

Research Article

## The Influence of Work Discipline, Incentives, and Work Motivation on Employee Performance at PT Citra Mandiri Distribusindo

Jessyca<sup>1\*</sup>, Mauli Siagian<sup>2</sup>

<sup>1</sup> Universitas Putera Batam; e-mail : [pb210910106@upbatam.ac.id](mailto:pb210910106@upbatam.ac.id)

<sup>2</sup> Universitas Putera Batam; e-mail : [maulisgn@gmail.com](mailto:maulisgn@gmail.com)

\* Corresponding Author : Jessyca

**Abstract:** This study aims to analyze the influence of work discipline, incentives, and work motivation on employee performance at PT Citra Mandiri Distribusindo. The background of this research is based on issues such as low employee discipline, unequal incentive distribution, and lack of motivation, which lead to fluctuating employee performance. The research used a descriptive quantitative method with a survey approach, employing questionnaires distributed to all employees except Directors, General Managers, and HRD, with a total of 109 respondents. The data analysis technique used multiple linear regression to examine the influence of each variable. The results showed that partially and simultaneously, work discipline, incentives, and work motivation significantly influence employee performance. The implication of this research is that the company must enhance employee discipline, clarify the incentive system, and foster motivation through effective communication and recognition to achieve optimal employee performance.

**Keywords:** Human resources; incentives; motivation; performance; work discipline

### 1. Introduction

Human resources are critical to achieving organizational objectives, especially in today's competitive and dynamic business environment. Employees are strategic assets whose performance directly affects a company's sustainability and success[1]. PT Citra Mandiri Distribusindo, a distribution company in Batam, Indonesia, established in 2014, faces challenges in maintaining consistent employee performance, influenced by issues related to discipline, incentives, and motivation. Performance data from January to December 2024 shows fluctuating achievement levels, ranging from 65.14% to 85.96%, with an average of 67.33%. This instability correlates with high levels of lateness, low incentive effectiveness, and poor employee morale. The company's incentive scheme is seen as inadequate, especially for sales staff, while limited appreciation and poor communication have undermined motivation. Previous studies using quantitative methods (e.g., regression models) have shown that motivation, discipline, and incentives significantly affect employee performance[2][3][4][5]. However, these studies often overlook internal policy structures and contextual HR challenges. This study addresses declining performance at PT Citra Mandiri Distribusindo by empirically analyzing how work discipline, incentives, and motivation influence employee outcomes. Contributions include providing updated organizational data, validating the role of internal HR practices, and proposing practical strategies to improve employee performance.

### 2. Literature Review

#### 2.1. Employee Performance

Employee performance is widely regarded as a critical factor in achieving organizational success. It reflects the extent to which employees fulfill their responsibilities and contribute to organizational objectives. According to Amalia & Siagian, performance comprises a series

Received: June 08, 2025

Revised: June 22, 2025

Accepted: July 06, 2025

Online Available: July 11, 2025

Curr. Ver.: July 11, 2025



Copyright: © 2025 by the authors.

Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

of processes that demonstrate how well tasks are carried out within a specified period, whether the outcomes meet, exceed, or fall short of expectations[6]. Performance is not only measured by output but also by quality, timeliness, effectiveness, independence, and adherence to ethical standards[7]. These indicators are often influenced by employees' skills, experiences, and psychological engagement[8].

## 2.2 Work Discipline

Work discipline is essential for maintaining order and consistency in the workplace. It refers to employees' willingness and ability to comply with organizational rules and procedures. Zillah et al. define work discipline as a form of self-regulation and compliance, which includes punctuality, attendance, obedience to standard operating procedures, and ethical behavior[9]. Jufrizen emphasizes that discipline is a reflection of the seriousness and responsibility with which employees approach their tasks[10]. A disciplined workforce ensures better coordination, higher productivity, and reduced instances of misconduct. The lack of discipline, on the other hand, can lead to delays, errors, and lowered morale.

