

## Do Internal Factors Improve Employee Performance?

<sup>1</sup>Fitri Susilawati Ningsih<sup>2</sup>, Anis Turmudhi

College of Economics, Totalwin Semarang, Indonesia  
ningsihfitri983@gmail.com, Email: anis@stietotalwin.ac.id

### ARTICLE INFO

Research Paper

#### Article history:

Received: 4 July 2024

Revised: 12 August 2024

Accepted: 20 October 2024

DOI:

<https://doi.org/10.54099/aijms.v3i2.1039>

### ABSTRACT

Human resources have an instrumental role in the development and progress of organizations, both large and small. Every company or institution strives to achieve success in a way that does not quickly increase the productivity of its employees. This research explores companies' initiatives to improve employee performance and human resource management at St. Augustine Catholic University Pontianak. Using quantitative methods and census sampling techniques, this study involved the entire population of Santo Augustine University Pontianak employees, which amounted to 65 people, as a sample. The findings show that Motivation, Discipline, and Teamwork positively improve employee performance. Motivation and Discipline have been shown to significantly improve employee performance, while Teamwork has a positive but insignificant effect on employee performance.

**Keywords:** Motivation, Discipline, Teamwork, Employee Performance

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### INTRODUCTION

Human resource management (HR) is essential for every organization or company. Despite the limitations, improving the quality of existing human resources remains the main focus of the community to achieve the goals of companies and other institutions. Employees will be more satisfied and productive if the company implements appropriate precautions by prioritizing honesty and ensuring that their rights and obligations can be balanced. Employees will also work more actively, without feeling overwhelmed, and show great responsibility for the work assigned to them. (Siregar, Effendy, and Ritonga, 2022). Employee performance is a term that refers to the collection of actions and responsibilities carried out by an employee by the company's strategic plan. The process involves the implementation of predetermined tasks with the primary goal of achieving the goals and objectives of the organization most effectively. To assess employee performance, efficiency, and effectiveness are the main benchmarks for every action that must be implemented by the standards and expectations set by the company's management. As a result, employee performance includes completing tasks and how those tasks contribute to achieving the organization's overall vision and mission. (Pratiwi and Fauzi 2023).

This research discusses the phenomenon at St. Augustine Catholic University Pontianak, a private educational institution in Indonesia, especially in Pontianak, West Kalimantan. The progress and development of St. Augustine Catholic University are greatly influenced by how employees carry out the duties and responsibilities that have been given to them by the leadership. This Catholic university became the first on the island of West Kalimantan. Two prominent figures have officially announced the establishment of St. Augustine Catholic University of Hippo (USA)—the Archbishop of Pontianak,

Mgr. Agustinus Agus, who plays a vital role in the religious community and is a member of Commission X of the House of Representatives, and Adrianus Asia Sidot, who is influential in the education and culture sector, delivered the announcement. They also serve as trustees of the United Porcupine Foundation, which manages and develops the university. This announcement is a crucial milestone for the region's education progress, reflecting the community's dedication to providing access to quality higher education. (Zakaria n.d.). Augustine, (2022). "The Unika was established after the Decree of the Minister of Education and Culture with Number 489/E/O/2022 dated July 13, 2022. Three campuses are members of the United States of America: STKIP Pamane Talino Landak, St. Benedicta Pontianak Midwifery Academy, and Dharma Insan Pontianak Nursing Academy." Through the existing problems, especially the establishment of the Catholic University of Saint Augustine, which was recently established, there are main problems that are problems in the first Saint Augustine Catholic University, how are the efforts of the campus to improve the performance of employees (lecturers and staff) to increase cooperation so that an advanced and growing campus is created and also brings an excellent impact to the community. Second, the university's efforts in managing human resources (HR) reflect a commitment to ensuring consistent Discipline among employees through established policies and procedures. This includes being on time to carry out teaching tasks in the classroom, completing all campus agendas accurately according to the targets set, and actively participating in strategic meetings initiated by the foundation or the Rector to support the vision and mission of campus development. Third, the university's focus on increasing employee motivation aims to create an inspiring and productive work atmosphere. The motivation provided to employees is aimed at improving individual performance and stimulating effective teams. St. Augustine Catholic University's development and progress depend on how employees carry out their responsibilities and tasks. In the organizational structure, especially at the University of Saint Augustine Hippo Pontianak, the rules and level of Discipline are reflected in the employees' daily behavior. One essential aspect of work discipline is employee attendance, which shows how consistently they are present and responsible in carrying out their duties. The problem of attendance is crucial because it has a direct effect on operational efficiency and organizational productivity. Consistent presence helps maintain a smooth workflow and strengthens morale among team members.

