

The Effect of Work Motivation and Leadership Service on Working Discipline District Office Employees

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Abstract:- Labor discipline is a tool that leaders use to communicate with employees increasing the motivation of the employees. The purpose of this study was to analyze the effect of work motivation and servant leadership on the work discipline of District Office employees. This study is an analytical study with an observational approach. The sampling technique by using proportional random sampling which gained 60 vote office employees districts. The data analysis technique used univariate and bivariate analysis with path analysis statistical test and a significance level of 95% with a significance value of 5%. Based on the analysis that has been done shows that there is the influence of work motivation and servant leadership to discipline office employee districts. The motivation for employees needs to be improved so that employees can show a more positive direction of behaviour and are more motivated at work. This can be done by giving rewards for employees who have demonstrated a good attitude and discipline, whereas for staff misconduct can be given punishment in the form of tougher sanctions so that employees will be afraid when breaking the rules and do not repeat it again. Thus, it is hoped that it will create and increase high discipline on the basis of the awareness of the employees concerned.

Keywords:- Discipline, Work, Motivation, Servant Leadership.

I. INTRODUCTION

The implementation of regional autonomy makes revitalization very important in order to improve the quality of government bureaucracy, provision, and services so that it can spur increased efficiency and stabilization of competitiveness (Yoesana, 2013). In line with the enactment of Law Number 32 of 2004 concerning Regional Government, it has logical consequences for the Regional Government to mention the existence of empowerment for apparatus so that they are more professional, responsive, and transparent. In view of that, improving the quality of human resources is a definite need. Human resources determine the assessment of service quality (Hadjam, 2001). The success of an organization in achieving its intended goals depends not only on what is produced and what is offered for customers or clients, but depends on the quality of human resources owned by the organization

(Kartika, 2012). To maintain its existence, as a labor-intensive organization requires quality human resources. Quality human resources are resources that have a strong mental, professional, and have a high commitment to the organization (Susilowati, 2014).

Realizing quality service is started with human resources. Human resources downloading judgment to service quality (Hadjam, 2001). HR in the government bureaucracy is known as a paratur resource. Apparatus if in Indonesia drain as a civil servant (Febriana, 2014). Every employee is required to work optimally with effectiveness and efficiency. For this reason, it is necessary to improve employee empowerment by improving work discipline. Work discipline is a tool used by leaders to communicate with employees so that they are willing to change a behaviour and as an effort to improve harmony and willingness to obey all applicable office regulations and social norms. For example, some employees are accustomed to being slow to work, neglecting the detailed work needed for their work, or engaging in inappropriate actions. Efforts to encourage employees to comply with regulations require appropriate management strategies and policies. One of the right strategies is to increase motivation towards employees (Yoesana, 2013). In addition, one of the important elements in the HR management system in addition to work motivation for employees is servant leadership. Servant Leadership is a process in which a person can become a leader through continuous activities so that he can influence the followers in order to achieve the goals of the organization or company (Brahmasari & Suprayetno, 2008).

Pamekasan is one of the districts on the island of Madura, which is located in the province of Java, Timur. Lots of diversity in cultural arts and potential in Pamekasan (Pamekasan, 2013). The Pamekasan Regency Government has a Pamekasan Sub-district office which has attendance data as follows:

No.	Month (2014)	Absence				
		Permission	Sick	Leave	Outstation	Without
1.	January-March	7	8	4	4	10
2.	April-June	4	10	5	7	7
3.	July-September	8	5	7	5	15
4.	October-December	5	7	4	5	17
	total	24	30	20	21	49

Table 1:- List of Absence of Pamekasan District Staff
Source: District Data.

Based on Table 1. It is known that the absence rate of employees in Pamekasan Subdistrict for the third month has increased, especially in the absence of information at an average of 12.25% with the number of employees without information at 34.6%. The high level of employee absence will have an impact on the productivity and service of an effective and efficient organization. Based on the description above, the problem in this study is the high level of absence of employees in Pamekasan Subdistrict. It is important to conduct research on Employee Work Motivation with the Work Discipline of Pamekasan District Employees. employee work discipline in Pamekasan sub-district.

II. RESEARCH METHODS

This type of research is analytical research using an observational approach. The design of the study was *cross sectional*. *Cross sectional* is a study where variables that are included in risk factors and variables which include observational effects are measured at the same time (Notoatmodjo, 2012). The data sources in this study are 2, namely primary data and secondary data. Primary data is obtained through the distribution of questionnaires and secondary data obtained through a study review. The locus of this research is the District Office staff and focus on research namely work motivation, servant leadership and work discipline of the District office employees. Research variable: Independent variables : work motivation and servant leadership and dependent variables : work discipline.