## 2.3 Incentives

Incentives are deliberate mechanisms used by organizations to motivate employees to perform beyond the minimum requirements. Komariah et al. describe incentives as both financial and non-financial rewards that influence motivation and job satisfaction[3]. Financial incentives include bonuses, commissions, profit-sharing, and allowances, while non-financial incentives consist of recognition, career development opportunities, and improved working conditions[11]. Almaududi et al. argue that incentives are effective only when they are perceived as fair, attainable, and aligned with employees' expectations[12]. A poorly designed incentive system can demoralize employees and reduce productivity, as observed in companies where rewards are either too difficult to achieve or unequally distributed.

## 2.4 Work Motivation

Work motivation is a psychological force that drives individuals to act and sustain effort toward work-related goals. Motivation can be classified into intrinsic and extrinsic categories. Intrinsic motivation comes from within the individual, such as a sense of purpose or enjoyment derived from the work itself, while extrinsic motivation is driven by external rewards or the avoidance of negative consequences[13][14]. Ridwan & Anwar define motivation as a fundamental determinant of human behavior, influencing the level of energy, direction, and persistence individuals exhibit at work[15]. Komariah et al. emphasize that motivation plays a pivotal role in improving employee engagement, especially when combined with appropriate leadership, supervision, and communication[3].

## 3. Proposed Method

This study employed a quantitative descriptive approach using a survey method to examine the influence of work discipline, incentives, and work motivation on employee performance at PT Citra Mandiri Distribusindo. The research was conducted from March to July 2025 in Batam, Indonesia. The population comprised 109 employees, excluding Directors, General Managers, and HR personnel. Using a saturated sampling technique, all employees were selected as respondents. Data were collected through a structured questionnaire consisting of 20 items measured on a 5-point Likert scale[16]. The key variables in this study include, independent variables (Work Discipline (X1), Incentives (X2), and Work Motivation (X3)), dependent variable (Employee Performance (Y)). Data analysis was performed using multiple linear regression with the help of SPSS version 25[17]. Prior to regression, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were conducted to ensure the validity of the model. A significance level of 5% ( $\alpha = 0.05$ ) was applied to test the hypotheses.

## 4. Results and Discussion

### 4.1. Validity Test

The validity of the questionnaire items in this study was evaluated by comparing the Pearson correlation coefficient ( $r_{\text{calculated}}$ ) of each item with the critical r-table value ( $r_{\text{table}}$ ) at a 5% significance level for a two-tailed test. With 109 respondents, the degrees of freedom ( $df = N - 2$ ) was 107, yielding an  $r_{\text{table}}$  value of 0.1882.

**Table 1.** Validity Test Analysis Results

Item Statement	Pearson Correlation	$r_{\text{table}}$	Sig.	Information
X1.1	0,741	0,1882	0,0000	Valid
X1.2	0,674	0,1882	0,0000	Valid
X1.3	0,576	0,1882	0,0000	Valid
X1.4	0,581	0,1882	0,0000	Valid
X1.5	0,690	0,1882	0,0000	Valid
X2.1	0,760	0,1882	0,0000	Valid
X2.2	0,690	0,1882	0,0000	Valid
X2.3	0,578	0,1882	0,0000	Valid
X2.4	0,648	0,1882	0,0000	Valid
X2.5	0,531	0,1882	0,0000	Valid
X3.1	0,744	0,1882	0,0000	Valid
X3.2	0,660	0,1882	0,0000	Valid
X3.3	0,619	0,1882	0,0000	Valid
X3.4	0,743	0,1882	0,0000	Valid
X3.5	0,445	0,1882	0,0000	Valid
Y1	0,745	0,1882	0,0000	Valid
Y2	0,632	0,1882	0,0000	Valid
Y3	0,703	0,1882	0,0000	Valid
Y4	0,582	0,1882	0,0000	Valid
Y5	0,592	0,1882	0,0000	Valid

Based on the results presented in Table 4.1, all items across the four variables—Work Discipline (X1), Incentives (X2), Work Motivation (X3), and Employee Performance (Y)—exceeded the critical threshold, indicating their statistical validity. Specifically, the  $r_{\text{calculated}}$  values for X1 ranged from 0.576 to 0.741; for X2, from 0.531 to 0.760; for X3, from 0.445 to 0.744; and for Y, from 0.582 to 0.745. Since all values are above the minimum requirement, it can be concluded that the questionnaire items used in this study are valid and suitable for further analysis.