On the other hand, irregular or frequent absences can disrupt operational processes, reduce overall productivity, and affect the quality of services provided. Therefore, management must prioritize supervision and management of employee attendance. By managing attendance issues well, universities can ensure that operations run efficiently and that strategic objectives are well achieved. Employee attendance data is not just a statistic. Still, it also reflects their commitment to their work and contribution to the success and progress of St. Augustine Catholic University.

**Table 1. Absence of employees of Saint Augustine Hippo University**

Less	Month	Number of Employees	Details Not Entered		
			Without information on	Sick	Permit
<b>1</b>	January	65	3	4	<b>3</b>
<b>2</b>	February	65	5	7	<b>6</b>
<b>3</b>	March	65	8	10	<b>7</b>
<b>4</b>	April	65	10	11	<b>9</b>
<b>5</b>	Machine	65	10	12	<b>9</b>
<b>6</b>	June	65	12	14	<b>11</b>
<b>Total</b>			48	58	<b>45</b>
<b>Percentage</b>			0,48%	0,58%	<b>0,45%</b>

Based on table 1 the data contained in the attendance table above as show in table 1 , it is illustrated that the employee attendance rate at Saint Augustine University Pontianak shows an alarming percentage because it tends to be low. The main factor affecting this low attendance rate is the need for Discipline and suboptimal work motivation among Santo Augustine University Pontianak employees. The lack of Discipline directly impacts the consistency of employee attendance, which indicates the challenge of maintaining stable and timely attendance. In addition, work motivation that still needs to improve can affect the enthusiasm and commitment of employees to attend and contribute optimally in the work environment. This highlights the need for management to take strategic steps to increase Discipline and strengthen work motivation at Saint Augustine University Pontianak. By focusing on improving Discipline and providing adequate motivation, it is hoped that it can overcome the problem of low attendance and optimize productivity and efficiency in achieving organizational goals. Thus, the university can improve progress and positively impact society and other stakeholders.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance results from actions in carrying out their professional duties and responsibilities. In the process, many functions or indicators indicate that the work has been completed according to the standards that have been set. Performance indicators will be used to evaluate every action and effort made in the workplace and measure success and efficiency in achieving goals. As a result, performance shows how effectively a person completes tasks within a certain period.

(Siregar, Effendy, and Ritonga, 2022). Employee performance involves a series of tasks that the company's strategic plan performs, aiming to create effectiveness and efficiency in the organization. This process ensures that every responsibility is carried out correctly, supporting achieving the company's goals to the maximum. The evaluation of employee actions is based on compliance and implementation of the organization's plan by ensuring their contribution to the company's success. (Pratiwi and Fauzi 2023). Employee performance includes the results of the work performed by an employee in their workplace. This performance shows the level of responsibility carried out by the rules set by the company. This performance is based on expertise, dedication, and good time management. Thus, employee performance shows how well they meet the organization's requirements through expertise, commitment, and time efficiency. (Muna and Isnowati 2022). Several essential aspects are included in the indicators used to assess employee performance. (1) quality of work, which assesses the extent to which the work results meet the standards set by the organization. (2) work quantity assesses the output employees produce in a given period. (3) responsibility, which assesses the extent to which employees show commitment and accuracy in carrying out the tasks given. (4) cooperative evaluation evaluates how employees interact with colleagues and contribute to the team. (5) Employee initiative evaluation evaluates employees' ability to act proactively and contribute new ideas. (Nur Safitri and Kasmari 2022).