Data processing is done through several steps including the following:

- Editing : data or information that has been collected needs to be checked again
- Scoring : calculates response answers to obtain frequency information and the number of answers for each question item
- Tabulating : data is then entered into a table that matches the criteria in this case also uses computer facilities.

The data analysis technique uses path coefficient analysis with SPSS.

III. LITERATURE REVIEW

A. Motivation Work

Motivation is the thing that causes, channels, and supports human behaviour so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2010). Another opinion, according to Samsudin (2009) suggests that motivation is the process of influencing or encouraging from the outside of a person or group of workers so that they want to implement something that has been determined.

Hasibuan (2010) suggests motivation goals as follows:

- Improve morale and satisfaction of employees.
- Increase employee work productivity.
- Maintaining the stability of company employees.
- Improve employee discipline.
- Effective procurement of employees.
- Creating a good working atmosphere and relationship
- Increase employee loyalty, creativity and participation
- Increase the level of employee welfare.
- Enhance employee's sense of responsibility towards their duties.
- Improve the efficiency of using tools and raw materials.

Herzeberg's theory states that people want two kinds of need factors, namely factors of motivation (intrinsic) and health (extrinsic) factors (Dharma, 2013).

➤ Motivation Factor

Motivational factors include a series of intrinsic conditions, worker satisfaction which if there is a job will drive a strong level of motivation that can produce good work performance. *Motivational factors* include pricetation, recognition, work itself, responsibility, growth and development.

➤ Health Factor

Health factor is a need that continues because this need will return to zero after being fulfilled. *Health factors* include supervision, working conditions, interpersonal relationships, payment/remuneration, company policy. For more details, consider the following table:

Factor	Herzberg's theory
Internal/ <i>Motivation Factors</i>	Achievement
	appreciation
	The work itself
	Responsible
	Growth and development
External/ <i>Maintenance factor</i>	Supervision
	Working conditions
	Interpersonal relations
	remuneration
	company policy

Table 2:- Herzberg's theory
Source: Dharma, 2013.

B. Servant Leadership

Greenleaf (1970) provides the most frequently referred definition. *Servant leader* ship begins with a natural feeling that we want to serve first. Then the conscious choice brings someone hoping to lead. The difference arises automatically in the attention given by the waiter: first ensuring that the highest priority needs of others have been fulfilled. The best test is: do those who are served grow as good humans; whether they are served healthier, wiser, free, autonomous. More likely to be a waiter? And, what is the impact on the most disadvantaged groups in society: will they benefit, or at the very least, will they not be increasingly deprived? (Northouse, 2015).

This model is intended to explain the *servant leader* ship phenomenon, and provide a framework for understanding its complexity.

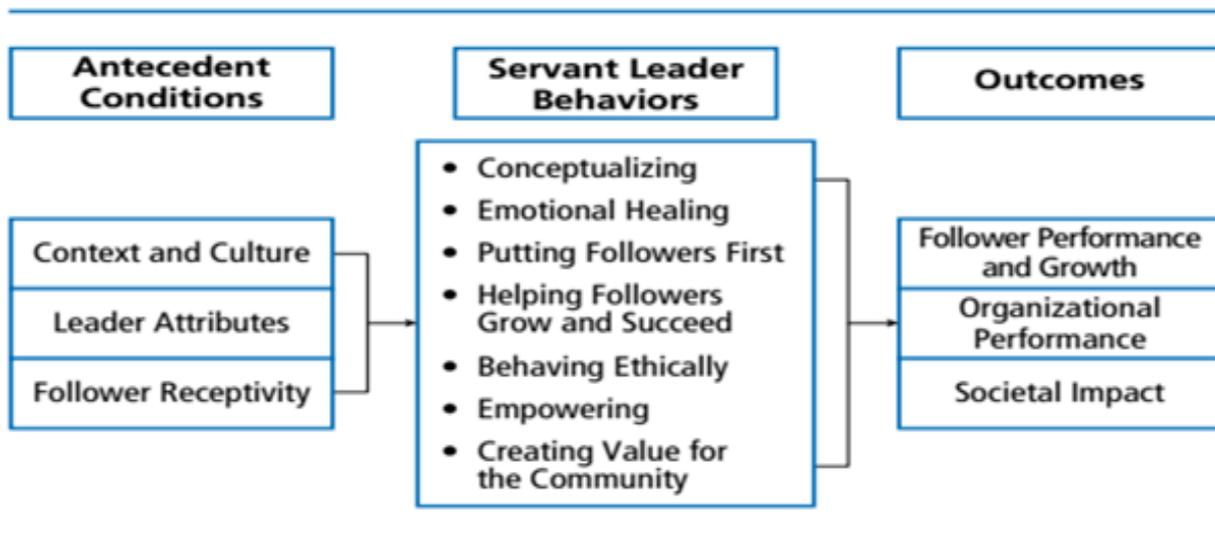


Fig 1:- Model Servant Leadership
Source: Northouse (2015)

C. Work Discipline

Discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of sincerity of the work team within an organization (Simamora, 2006).