### 4.2 Reliability Test

The reliability of the research instrument was assessed using the Cronbach's Alpha coefficient, which is a widely accepted statistical measure to evaluate internal consistency. In general, a variable is considered reliable if its Cronbach's Alpha value is 0.6 or higher, indicating that the items within each variable consistently measure the same construct.

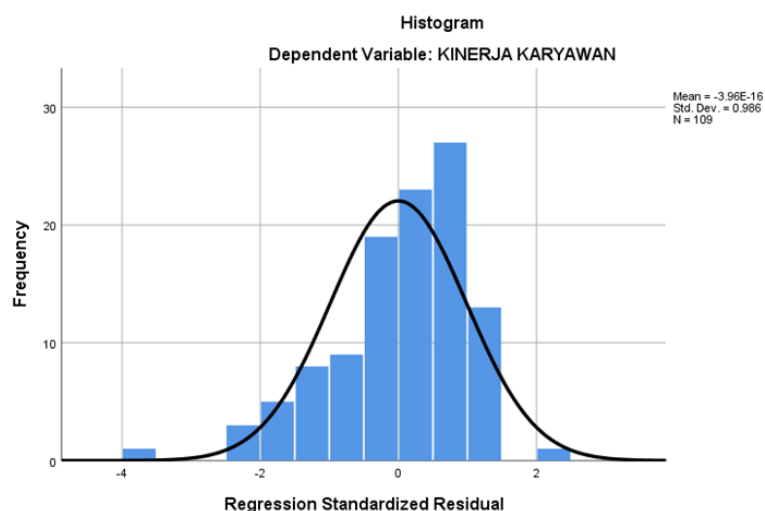
**Table 2.** Reliability Test Results

Item Statement	Cronbach's Alpha
X1	0,666
X2	0,647
X3	0,652
Y	0,660

The results of the reliability test, as presented in Table 4.2, show that all variables in this study met the reliability criteria. Specifically, the Cronbach's Alpha values were 0.666 for Work Discipline (X1), 0.647 for Incentives (X2), 0.652 for Work Motivation (X3), and 0.660 for Employee Performance (Y). Although some of the coefficients are only slightly above the threshold, they still fall within the acceptable range for exploratory research. Therefore, it can be concluded that all measurement instruments used in this study are statistically reliable and appropriate for further analysis.

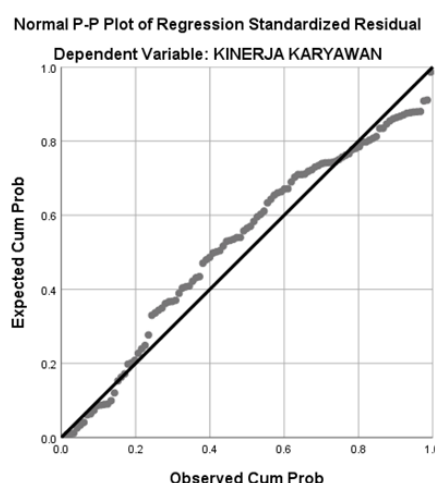
### 4.3 Normality Test

The normality of the data in this study was assessed using three methods: histogram analysis, Normal P-P plot, and the Kolmogorov–Smirnov statistical test.



**Figure 1.** Histogram Analysis

The histogram (Figure 1) shows a bell-shaped curve, indicating that the data are approximately normally distributed.



**Figure 2.** Normal P-Plot

Similarly, the Normal P-P plot (Figure 2) displays data points that align closely with the diagonal line, further suggesting a normal distribution pattern.