### **Motivation**

The process that moves a person to take the necessary actions to achieve the desired goal is known as work motivation. This process includes internal and external impulses that affect a person's energy level, commitment, and perseverance to achieve the expected results. To maintain a high level of performance, increase productivity, and provide a satisfying sense of accomplishment for a person in their work, it is essential to have work motivation, which can come from a variety of sources, including personal needs, appreciation from the work environment, and ambition to advance in a career.(Nurdin et al. 2021). The circumstances that drive a person to achieve a particular life goal are known as motivation. Humans are generally motivated to work to meet their needs and desires, consciously and unconsciously. The factors that affect it are internal factors, such as the desire to succeed or the desire to get attention, and external factors, such as financial rewards or praise from people around them, can be a source of motivation. This motivation is important because it guides behavior and focuses on achieving the individual's daily goals (Soejarminto & Hidayat, 2022). Work motivation is essential because, with work motivation, employees will be more enthusiastic in carrying out the tasks at work and can improve employee performance. (Astono and Turmudhi 2021). According to (Tupti et al., 2022) work

motivation indicators are: (1) Achieving an achievement, This indicator shows a person's drive or desire to achieve specific goals or targets. The motivation to achieve these achievements often encourages a person to set bigger goals, put in more effort, and get satisfactory results. (2) Self-improvement, by showing a desire to continuously improve one's skills, knowledge, and personal competence at work. Motivation to improve encourages people to learn new things, take on more significant challenges, and seek experiences to improve their skills. Examples of this motivation include the desire to take training, take courses or certifications, and hone relevant skills (3) Act independently, which is the desire to act and take initiative independently without relying on the direction or supervision of others. It also indicates a desire to take responsibility for their own decisions and actions and actively participate in problem solving and achieving goals without being forced or directed by others.

### **Discipline**

According to work, Discipline is a view that shows respect, obedience, and compliance with relevant regulations, whether written or unwritten, with the ability to perform duties and not avoid punishment if he violates the responsibilities given to him (Risma et al., 2023). Work discipline can be interpreted to achieve goals. Discipline can be an essential function for the organization because if employee discipline is good, it will increase employee work performance (Suryawan & Salsabilla, 2022). Work discipline includes indicators such as the effectiveness of working hours, morale, attitudes, and personalities that contribute to productivity and harmony in the workplace. Work discipline is also defined as an attitude that shows respect, obedience, and commitment to the rules that apply in the work environment, both written and unwritten. Also, it includes being present on time, complying with work schedules, and showing positive work spirit (Astono et al., 2020). The indicators used to measure Discipline (Subiakto & Pujianto, 2023) are: (1) Discipline to time, which is the extent to which a person can comply with his work schedule. Time discipline includes being on time, meeting deadlines on time, and staying consistent in keeping schedules. Time-conscious people can be relied upon to attend regularly and understand how important time is to achieve productivity and efficiency. (2) Making good use of the equipment in the office, a person's ability to use work equipment, technology, or other resources effectively and efficiently. This includes operating the tool appropriately, using technology to support the work, and keeping the equipment in good working order. These skills can improve work efficiency and reduce the chances of errors or failures. (3) Having a high sense of responsibility, how a person behaves mentally and morally towards their work and the responsibilities they must complete. Those with a high level of responsibility are reliable in managing tasks well and significantly contribute to achieving common goals. They must also complete tasks well and take the initiative to address problems. (4) Comply with the applicable rules, how well one can comply with workplace regulations, policies, and standards. This includes adhering to work procedures, following professional ethics, and avoiding violations that could harm the organization or yourself. Obeying the rules can usually create a safe, calm, and stable work environment.

