normally

distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The results of the normality test can be seen in table 2.

**Table 2**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test					
		Performance	Job satisfaction	Work Discipline	Work environment
N		36	36	36	36
Normal Parameters	mean	36.2097	54.5161	44.9516	26.1452
	Std. Deviation	1.97639	2.62861	2.22082	2.14894
Most Extreme Differences	Absolute	.167	.138	.133	.108
	Positive	.110	.077	.133	.108
	negative	-.167	-.138	-.117	-.096
Kolmogorov-Smirnov Z		1.318	1.083	1.046	.847
asymp. Sig. (2-tailed)		.062	.191	.224	.470
a. Test distribution is Normal.					

**Source:** SPSS output results, 2022.

From Table 2 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. It can be seen from the results of the sig value of the performance variable (Y) is  $0.062 > 0.05$ , the job satisfaction variable (X1) is  $0.191 > 0.05$ ; the discipline variable (X2) is  $0.224 > 0.05$ ; work environment variable (X3) is  $0.470 > 0.05$ . So it can be concluded that the variables of performance, job satisfaction, discipline, and work environment of employees at the Sintuak Toboh Gadang sub-district office are normally distributed.

### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2017). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is  $> 0.10$  and the VIF value is  $< 10$ , the data free from multicollinearity symptoms can be seen in Table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

**Table 3**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job satisfaction	0.955	1.047
	Discipline	0.940	1.064
	Work environment	0.975	1.025
a. Dependent Variable: Performance			

**Source:** SPSS output results, 2022

**Heteroscedasticity Test**

Test Heteroscedasticity aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

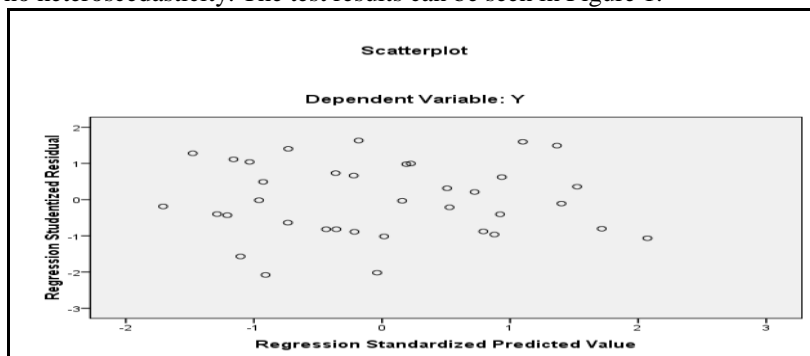


Figure 1: Heteroscedasticity Test Results

In Figure 1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study does not have heteroscedasticity problems.

**Multiple Linear Regression Analysis**

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program.

The following is a recap table for the results of the regression coefficient value, tcount, significance value, Fcount value, and R Square (R2) value. The results can be seen in the following table:

**Table 4**  
 Recap of Multiple Linear Regression Analysis Test Results

Coefecientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	55,642	8,469		6,570	.000
	Job satisfaction	.467	.125	.222	3.728	.009
	Discipline	.143	.033	.161	4.245	.006
	Work environment	.349	.106	.163	3.281	.015
a. Dependent Variable: Performance						

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on Table 4 above, the estimation model can be analyzed as follows:

$$Y = 55,642 + 0,467(X1) + 0,143(X2) + 0,349(X3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 55,642 which means that if job satisfaction, discipline and work environment are zero, then the value of the performance variable is at 55,642. This means that the variables of job satisfaction, discipline and work environment contribute to improving employee performance at the Sintuak Toboh Gadang Sub-district Office.
- The value of the regression coefficient of job satisfaction is positive 0,467. This means that if job satisfaction increases by one unit, it will result in an increase in performance of 0,467 unit.
- The value of the discipline regression coefficient is positive, namely 0,143. This means that if discipline increases by one unit, it will result in an increase in employee performance by 0,143 unit.

- d. The value of the work environment regression coefficient is positive, namely 0.349. This means that if the work environment increases by one unit, it will result in an increase in employee performance by 0.349unit.

**Statistic test**

**Hypothesis Testing 1**

The first hypothesis proposed is that job satisfaction partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is  $0.009 <$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between job satisfaction on employee performance at the Sintuak Toboh Gadang Sub-District Office..

**Hypothesis Testing 2**

The second hypothesis proposed is that discipline partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the Discipline variable is  $0.006 <$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between discipline on employee performance at the Sintuak Toboh Gadang Sub-District Office.

**Hypothesis Testing 3**

The third hypothesis proposed is that the work environment partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the work environment variable is  $0.015 <$  dai significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the work environment on employee performance at the Sintuak Toboh Gadang Sub-District Office..

**F test (simultaneous)**

**Hypothesis Testing 4**

The fourth hypothesis from the analysis of the F test, it is known that the significance level of the variables of job satisfaction, discipline, and work environment is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between job satisfaction, discipline, and work environment on employee performance at the Sintuak Toboh Gadang Sub-District Office.. As can be seen in table 5 below:

**Table 5  
F Test Results**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,196	3	7.065	7.888	.000a
	Residual	217,078	32	3,743		
	Total	238,274	35			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2022)

**Coefficient of Determination Testing (R2)**

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

**Table 6**  
 R Square Result

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.636	.612	1.93461
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

**Source:**Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the results of the analysis of R square is 0.636, this means that 63.6% of employee performance is influenced by the independent variables of job satisfaction, discipline and work environment. While the remaining 36.4% is influenced by other variables outside the model

### **Discussion**

#### **Influence Job Satisfaction on Employee Performance at the Sintuak Toboh Gadang Sub-District Office**

The results of this study indicate that job satisfaction has a significant positive effect on employee performance at the Sintuak Toboh Gadang sub-district office. This indicates that job satisfaction determines employee performance at the Sintuak Toboh Gadang Sub-District Office. This means that the higher job satisfaction, it will improve employee performance.