**Table 3.** Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			109
Normal Parameters <sup>a,b</sup>	Mean		0,0000000
	Std. Deviation		2,77175635
Most Extreme Differences	Absolute		0,094
	Positive		0,089
	Negative		-0,094
Test Statistic			0,094
Asymp. Sig. (2-tailed)			,019 <sup>c</sup>
Monte Carlo Sig. (2-tailed)	Sig.		0,270 <sup>d</sup>
	99% Confidence Interval	Lower Bound	0,259
		Upper Bound	0,282

However, the results of the Kolmogorov–Smirnov test, as shown in Table 3, indicate otherwise: the Asymp. Sig. (2-tailed) value was 0.019, which is less than the significance level of 0.05, implying that the data deviate from a normal distribution. To address this, the researcher employed the Monte Carlo method as an alternative test. The Monte Carlo Sig. (2-tailed) value was 0.270, which exceeds 0.05, thus confirming that the data can be considered normally distributed under this more robust resampling-based approach. This finding satisfies the assumption of normality required for further linear regression analysis.

#### 4.4 Multicollinearity Test

The multicollinearity test in this study was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values for each independent variable. A variable is considered free from multicollinearity if its tolerance value is greater than 0.10 and its VIF value is less than 10. Conversely, tolerance values  $\leq 0.10$  and VIF values  $\geq 10$  indicate the presence of multicollinearity.

**Table 4.** Multicollinearity Test Results

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
Disiplin Kerja	0,792	1,263
Insentif	0,829	1,206
Motivasi Kerja	0,814	1,229

Based on the results presented in Table 4, none of the independent variables exhibit signs of multicollinearity. The tolerance values for Work Discipline, Incentives, and Work Motivation are 0.792, 0.829, and 0.814 respectively—all well above the 0.10 threshold. Similarly, the VIF values for these variables—1.263 (Work Discipline), 1.206 (Incentives), and 1.229 (Work Motivation)—are significantly below the cutoff point of 10. These findings confirm that the independent variables in this study are not highly correlated with one another and meet the assumptions required for reliable multiple regression analysis.

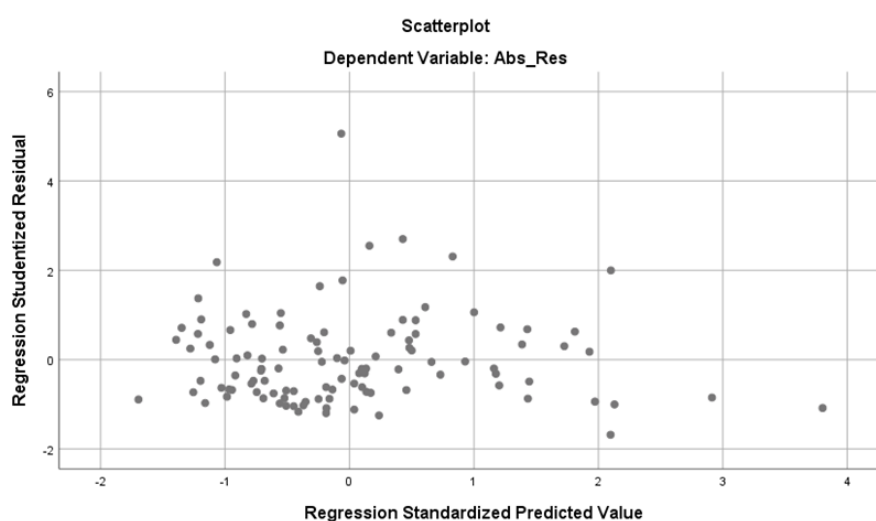
#### 4.5 Heteroscedasticity Test

The Glejser test was employed in this study to detect the presence of heteroskedasticity in the relationship between the independent variables—Work Discipline, Incentives, and Work Motivation—and the dependent variable, Employee Performance.

**Table 5.** Heteroscedasticity Test with Glejser Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,067	1,296		2,367	0,020
	Disiplin Kerja	-0,086	0,053	-0,176	-1,630	0,106
	Insentif	0,066	0,058	0,120	1,141	0,256
	Motivasi Kerja	-0,029	0,054	-0,058	-0,544	0,588

The results, presented in Table 5, indicate that there is no evidence of heteroskedasticity in this model. This conclusion is supported by the significance values obtained for each variable: 0.106 for Work Discipline, 0.256 for Incentives, and 0.588 for Work Motivation—all of which are greater than the 0.05 threshold.