### **Teamwork**

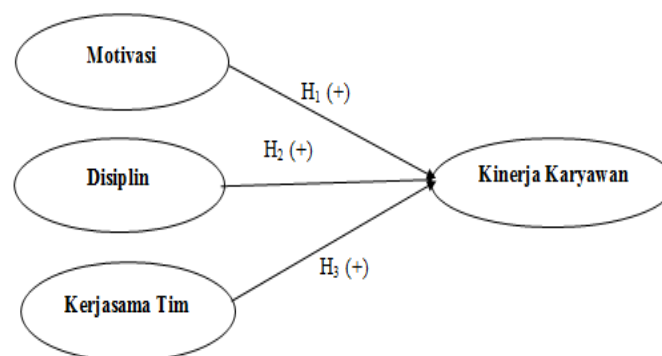
Teamwork is the ability of more than two people to work together to communicate and carry out tasks to achieve common company goals. Good Teamwork, clear division of roles, and open communication are needed to achieve good results. Teamwork also shows the importance of supporting each other and building good relationships to create a productive and harmonious work environment. (Nofita Sari 2022). Teamwork typically involves people with varying expertise levels who are combined to achieve the company's goals. With this diversity, there is an opportunity to leverage different perspectives and knowledge in addressing problems and achieving mutual success. By working well together, team members can complement each other and strengthen their efforts, resulting in creative solutions that may only be possible with collaboration (Letsoin & Ratnasari, 2020). Indicators found in Teamwork (Letsoin & Ratnasari, 2020) are: (1) Willing to cooperate; This is a person who is open and ready to cooperate with

others. They can adjust to different work situations, appreciate diversity, and build good relationships with others. They are ready to work together without standing out. (2) Expressing good hopes is one's ability to communicate expectations

or goals clearly to team members. This includes the ability to plan and articulate a clear vision and motivate team members to work together to achieve a common goal. Effective communication about these expectations can help teams work better together and be more cohesive overall. (3) Appreciating the input given refers to a person's openness to suggestions or feedback from colleagues or teams. People who value feedback tend to be open to other people's opinions, respect others' opinions, and use suggestions to improve the work or decisions made. This concept creates an environment that allows creativity and problem-solving to flourish. (4) Applying support to the opinions of others, attitudes that show a person to support ideas or opinions expressed by their colleagues or team members. Enacting support to other people's opinions means that people can recognize the value of those ideas, work together to do so, and come up with better solutions for the group. This creates a welcoming and friendly work environment. (5) Fostering enthusiasm in groups, a person's ability to motivate and build a positive spirit in a team or work group. This includes inspiring team members, maintaining positive energy, and creating a dynamic and productive work environment. People who cultivate enthusiasm in a group can improve collective motivation and team performance.

### Research Design

This research design uses ordinary and quantitative regression so that the findings of this research.



**Figure 2**

### METHOD

This research was conducted as a quantitative type of research. Data collection was carried out by distributing questionnaires and then analyzed using the linear regression method using the SPSS 25 program. A total of 65 employees were in the research population. Using the census sampling method or the population as a whole

### Hypothesis

This research was conducted by (Wanta et al., 2022), who said, "A willingness to try as optimally as possible in achieving organizational goals, which is influenced by the ability of the business to satisfy several individual needs ."Motivation is a complex process that aims to drive and inspire the morale of individuals to achieve optimal performance in the organization's context. This process not only encourages employees to work harder and harder but also involves efforts to make the most of their potential and skills. Approaches to increasing motivation can vary, from recognizing individual achievements to providing appropriate incentives to developing a supportive work environment. By adopting the right strategy, companies can ensure that intrinsic motivation (within the individual) and extrinsic motivation (external factors) are well maintained. This will increase employee productivity and strengthen their commitment to organizational goals. As a result, companies can achieve long-term success while ensuring that each individual contributes meaningfully to achieving mutual success. (Siregar, Effendy, and Ritonga, 2022).

