

Do Job Training And Work Discipline Matter To Employee Performance In PT TASPEN (Persero)

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Article history

Received:
21-06-2024
Accepted:
09-10-2024
Published:
18-10-2024

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2022 Management
Research Studies
Journal

Open Access

Abstract

Human resources are not interchangeable with other manufacturing components, the most important and strategic role lies in the workforce used to the goals of the organization. The objective of the current research is to investigate how PT TASPEN (Persero) employee performance is influenced by work discipline and job training. The data collection technique uses a questionnaire that distributed to 80 employees at PT TASPEN during April – May 2024. This study employed quantitative statistical analysis methods. Data processing using the SPSS tool. Data processing starts with instrument testing, which includes validity and reliability evaluations. The data was then submitted to a series of classical assumption tests. The *t*-test and *F*-test are used to test the hypothesis that has been developed. The partial test (*t*-test) indicates that job training has a positive and substantial impact on employee performance at PT TASPEN, with a computed *t* value $> t$ table or $5.178 > 1.66724$ and a sig value of $0.000 < 0.05$. Work discipline partially has a positive and significant effect on employee performance at PT TASPEN with a computed *t* value $> t$ table or $5.270 > 1.66724$ and a sig value is $0.000 < 0.05$. Simultaneously, (- test), job training and work discipline influence employee performance with a calculated *F* value of $147,396 > F$ table 2.35 and sig value of $0.000 < 0.05$.

Keywords: Job Training, Work Discipline, Employee Performance

INTRODUCTION

Human resources cannot be considered equal to other elements of production because labour is a living, dynamic, economic, psychological, and social element of production. In addition to possessing needs, feelings, and intelligence, human resources are influenced by their environment. The most crucial and tactical role lies in the workforce used to accomplish the goals of the organization. Individual and team performance in an organization influences the success of the company (Yeremia & Nuridin, 2022). When a company has a workforce that operates effectively and efficiently, the company always moves efficiently and effectively; in other words, the survival of the business depends on how its employees perform in doing the job.

Performance refers to an individual's record of how well they do activities within a given time frame for opportunities like workforce standards, objectives, and success criteria (Melianda & Aprillia, 2023). As previously said, training and work discipline are only two of the numerous factors that can impact an employee's performance and how important it is to the organization's success. Employers want workers with exceptional aptitudes and competencies for their positions (Pratiwi et al., 2023).

So from there, the company needs a training program. On-the-job training is the process of shaping and equipping employee behaviour to be in line with the expectations of the company. Employment training can also provide an opportunity for employees to improve their skills while working. By learning and knowing what should be done and why it is necessary, training can provide an opportunity for employees to get better their understanding and abilities. Moreover, to employment training, work discipline also affects employee performance. Discipline shows an employee attitude that respects company rules.

Good work discipline shows that someone will be responsible for the job they have received, which can contribute to improved employee performance (Adinda et al., 2023). It's a big challenge for management to improve staff performance because the business's success in accomplishing its objectives depends on the quality of employee activity. The purpose of this research is to determine whether or not work discipline and job training have an impact on employees' performance, either completely or in part, and to what degree these factors affect performance in PT TASPEN (Persero).

Literature Review

Job Training

Training is a program implemented to equip employees and enhance their skills, add new skills that may be previously unknown, and also train employees to be prepared and to know what to do in fulfilling their responsibilities to the company (Hartawan & Andini, 2023). Employees who do not have adequate training may show poor performance and may make adverse mistakes (Kristanti et al., 2023). In essence, every organization employs two strategies, which fall into two categories: the on-job training program, which is an off-the-job training program, and the in-job training program, which is practical training in the workplace under the supervision of a supervisor. Role-playing, lectures, case studies, self-study, program training, and laboratory training are some of these techniques (Kurniawan et al., 2023).

Work Discipline

One of the definitions of labour discipline is meaningful, respectful, and obedient behaviour to applicable norms, whether registered or unregistered. Furthermore, if a person is not responsible for the duty or authority entrusted to norms, must be prepared to carry it out and not avoid receiving punishment. When a person becomes an employee of a company or an employer, work discipline begins to prevail (Pratama & Juhaeti, 2023). The purpose of the work discipline is to maximize corporate goals and outcomes by avoiding waste of time and energy. Jokes, carelessness, and even theft will be avoided by discipline, which will be extremely harmful to the business. If the majority of the company's regulations are followed, discipline may result. The below actions might result in lack of discipline (Nurdin et al., 2023).