**Figure 3.** Heteroscedasticity Test with Scatterplot Results

Additionally, the scatterplot shown in Figure 3 demonstrates that the residuals are randomly dispersed without forming any clear pattern or systematic structure. This visual confirmation further supports the conclusion that the assumption of homoskedasticity has been met, and thus, the regression model is appropriate for use in further analysis.

#### 4.6 Multiple Linear Regression Analysis Test

To analyze the influence of work discipline, incentives, and work motivation on employee performance, this study employed a multiple linear regression analysis.

**Table 6.** Multiple Linear Regression Analysis Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,787	1,053		5,496	0,000
	Disiplin Kerja	0,239	0,043	0,363	5,542	0,000
	Insentif	0,344	0,047	0,468	7,305	0,000
	Motivasi Kerja	0,144	0,044	0,214	3,318	0,001

The results of the data processing are presented in Table 6 and can be summarized in the following regression equation:

$$Y = 5.787 + 0.239(\text{Work Discipline}) + 0.344(\text{Incentives}) + 0.144(\text{Work Motivation})$$

Based on this regression equation, several interpretations can be made. First, the constant value of 5.787 indicates the baseline level of employee performance when all independent variables are held at zero. Second, the regression coefficient for Work Discipline (X1) is 0.239, suggesting a positive influence on employee performance. This implies that for every 1% increase in work discipline, employee performance is expected to increase by 0.239 or 23.9%. Third, the coefficient for Incentives (X2) is 0.344, also indicating a positive effect. An increase of 1% in incentives would result in a 0.344 or 34.4% rise in performance. Lastly, the coefficient for Work Motivation (X3) is 0.144, meaning that a 1% increase in motivation is associated with a 0.144 or 14.4% improvement in employee performance. These results demonstrate that all three variables contribute positively to enhancing performance outcomes.

#### 4.7 Coefficient of Determination Test

**Table 7.** Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,802	0,643	0,633	1,40554

Based on the results shown in Table 7, the value of Adjusted R Square is 0.633, indicating that the independent variables—Work Discipline, Incentives, and Work Motivation—collectively explain 63.3% of the variance in Employee Performance. This means that the regression model has a strong explanatory power, as a significant proportion of the performance variation is accounted for by the variables included in the study. However, the remaining 36.7% of the variation may be attributed to other factors not examined in this research, such as leadership style, job satisfaction, work environment, or organizational culture. These findings suggest that while the selected variables are important predictors, future studies may benefit from incorporating additional variables to further improve the model's explanatory capability.

#### 4.8 t-test

**Table 8.** t-test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,787	1,053		5,496	0,000
	Disiplin Kerja	0,239	0,043	0,363	5,542	0,000
	Insentif	0,344	0,047	0,468	7,305	0,000
	Motivasi Kerja	0,144	0,044	0,214	3,318	0,001

Referring to the results in Table 8, the statistical analysis of the partial effect of each independent variable on the dependent variable (Employee Performance) was conducted using a t-test. The results are as follows:

a. Work Discipline (X1)

The t-calculated value for Work Discipline is 5.542, which is greater than the t-table value of 1.98282 at a 5% significance level ( $\alpha = 0.05$ ). The significance value (p-value) is 0.000, which is less than 0.05. This indicates that Work Discipline has a statistically significant and positive effect on Employee Performance. Therefore, the first hypothesis is accepted, and it can be concluded that improvements in discipline levels are likely to enhance employee performance.

b. Incentives (X2)

The t-calculated value for Incentives is 7.305, also higher than the t-table value of 1.98282. The p-value is 0.000, which is well below the 0.05 threshold. This shows that Incentives exert a significant positive influence on Employee Performance.