**H1: "There is a positive and significant effect on the performance of employees of St. Augustine Catholic University Pontianak."**

According to (Cahya et al., 2021), "Discipline has a positive and significant effect on Employee Performance." Work discipline plays a vital role in the success of both the organization and the employees. For organizations, work discipline not only reflects the regularity in carrying out the tasks that have been set but also ensures the smooth implementation of the work process to achieve optimal results. On the other hand, for employees, work discipline is the primary key to maintaining consistency in their performance. This not only has an impact on increasing individual productivity but also builds a solid professional reputation. Discipline in carrying out daily tasks reflects commitment and responsibility to the work and the organization as a whole. By adhering to the rules and regulations, employees can ensure that every step taken contributes positively to achieving common goals. It also illustrates the integrity and dedication in carrying out their roles, ultimately contributing to the organization's reputation in employees' eyes (Pratiwi & Fauzi, 2023).

**H2: "There is evidence that work discipline has a positive and significant effect on the performance of St. Augustine Catholic University Pontianak employees."**

According to (Nofita Sari, 2022), "The greater the Teamwork carried out by Employees can improve their Performance, if Teamwork between Employees and colleagues then Employee Performance will increase". Teamwork is a collaboration between individuals who integrate their abilities and expertise to achieve a common goal effectively. In this context, each team member acts independently and contributes to achieving a more significant result than can be achieved individually. This collaborative process allows them to tap into collective strengths, share responsibilities, and support each other in overcoming challenges. When a team manages to achieve one goal, it increases their motivation and builds the foundation to achieve the next goal with greater confidence and high morale. Thus, Teamwork is not just about individual achievement but also an extraordinary achievement that benefits the entire team and the organization. (Wiyono 2021).

**H3: "It is found that teamwork has a positive and significant effect on the performance of employees of St. Augustine Catholic University Pontianak".**

The research population is 65 employees at St. Augustine Catholic University Pontianak. In this study, samples were taken using a *sampling census* involving all members of the population. The sample in this study includes 65 employees of Saint Augustine University Pontianak.

## **RESULT AND DISCUSSION**

The population in this study is employees of St. Augustine Catholic University Pontianak, where the number of employees is 65. From the results of research that has been carried out, discipline in companies still needs to be improved, for example, if employees are late for work, they will be given sanctions, where every company has regulations that must be obeyed.

The results of the data analysis that have been obtained are as follows:

Explaining the description of respondent

### **a. Validity test**

The calculation of the correlation between the score of each indicator and the total construction score is part of the validity test used. This method is essential for evaluating the relationship between a particular indicator and the dimension or idea being measured and to ensure that the measuring tools used are trustworthy and provide accurate research results.

Motivation, Discipline, and Teamwork variables on employee performance with a value of  $r_{\text{calculating}} > r_{\text{table}}$ . This shows that motivation, Discipline, Teamwork, and employee performance questions that measure Employee Performance variables can be declared valid.



**Table 2: Validity Test**

Variable	Items	r calculate	r table	Information
Employee Performance	1	0,821	0,244	Valid
	2	0,771	0,244	Valid
	3	0,888	0,244	Valid
	4	0,822	0,244	Valid
	5	0,823	0,244	Valid
Work Motivation	1	0,846	0,244	Valid
	2	0,875	0,244	Valid
	3	0,840	0,244	Valid
Discipline	1	0,815	0,244	Valid
	2	0,776	0,244	Valid
	3	0,869	0,244	Valid
	4	0,807	0,244	Valid
Teamwork	1	0,854	0,244	Valid
	2	0,827	0,244	Valid
	3	0,810	0,244	Valid
	4	0,778	0,244	Valid
	5	0,861	0,244	Valid

Source: Primary Data Processed, 2024

**b. Reliability Test****Table 3 :Reliability Test Results**

Variable	Cronbach Alpha	Sign	$\alpha$ limits	Information
<b>Work Motivation</b>	0,814	>	0,7	Reliable
<b>Discipline</b>	0,833	>	0,7	Reliable
<b>Teamwork</b>	0,883	>	0,7	Reliable
<b>Employee Performance</b>	0,882	>	0,7	Reliable

Source: Primary Data Processed, 2024

Reliability testing is carried as show in table 3 out by determining the consistency of the measuring instrument and whether the instrument can be used and relied on when re-measuring. Cronbach's alpha method was used to assess the reliability of the instruments used in this study. This reliability measures the extent to which the instrument can be relied upon to provide consistent and precise results. All the study variables, including Motivation, Discipline, Teamwork, and Employee Performance, showed a Cronbach's alpha value of more than 0.7, as shown in Table 4.6. These results show that respondents'

responses to these variables can be considered consistent and reliable. Therefore, this data can be included in the research that will be carried out next.