Employee Performance

The outcome of employee performance is the tasks that have been completed and that the company gives to the employees. The objectives or goals of the company, of course, have been set, and they depend heavily on the performance of the employees, because their ability and results determine whether the goals and objectives of the enterprise can be achieved. Furthermore, in order to achieve optimal results, employees must have the desire and willingness to fulfil their obligations and tasks. To do this, it takes individual and team awareness (Haryanti et al., 2023). In order to evaluate how successfully the company accomplishes its objectives in line with its vision and to comprehend the benefits and drawbacks of operational policies, it is critical to be aware of and communicate to stakeholders about the performance circumstances (Randika et al., 2023).

Previous Research

The following are several results of previous research that are related and also serve as references for this research, (Marliana & Febrian, 2023) research entitled “The Impact of Organizational Culture, Work Discipline, and Work Motivation toward Employee Performance on the Anjungan Lampung TMII”.The study's findings indicate that work discipline has an impact on employee performance, while work motivation and organizational culture have little bearing on it.

Then researched “Impact of Labour Training and Labour Discipline on Employee Productivity on PT PLN (Persero) ULP Belopa” by (Yasin et al., 2023). The similarity in this research is that it discusses both work training and work discipline. This research show that simultaneously, work training and work discipline influence work productivity.

Next, (Isma et al., 2023) conducted research entitled “Impact of Competence and Training on Employee Performance at PT Dwipindo Karyo Mandiri”. This research has similarities in discussing training related to employee performance. Their research found that training and competence have a considerable and beneficial impact on employee performance.

Another research was conducted by (Hustia, 2020) with the title “Impact of Work Motivation, Work Environment and Work Discipline on Employee Performance on WFO Companies Pandemic”. Research indicates that work motivation, work discipline, and work environment all have an impact on employee performance.

The study carried out by (Labbase et al., 2023) regarding the “Impact of Training and Working Discipline on Employee Performance at BPJS Office Employment Makassar Branch”. This study found that employee performance is positively benefited by training and work discipline.

Another research is “Impact of Working Discipline and Working Environment on the Performance of Civil Service Officers in Serpong District Offices” by (Irawan et al., 2021). The study's findings demonstrate that work environment and discipline both have an impact on employees' performance.

Research Hypothesis

In this research the hypothesis was formed:

H₁ : Job training improves employee performance

H₂ : Work discipline improves employee performance

H₃ : Job training and work discipline has a effect on employee performance

RESEARCH METHOD

The research population amounted to 400 people. Utilizing the Slovin formula, ascertain the sample size for this research. A sample of 80 people was obtained. Quantitative data are the type utilized in this study. Data collection uses a questionnaire that has been prepared systematically. Data processing begins with validity and reliability tests and continues with the classical assumption tests consisting of normality tests, multicollinearity tests, heteroscedasticity tests, and linearity tests. Then data processing ends with regression tests, t and F tests, as well as determination coefficient tests. The SPSS program used to process all of the test.

Employee performance at PT TASPEN (Y) is the dependent variable, whereas job training (X1) and work discipline (X2) are the independent factors. The following framework describes how independent factors affect dependent variable:

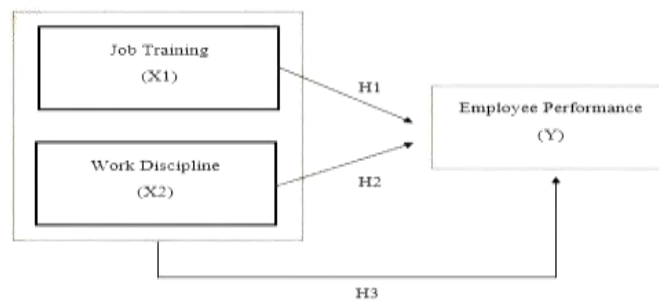


Figure 1. Research Framework

RESULT AND DISCUSSION

Data Quality Test

The primary data in this study gathered from the responses received from the circulated questionnaire. As well as the outcomes of the analytical technique test run by the SPSS 22 data processing software in this study. As seen by the subsequent Table .