Thus, the second hypothesis is supported, suggesting that better or fairer incentive systems will lead to improved employee outcomes.

c. Work Motivation (X3)

The t-calculated value for Work Motivation is 3.318, exceeding the critical t-table value of 1.98282. The associated significance level is 0.001, also below the 0.05 cut-off. These results indicate that Work Motivation has a significant and positive relationship with Employee Performance. Therefore, the third hypothesis is also accepted, implying that higher employee motivation contributes meaningfully to better performance.

#### 4.9 F Test

**Table 9.** F Test Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	374,129	3	124,710	63,127	0,000 <sup>b</sup>
	Residual	207,431	105	1,976		
	Total	581,560	108			

The results of the simultaneous hypothesis test, as shown in Table 9, demonstrate that the independent variables—Work Discipline, Incentives, and Work Motivation—collectively have a significant effect on the dependent variable, Employee Performance. This conclusion is supported by the F-test result, where the F-calculated value is 63.127, which is substantially greater than the F-table value of 2.69. Moreover, the significance value ( $p = 0.000$ ) is well below the standard threshold of 0.05, indicating that the model is statistically significant. These findings confirm that the three independent variables, when analyzed simultaneously, meaningfully and positively influence employee performance. Therefore, the regression model used in this study is valid and appropriate for explaining the variation in employee performance at PT Citra Mandiri Distribusindo.

#### 5. Comparison

This study confirms that work discipline significantly affects employee performance at PT Citra Mandiri Distribusindo. This is evidenced by the t-test result, where the significance value is 0.000 (less than 0.05) and the t-value (5.542) exceeds the critical t-table value (1.98282). The finding implies that higher discipline levels among employees are likely to enhance their performance. This result aligns with previous studies by Ratnawati et al., Graicelda & Siagian, Napitupulu & Siagian, and Ginting & Siagian, which also found a significant impact of work discipline on performance [18][19][20][21]. At PT Citra Mandiri Distribusindo, employee discipline is reflected through consistent attendance, punctuality, adherence to company rules, and timely completion of responsibilities. A disciplined workforce ensures operational efficiency and smooth product distribution, ultimately strengthening business performance and partnerships.

The study also found a significant relationship between incentives and employee performance, supported by a t-value of 7.305 (greater than 1.98282) and a significance level of 0.000. Both financial and non-financial incentives encourage employees to be more productive, loyal, and responsible. This finding is consistent with research by Widakdo et al., Komariah et al., and Waruwu & Simanullang, which affirmed that incentives positively influence performance [3][5][22]. At PT Citra Mandiri Distribusindo, incentives play a strategic role not only as rewards but also as motivation triggers. A well-structured incentive system helps employees maintain consistent performance, particularly in meeting daily and weekly distribution targets. For optimal impact, the company should ensure fairness and clarity in incentive policies and conduct periodic evaluations to maintain relevance and effectiveness.

Likewise, work motivation significantly influences employee performance, as shown by a t-value of 3.318 and a p-value of 0.001, both meeting significance criteria. Motivation—driven by responsibility, pride, recognition, and challenge—encourages employees to complete tasks more effectively. This aligns with the findings of Ratnawati et al., Komariah et al., and Waruwu & Simanullang [3][5][18]. In PT Citra Mandiri Distribusindo's fast-paced and demanding work environment, motivated employees tend to be more focused, responsible, and resilient. High motivation supports operational success by promoting efficiency and



meeting tight deadlines. Therefore, it is essential for the company to create a supportive environment through recognition, clear communication, and opportunities for growth.

The F-test results also demonstrate that work discipline, incentives, and motivation collectively affect employee performance, with a significance value of 0.000 and F-value of 63.127 exceeding the critical F-table value of 2.69. This confirms that the combination of these three variables contributes significantly to improving performance. These findings are supported by studies from Waruwu & Simanullang, Supratman et al., and Rahayu & Rusandy, which similarly highlighted the joint impact of discipline, incentives, and motivation [5][23][24]. Together, these factors foster a productive and supportive work environment. Discipline ensures operational order, incentives stimulate external drive, and motivation sustains internal commitment. When managed synergistically, they enhance employee and organizational performance.