From The results of this study, it appears that the job satisfaction variable has a coefficient of 0.467 which means that job satisfaction has a greater influence than the other variables. This indicates that job satisfaction can play a role in improving employee performance. If the Sintuak Toboh Gadang sub-district office wants to improve employee performance, it must increase employee job satisfaction.

This is in line with the opinion of Moh. As'ad in Sunyoto (2015), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment. The personnel department or management must always monitor job satisfaction because this affects absenteeism, labor turnover, job satisfaction and other important issues.

The results of this study are in line with research (Asti, 2017) which shows that job satisfaction has a positive and significant effect on employee performance. (Nurhasanah 2017) the results of his research also show job satisfaction has a significant effect on employee performance.

#### **Influence Discipline on Employee Performance at the Sintuak Toboh Gadang Sub-District Office**

The results of this study indicate that discipline has a significant effect on employee performance at the Sintuak Toboh Gadang Sub-district Office. This indicates that employee discipline determines employee performance at the Sintuak Toboh Gadang Sub-district Office. This means that the higher the employee's work discipline, the higher the employee's performance.

From the results of this study, it can be seen that the work discipline variable has a coefficient of 0.143 which means that work discipline has a great influence. This indicates that work discipline can play a role in improving employee performance. If the Sintuak Toboh Gadang sub-district office wants to improve employee performance, it must improve employee work discipline.

This is in line with Masud's opinion (2017) defining discipline as a person's awareness and willingness to obey all agency regulations and applicable social norms. Discipline is said to have an effect on employee performance because when employee discipline is high, employees can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with research (Nurhasanah 2017) which shows that discipline has a positive effect on employee performance. Abdul (Hesti Eko Poerwaningrum, 2016) the results of his research also show that discipline has a significant positive effect on employee performance, work discipline has a positive effect on employee performance.

#### **Influence Influence Work Environment on Employee Performance at the Sintuak Toboh Gadang Sub-District Office**

The results of this study indicate that the work environment has a significant positive effect on employee performance at the Sintuak Toboh Gadang Sub-district Office. This indicates that the work environment

determines the performance of employees at the Sintuak Toboh Gadang Sub-District Office. This means that the better the work environment of an agency, the better the performance of employees.

From the results of this study, it can be seen that the work environment variable has a coefficient of 0.349 which means the work environment has a big influence. This indicates that the work environment can play a role in improving employee performance. If the Sintuak Toboh Gadang sub-district office wants to improve employee performance, it must improve the work environment of employees in a better agency.

The results of this study are in line with research (Hesti Eko Poerwaningrum, 2016) which shows that there is a significant positive influence between the work environment on employee performance.

### **Effect of Job Satisfaction, Discipline, Work Environment on Employee Performance at the Sintuak Toboh Gadang Sub-District Office**

The results of this study indicate that job satisfaction, discipline and work environment together have a significant influence on employee performance at the Sintuak Toboh Gadang Sub-District Office. This indicates that job satisfaction, discipline and work environment determine employee performance at the Sintuak Toboh Gadang Sub-District Office. This means job satisfaction, discipline and work environment, it will improve employee performance.

This is in line with Abdul's research (Hesti Eko Poerwaningrum, 2016) which shows that the results show support for a positive and significant influence between organizational discipline, job satisfaction, work environment on employee performance.

### **Conclusions and recommendations**

#### **Conclusion**

1. Job satisfaction has a positive influence on employee performance at the Sintuak Toboh Gadang Sub-District Office. This means that employee performance will increase if the job satisfaction provided is able to provide encouragement to employees to be able to help colleagues outside of their obligations.
2. Discipline has a positive influence on employee performance at the Sintuak Toboh Gadang Sub-District Office. This means that employee performance will increase if high work discipline is able to provide morale to employees in carrying out work. The higher the discipline of an employee in an agency, it will improve performance in the agency.
3. The work environment has a positive influence on employee performance at the Sintuak Toboh Gadang Sub-District Office. This means that employee performance will increase if the work environment of the agency where the employee works has a good and comfortable work environment, and makes employees confident and comfortable that they can carry out their work well. and a good working environment will encourage high performance.
4. Job satisfaction, discipline and work environment together have a positive effect on employee performance at the Sintuak Toboh Gadang Sub-District Office. From the ANOVA test, the significance probability value is 0.000. The significance probability is less than 0.05, with a significance level of 0.000 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of job satisfaction, discipline and environment together affect the performance of the employees of the Sintuak Toboh Gadang Sub-District Office.

#### **Suggestion**

Based on the results of the analysis of the discussion as well as some conclusions in this study, as for the suggestions that can be given through the results of this study in order to get better results, namely:

1. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the effect of job satisfaction, discipline and work environment on performance. employees used in this study.
2. For the agency management is expected to maximize discipline on employees. Because to achieve better productivity and achievement of agency goals, disciplined job satisfaction and work environment from employees are needed. When job satisfaction, discipline and work environment are given in a balanced way, employee performance also increases



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