Table 1. Validity Test

<i>Question</i>	<i>r-count</i>	<i>r-table</i>	<i>Information</i>
X1-1	0.770	0.2272	Valid
X1-2	0.720	0.2272	Valid
X1-3	0.788	0.2272	Valid
X1-4	0.815	0.2272	Valid
X1-5	0.758	0.2272	Valid
X1-6	0.841	0.2272	Valid
X1-7	0.909	0.2272	Valid
X1-8	0.810	0.2272	Valid
X1-9	0.897	0.2272	Valid
X1-10	0.855	0.2272	Valid
X2-1	0.777	0.2272	Valid
X2-2	0.854	0.2272	Valid
X2-3	0.845	0.2272	Valid
X2-4	0.834	0.2272	Valid
X2-5	0.763	0.2272	Valid
X2-6	0.861	0.2272	Valid
X2-7	0.784	0.2272	Valid
X2-8	0.872	0.2272	Valid
X2-9	0.887	0.2272	Valid
X2-10	0.829	0.2272	Valid
Y-1	0.922	0.2272	Valid
Y-2	0.793	0.2272	Valid
Y-3	0.861	0.2272	Valid
Y-4	0.877	0.2272	Valid
Y-5	0.924	0.2272	Valid
Y-6	0.819	0.2272	Valid
Y-7	0.789	0.2272	Valid
Y-8	0.885	0.2272	Valid
Y-9	0.780	0.2272	Valid
Y-10	0.830	0.2272	Valid

Source : Primary Data Processed by Researchers, 2024

The Table 1 indicates the validity of all statements that contain 10 statements for each of the variables of work discipline, employee performance, and job training. The value of Corrected Item-Total indicates that these statements are viewed from $r\text{-count} > r\text{-table}$ of 0.2272.

Table 2. Reliability Test

<i>Variable</i>	<i>Alpha Coefficient</i>	<i>Information</i>
Job Training (X1)	0.936 > 0.60	Reliable
Work Discipline (X2)	0.950 > 0.60	Reliable
Employee Performance (Y)	0.956 > 0.60	Reliable

Source : Primary Data Processed by Researchers, 2024

Table 2, based on the reliability testing results, It seems to be true that the variables of employment training, work discipline, and employee performance are said to be reliable. As shown by the Cronbach Alpha value of each variable is greater than 0.60.

Classic Assumption Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.20483251
Most Extreme Differences	Absolute	.169
	Positive	.144
	Negative	-.169
Test Statistic		.169
Asymp. Sig. (2-tailed)		.000 ^c

Figure 2. Normality Test

Based on the figure above, by applying the Kolmogorov-Smirnov method of significant observation from the statistical test at $0.169 > 0.05$, the data in this research can be determined to meet the normality assumption.

Table 3. Multicollinearity Test

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Job Training (X1)	0.332	3.016	Not affected
Work Discipline (X2)	0.332	3.016	Not affected

Source : Primary Data Processed by Researchers, 2024

There is no multicollinearity, as shown by the table above, since all variables that include work training and work discipline have tolerance values is more than 0.10 and VIF values is less than 10.

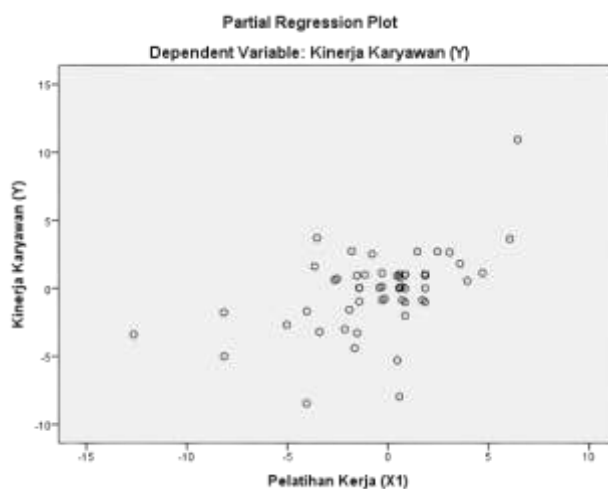


Figure 3. Heteroscedasticity Test

Form Figure 3 can be concluded that heteroscedasticity does not exist based on the partial regression plot since the dots spread at zero on the Y-axis and create an ambiguous pattern.