In conclusion, the results of this study show that work discipline, incentives, and motivation—both individually and simultaneously—have a positive and significant influence on employee performance at PT Citra Mandiri Distribusindo. As practical implications, the company is encouraged to strengthen each of these factors either independently or in combination to ensure continued improvement in employee outcomes.

## 6. Conclusions

Based on the analysis results, several conclusions and recommendations can be drawn. First, the company is encouraged to maintain and strengthen a culture of discipline among employees. One effective approach is to recognize those who consistently demonstrate punctual attendance by offering special incentives or regular recognition such as monthly awards. Second, it is advisable for the company to reassess its financial incentive system to ensure it is more performance-based and fair. Incentives tied to measurable achievements can serve as a strong motivational driver for employees to meet established targets. Third, employees who show high levels of responsibility should be provided with opportunities for growth, such as participation in training programs, involvement in decision-making processes, and greater responsibilities. These measures will foster a sense of appreciation and enhance employee commitment to the organization. Finally, future researchers are encouraged to explore different variables or research settings in order to broaden the scope of study. This research may serve as a reference or comparative framework for those interested in expanding similar topics in the future.

## References

- [1.] Ahmad Aswan Waruwu and Lamtiur Simanullang, “Analisis Motivasi Kerja, Disiplin Kerja dan Insentif Terhadap Kinerja Karyawan,” *ARBITRASE: Journal of Economics and Accounting*, vol. 3, no. 2, pp. 447–454, Nov. 2022, doi: 10.47065/arbitrase.v3i2.541.
- [2.] Amalia, S., and M. Siagian, “Pengaruh Disiplin Kerja, Pengalaman Kerja dan Budaya Organisasi terhadap Kinerja Karyawan pada PT. Kumala Indonesia Shipyard,” *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, vol. 4, no. 1, pp. 719–730, Jan. 2021, doi: 10.36778/jesya.v4i1.240.
- [3.] Asir, M., Yusuf, M., Ardianto, R., Sutrisno, and Herdiyanti, “The Impact Of Compensation, Motivation And Job Satisfaction On Employee Performance In The Company: A Review Literature,” *Management Studies and Entrepreneurship Journal*, vol. 3, no. 6, p. 2022, 2022. [Online]. Available: <http://journal.yrpiiku.com/index.php/msej>
- [4.] Azmy, A., Risza, H., and Adhykusuma, A., “Implications of work motivation, employee discipline, and compensation on employee performance while working from home at a digital marketing company,” *Jurnal Manajemen dan Pemasaran Jasa*, vol. 15, no. 1, pp. 13–36, Jun. 2022, doi: 10.25105/jmpj.v15i1.12791.
- [5.] Dr. Ratna Ekasari, S.E., *Metodologi Penelitian*. Malang: AE Publishing, 2023.
- [6.] Ginting, J. B., and M. Siagian, “Pengaruh Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada Pt Ghim Li Indonesia Di Kota Batam,” *Jesya*, vol. 6, no. 2, pp. 1752–1760, 2023, doi: 10.36778/jesya.v6i2.1101.