### Multiple Regression Linear

This analysis method is used to anticipate how two or more independent variables affect one bound variable and to determine whether there is a functional or causal relationship between three independent variables (X) and one bound variable (Y). This method helps determine whether changes to independent variables can lead to changes in bound variables and provides a better understanding of how the two variables interact with each other.

**Table 4 :Multiple Linear Regression**

Coefficients						
Type		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.751	1.200		.626	.533
	Work Motivation	.593	.144	.391	4.120	.000
	Discipline	.520	.134	.388	3.894	.000
	Teamwork	.191	.109	.199	1.755	.084
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Source: Primary Data Processed, 2024

Based on the coefficient in table 4 above, the regression equation can be obtained as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 0.751 + 0.593X_1 + 0.520X_2 + 0.191X_3 + 1.200$$

Based on the regression equation, a constant value of 0.751 was obtained. This value is achieved when the variables Work Motivation, Discipline, and Teamwork are zero, which indicates an improvement in Employee Performance. Further analysis showed that the Work Motivation variable with a regression coefficient of 0.593 had a stable influence on employee performance without significant changes. Meanwhile, the Discipline variable, with a regression coefficient of 0.520, and the Teamwork variable, with a regression coefficient of 0.191, also showed a consistent influence. The regression equation also reveals that the three variables have a standard error of 1,200 in influencing employee performance.

### Discussion

"The effect of work motivation on employee performance"

From the study, the results were obtained that the regression coefficient of the work motivation variable was 0.593 and the significance level was 0.05 when calculated 4,120> table 0.244, because the significance level was less than 0.05 meaning that the variable individual work motivation had a positive and significant effect on Employee Performance.

"The results of the study are in accordance with the research (Nurdin et al., 2021) which states that work motivation has a positive and significant effect on employee performance". "The results of this study are also in line with research (Kusumasari, 2022) which states that work motivation has a positive and significant effect on employee performance".



"The influence of discipline on employee performance"

The regression coefficient of the discipline variable is 0.520, and the significance level of 0.05 is calculated as  $3.894 > t_{table}$  is 0.244 because the significance level is less than 0.05, which means that one discipline variable has its discipline variable. It has a positive and significant effect on the Employee Performance variable. "The acquisition of this data is in line with research (Suryawan & Salsabilla, 2022) which states that 'Discipline affects employee performance'". "The research conducted by Jufrizen (2021) also shows the influence of discipline on employee performance".

"The effect of teamwork on employee performance"

The regression coefficient of the teamwork variable was 0.191, the significance level was 0.084, and the count was  $1.755 > t_{table}$  was 0.244 because the significance level was less than 0.05, meaning that the individual teamwork variable had a positive and insignificant influence on Employee Performance. "In accordance with the data obtained from the research (Igha et al., 2024) that the Teamwork variable has a positive and significant effect on Employee Performance". In addition, "Based on research data obtained from (Nofita Sari, 2022) that the results of teamwork have a positive and significant effect on employee performance".

## CONCLUSION

After an in-depth analysis of the previous chapters, here are the conclusions that can be drawn The existence of motivation owned by employees has a positive and significant impact on employee performance, so hypothesis one is accepted, namely, the greater the sense of motivation at work, the greater the work motivation. More and more. Employee Performance improves. Work discipline also positively and significantly impacts employee performance, reinforcing the second hypothesis that a higher level of Discipline improves employee performance. However, Teamwork has a positive impact and no significance on employee performance, so hypothesis three is accepted. This means that when Teamwork increases, employee performance also increases.

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