Mangkunegara (2013) argues that there are two forms of work discipline, namely preventive discipline and corrective discipline.

- Preventive Discipline: Preventive discipline is an effort to move employees to follow and comply with work guidelines and the rules outlined by the company. The basic goal is to move employees to self-discipline.
- Corrective Discipline: Corrective discipline is an effort to move employees in uniting a regulation and directing compliance with regulations in accordance with applicable guidelines for the company. In the corrective discipline, employees who violate need to be sanctioned according to applicable regulations. The purpose of

sanctions is to improve employees who violate regulations, maintain applicable regulations, and provide lessons to offenders (Mangkunegara, 2013).

According to Law Number 5 of 2014, Employees of the State Civil Apparatus, hereinafter referred to as ASN Employees, are Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) who are appointed by staff development officials and assigned tasks in a governmental position or assigned other countries and are paid according to legislation. PNS and PPPK must obey civil servant and first aid discipline to ensure the maintenance of order in the smooth implementation of duties. ASN employees who commit disciplinary violations will be sentenced to discipline.

Civil servants are said to be disciplined when carrying out their obligations as civil servants. According to Government Regulation Number 53 of 2010 concerning employee discipline article (3) paragraph 11 the obligation of civil servants to enter work and comply with working hours, what is meant by the obligation to enter work and

comply with working hours is any must come, carry out tasks, and go home according to working hours and not be in a public place not because of service. If unable to attend, you must notify the competent authority. Subjects not to

work are confirmed by the definition of not entering work either continuously or not continuously with sanctions as follows in accordance with PP No.53 of 2010 in the following table:

No.	Penalty Category	Long Doesn't Enter Work Without Legitimate Reason	Sanctions According to Pp No. 53 of 2010
1	Punishment of Light Discipline	5 days	Oral reprimand
		5-10 days	Written warning
		11-15 days	Statement not satisfied in writing
2	Moderate disciplinary punishment	16-20 days	Postponement of periodic salary increases
		21-25 days	Postponement of promotion
		26-30 days	Lower level demotion of at least 1 year
3	Heavy Dissipation Penalty	31-35 days	Decrease at most 3 years
		36 - 40 days	Displacement (mutation) in the framework of decreasing position (echelon) lower level
		41 - 45 days	Exemption from office
		46 days	Dismissal with respect or disrespect

Table 3:- Violations of Sub disciplinary Sanctions for PP No. 53 of 2010
Source: PP 53 concerning 2010 Civil Servants Discipline

IV. RESEARCH RESULTS

The main respondents in this study were employees of the Pamekasan District Office. General ambitions of the characteristics of employees of the District Office of P Poverty

A. Age of Respondents

No	Age of Nurse	total	Percentage
1	20-25 years	3	5.0
2	26 - 31 years old	38	63.3
3	32 - 37 years old	12	20.0
4	38 - 43 years old	6	10.0
5	44 - 49 years old	1	1.7
	Total	60	100.0

Table 4:- Frequency Distribution of Age Employees Pamekasan District Office.
Source: Primary Data.

Based on Table 4, most employees of the Pamekasan District Office are 26-31 years old, which are 38 respondents or 63.3%.

B. Gender

No.	Gender	total	Percentage
1	Man	30	50.0
2	Women	30	50.0
	Total	60	100.0

Table 5:- Distribution of Frequency of Sex of the Employees of Pamekasan District Offices.
Source: Primary Data.

Based on Table 5, most of the employees of the Pamekasan District Office are male, namely as many as 30 respondents or 50% and most of the women are as many as 30 respondents or 50%.

C. Marital Status

No.	Marital status	total	Percentage
1	Single	5	8.3
2	Married	55	91.7
	Total	60	100.0

Table 6:- Frequency Distribution of Marriage Status of Pamekasan District Office Employees.
Source: Primary Data.

Based on Table 6, most of the employees of the Pamekasan Sub-District Office have married as many as 55 respondents or 91.7%.

D. Level of Education

No.	Level of education	total	Percentage
1	Diploma III	52	86.7
2	S1 / Diploma VI	3	5.0
3	S2	5	8.3
	Total	60	100.0

Table 7:- Frequency Distribution of Education Levels for Pamekasan District Office Employees
Source: Primary Data.

Based on Table 7, most of the education levels of Pamekasan District Office employees are Diploma III, which is 52 respondents or 86.7%.