- [7.] Jufrizen, “Pengaruh Fasilitas Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja,” *Sains Manajemen*, vol. 7, no. 1, pp. 35–54, Jul. 2021, doi: 10.30656/sm.v7i1.2277.
- [8.] Komariah, N., Siregar, R., and Agustin, D., “PENGARUH MOTIVASI KERJA DAN INSENTIF TERHADAP KINERJA KARYAWAN DI SMK PKP 1 DKI JAKARTA,” *Transekonomika: Akuntansi, Bisnis dan Keuangan*, vol. 2, no. 1, pp. 89–99, Mar. 2022, doi: 10.55047/transekonomika.v2i1.110.
- [9.] Kurniawan, A., and F. Fitriyani, “PENGARUH INSENTIF DAN PROMOSI JABATAN TERHADAP KINERJA KARYAWAN,” *Jurnal Riset Keuangan dan Akuntansi*, vol. 7, no. 2, Oct. 2021, doi: 10.25134/jrka.v7i2.4858.
- [10.] Livianti and A. Saputra, “THE INFLUENCE OF INCENTIVES, WORK MOTIVATION, AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT AVAVA DUTA INDONESIA,” *JURNAL CAFETARLA*, vol. 5, no. 1, pp. 243–250, 2024.
- [11.] Manurung, E., and M. Siagian, “Performance At PT Alcotraindo Batam Pengaruh Stres Kerja , Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Alcotraindo Batam,” *Management Studies and Entrepreneurship Journal*, vol. 5, no. 1, pp. 141–147, 2024. [Online]. Available: <http://journal.yrpioku.com/index.php/msei>
- [12.] Muna, N., and S. Isnowati, “PENGARUH DISIPLIN KERJA, MOTIVASI KERJA, DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN (Studi pada PT LKM Demak Sejahtera),” *Jesya*, vol. 5, no. 2, pp. 1119–1130, Jun. 2022, doi: 10.36778/jesya.v5i2.652.
- [13.] Napitupulu, Y. K., and M. Siagian, “Pengaruh Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan Pada PT AMTEK,” *SEIKO: Journal of Management & Business*, vol. 6, no. 2, pp. 157–162, 2023. [Online]. Available: <https://journal.sticamkop.ac.id/index.php/seiko/article/view/5095>
- [14.] Priansa, D. D. J., *Perencanaan dan Pengembangan Sumberdaya Manusia*. Bandung: ALFABETA, 2021.
- [15.] Rahayu, P., and D. S. Rusandy, “Motivasi, Disiplin, Dan Insentif Terhadap Kinerja Pegawai Pada Dinas Pekerjaan Umum Dan Penataan Ruang Kabupaten Tulungagung,” vol. 25, no. April, pp. 118–129, 2025.
- [16.] Ratnawati, W., Setiawan, R., and Irawati, L., “Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Simetri Putra Perkasa,” *JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN)*, vol. 8, no. 2, pp. 228–239, May 2022, doi: 10.31289/jkbm.v8i2.7321.
- [17.] Ridwan, A. A., and A. Anwar, “Pengaruh Disiplin Kerja, Motivasi Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan pada PT PLN (PERSERO) Unit Pelaksana Proyek Pembangkit dan Jaringan Sulawesi Selatan,” *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, vol. 5, no. 2, p. 275, Jan. 2022, doi: 10.32493/jjsdm.v5i2.16507.
- [18.] Supratman, T., Krisnahadi, T., and Regita, S. D., “Pengaruh Disiplin Kerja, Insentif, Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Hotel Mataram,” vol. 6, no. 9, pp. 3579–3587, 2025.
- [19.] Suryadi and Karyono, “Pengaruh kepuasan kerja, disiplin kerja dan etos kerja terhadap kinerja Karyawan PT. Keihin Indonesia,” *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, vol. 5, no. 1, pp. 85–95, Jan. 2022, doi: 10.36778/jesya.v5i1.563.
- [20.] Waty, E., et al., *METODOLOGI PENELITIAN BISNIS: Teori & Panduan Praktis dalam Penelitian Bisnis*. Jambi: PT. Sonpedia Publishing Indonesia, 2023.
- [21.] Widakdo, S., Ramli, A. T., and Ardiasih, L. S., “PENGARUH KEPEMIMPINAN, MOTIVASI, DAN PEMBERIAN INSENTIF TERHADAP KINERJA PEGAWAI PADA KANTOR DINAS PENDIDIKAN KEBUDAYAAN PEMUDA DAN OLAHRAGA (DIKBUDPORA) KABUPATEN BIMA,” *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, vol. 5, no. 3, pp. 544–552, Jul. 2022, doi: 10.37481/sjr.v5i3.507.

- [22.] Zillah, F., Husniati, R., and Aziz, A., “Pengaruh Pelatihan, Pengawasan, dan Disiplin Kerja terhadap Kinerja Karyawan,” *Studi Ilmu Manajemen dan Organisasi*, vol. 2, no. 3, pp. 213–232, Apr. 2022, doi: 10.35912/simo.v2i3.677.