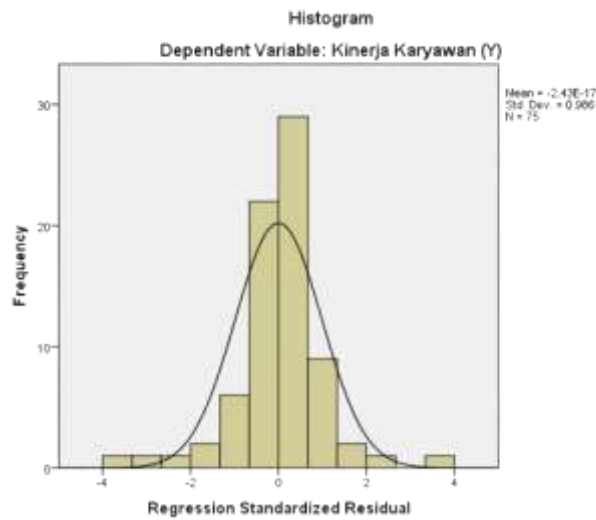


Figure 4. Linearity test

The output histogram on SPSS shows the data that can be expressed linearly, if the histogram image follows the graphic, then the data is expressed as linear. The chart above shows the actual line expressed as linear because the line follows its chart.

Table 4. Multiple Regression Analysis

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>
1 (Constant)	1.715	2.452	
Job Training (X1)	.455	.088	.461
Work Discipline (X2)	.507	.094	.483

Source : Primary Data Processed by Researchers, 2024

The following formula may be used to build the regression equation using the preceding table:

$$Y = 1.715 + 0.455X1 + 0.507X2$$

The results of the analysis show that the employee performance constant (Y) is 1.715. This proves that when the job training variable (X1) and the work discipline variable (X2) are at zero values, employee performance must be at the value of 1.715. This indicates that there is a corresponding rise in employee performance of 0.455, or 45.5%, for every 1% increase in job training. Similarly, when job training decreases by 1%, the employee performance will decrease by 0.045, or 45.5. Whereas for the variable of work discipline (X2), the coefficient is 0.507 or 50.7%. This indicates that employee performance rises by 0.507, or 50.7%, for every 1% improvement in work discipline. Similarly, when work discipline decreases by 1%, the employee performance will decrease by 0.507 or 50.7%.

Hypothesis Test

Table 5. Partial Test

<i>Variable</i>	<i>t-count > t-table</i>	<i>Information</i>	<i>Hypothesis</i>
Job Training (X1)	5.164 > 1.66629	Significant	Accepted
Work Discipline (X2)	5.403 > 1.66629	Significant	Accepted

Source : Primary Data Processed by Researchers, 2024

Based on the partial test results in table 5, it can be seen that the Job Training variable (X1) has partially significant influence on Employee Performance (Y). T count > t table, or 5.164 > 1.66629, provides evidence for this, and 0.000 < 0.05 is the significant number. In conclusion, H1 is accepted, which means that indeed, the job training variable (X1) against the employee performance variables (Y) has a positive and significant influence.

And the Work Discipline (X2) has partially significant influence on Employee Performance (Y). This is proved by t count $>$ t table, or $5.403 > 1.66629$, and the significant value is $0.000 < 0.05$. In conclusion, H2 is received, which means that the work discipline variable (X2) on employee performance (Y) has a positive and significant influence.

Table 6. Simultaneous Test

ANOVAa						
Type		Sum Of Squares	df	Mean Square	F	Sig.
1	Regression	1529.251	2	764.626	153.038	.000 ^b
	Residual	359.735	72	4.996		
	Total	1888.987	74			

Source : Primary Data Processed by Researchers, 2024

The result of the simultaneous test show each independent variable in this study affects the dependent variable simultaneously, as shown in the table above. The value of F count $>$ F table is $153.038 > 3.12$, and the value of the significant multiple is $0.000 < 0.05$. It is determined that the entire independent variable in this study simultaneously affects the dependent variable.

Table 7. Partial Coefficient of Determination Test

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
X1	.856 ^a	.732	.729	2.632
X2	.860 ^a	.739	.735	2.599

Source : Primary Data Processed by Researchers, 2024

Based on the Table 7, the result show the R Square value is multiple 0.732 based on the interpretation table of the value obtained that can be defined as variable Job Training (X1) and has a strong influence on employee performance (Y) multiple 0.732, or 73.2%. As for the R square value of 0.739, based on the interpretation table of the value obtained that can be defined as variable Work Discipline (X2) and has a strong influence on employee performance (Y) of multiple 0.739, or 73.9%.

Table 8. Simultaneous Coefficient of Determination Test

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 ^a	.810	.804	2.235

Source : Primary Data Processed by Researchers, 2024

From Table 8, the results of independent variable analysis on dependent variables determine the true value of multiple R squares of 0.810, starting from the quartering of the value of the correlation coefficient, or R of $0.900 = 0.810$. Thus, the determination coefficient of $R^2 \times 100\%$ obtained a result of 81%. This means that factor examined in this study, namely job training (X1), work discipline (X2) affect as 81% of employee performance (Y), while the remaining 19% influenced by other variables.

Discussion

The Impact of Job Training on Employee Performance

The analysis's findings demonstrate that job training significantly and positive affects workers' performance at PT TASPEN (Persero). T count $>$ t table, or $5.164 > 1.66629$, provides evidence for this, and $0.000 < 0.05$ is the significant number. In conclusion, H1 is accepted, which means that the job training variable (X1) versus employee performance variables (Y) has a positive and significant influence. This is in line with the human resources theory found in the book (Rumawas, 2018), which shows that employee performance will increase as more and more training is available. Training employees utilizing effective approaches and carried out particularly will stimulate employee participation and create job capabilities that

are more efficient and competitive. Employee training provides benefits to the firm. Workforce development improves workplace happiness and morale, which boosts productivity. In an ever-changing business climate, firms must give HR Training as well as development program to keep personnel relevant, competent, and prepared to handle new challenges (Daminov et al., 2020; Letari et al., 2023).

The Impact of Work Discipline on Employee Performance

The analysis's findings demonstrate that work discipline significantly and positive affects employees' performance at PT TASPEN (Persero). It is shown by t count $>$ t table, or $5.403 > 1.66629$, and a multi-significant value of $0.000 < 0.05$. In conclusion, H_2 is accepted, which means that the work discipline variable (X_2) on employee performance (Y) has a positive and significant influence. This is in line with the human resources theory found in the book (Farida & Hartono, 2016), this demonstrates how fair and consistent work discipline raises employee performance. Work discipline is extremely vital for the success of an organization/company, and it is particularly utilized to urge employees to discipline themselves when carrying out tasks both individually and in groups. Aside from that, discipline is important for teaching employees to follow and appreciate current laws, processes, and policies in order to create good results. To achieve best outcomes, a corporation maintains order and smoothness, namely by imposing work discipline. Employee discipline will have an influence on a pleasant work environment. This undoubtedly increases your enthusiasm for finishing your assignment successfully (Agustina et al., 2023).

The Impact of Job Training and Work Discipline on Employee Performance

The simultaneous test results of the researchers showed that the variables of job training and work discipline have a significant impact on employee performance, both partially and simultaneously. The ANOVA test results showed that the value of F count $>$ F table is $153.038 > 2.34$ with a significant multiplier of $0.000 < 0.05$. Then, H_0 is rejected, and H_1 is accepted. In conclusion, job training and work discipline together have a positive and significant impact on the performance of employees at PT TASPEN (Persero). These results illustrate that by providing increased knowledge and skills to employees through various training programs and accompanied by employee discipline in participating in training and working, the employee's performance can be improved.

CONCLUSION

Based on the results of data processing, it can be concluded that job training and work discipline have an influence on employee performance. This research are expected to help give input to PT TASPEN (Persero) in understanding the relationship between job training, work discipline, and employee performance. Employee performance can be improved if the work discipline applied to employees can be further improved. Companies must take into account not only the work discipline but also the job training that needs to be observed by the company in order to have a better impact on employee performance. For future research, through the limitations of research, subsequent research is expected to explore or analyze other variables that are supposed to influence employee performance, such as leadership, motivation, compensation, work environment, organizational culture, and more.

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