E. Years of Service

No.	Years of service	total	Percentage
1	13 years old	28	46.7
2	4 - 6 years	19	31.7
3	7-9 years	4	6.7
4	10-12 years	1	1.7
5	13-15 years	2	3.3
6	16-19 years old	3	5.0
7	20-23 years	3	5.0
	Total	60	100.0

Table 8:- Frequency Distribution of Work Period of Pamekasan District Office Employees

Source: Primary Data.

Based on Table 8, the majority of Pamekasan District Office employees have a 1-3 year work period of 28 respondents or 46.7%

A. Work Motivation Variables

Work motivation is measured by 9 questions. The following is a recapitulation of respondents' answers to work motivation variables :

❖ *Description of Independent Variables and Dependent of Research*

No.	Question	Score					Mean	Category
		1	2	3	4	5		
1	Achievement affects the motivation of each employee at work	0	1	21	34	4	3.68	High
2	Recognition from the company makes employees work harder	0	0	19	37	4	3.75	High
3	The enthusiasm of employees in work is influenced by whether or not the job is suitable	0	10	15	27	8	3.55	High
4	The responsibility given to an employee motivates the employee to work	0	1	13	42	4	3.82	High
5	The progress of the company encourages employees to work harder	0	10	15	27	8	3.55	High
6	The close relationship between employees provides a sense of comfort in work	0	10	15	27	8	3.55	High
7	Supervision (especially from superiors) makes employees work harder	0	1	21	34	4	3.68	High
8	Salaries and benefits can motivate employees to work	0	10	15	27	8	3.55	High
9	A comfortable environment makes employees work passionately	0	10	15	27	8	3.55	High
Work motivation							3.63	High

Table 9:- Frequency Distribution of Work Motivation Variables (X₁)

Source: Primary Data processed.

Based on Table 9, it is known that the mean answers of respondents in the nine questions of work motivation variables are included in the high category with a mean of 3.63.

B. Variable Servant Leadership

Servant Leadership is measured by 7 questions. The following is a recapitulation of respondents' answers to *servant leadership* variables :

No.	Question	Score					Mean	Category
		1	2	3	4	5		
1	Leaders care about the happiness of others	0	1	21	34	4	3.68	High
2	The leader is involved in community activities	0	1	21	34	4	3.68	High
3	The leader understands about the organization and its objectives	3	4	14	34	5	3.57	High
4	The leader gives others the responsibility to make important decisions	0	1	21	34	4	3.68	High
5	Leaders prioritize career development	3	4	14	34	5	3.57	High
6	Leaders care about followers' success rather than their own success	1	8	13	23	15	3.72	High
7	Leaders have high ethical standards	1	8	13	23	15	3.72	High
<i>Servant Leadership</i>							3.66	High

Table 10:- Frequency Distribution of Variable Servant Leadership (X_2)

Source: Primary Data processed.

Based on Table 9 it is known that the mean answers of the respondents in the seven questions *servant leadership* variables are included in the high category with a mean of 3.66.

C. Work Discipline Variables

Work discipline is measured by 9 questions. The following is a recapitulation of respondents' answers to work discipline variables:

No.	Question	Score					Mean	Category
		1	2	3	4	5		
1	You work continuously for a specified time	3	4	14	34	5	3.57	High
2	You really mean every time you do work	3	4	14	34	5	3.57	High
3	You try to come to work earlier than the specified time	3	4	14	34	5	3.57	High
4	You come and go home from work according to the time specified by the agency	3	4	14	34	5	3.57	High
5	Always complete the work according to the time or time that has been determined	3	4	14	34	5	3.57	High
6	In every work implementation, you always pay attention to the work procedures set by the agency	3	4	14	34	5	3.57	High
7	Agencies provide strict sanctions for those who break the rules	3	4	14	34	5	3.57	High
8	You tell in advance (permit) if you are absent from work	3	4	14	34	5	3.57	High
9	You never leave your workplace during work hours	3	4	14	34	5	3.57	High
<i>Work Discipline</i>							3.57	High

Table 11:- Frequency Distribution of Variables in Work Discipline (Y_1)

Source: Primary data processed.

Based on Table 10 it is known that the mean answer of the respondents in the 9 questions of the work discipline variable included in the high category of 3.57

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.423	.392	8,703

a. Predictors: (Constant), Work Motivation, Servant Leadership.

V. ANALYSIS AND DISCUSSION

A. The Effect of Work Motivation on the Work Discipline of Pamekasan District Office Employees

Based on the results of the analysis on the path coefficient II shows that work motivation (X_1) directly affects work discipline (Y_1) of 0.023. These results provide an explanation that the work motivation felt by Pamekasan District Office employees towards the work discipline of Pamekasan District Office employees. Based on the results of the study it is known that the highest mean answer lies in the item statement always trying to work well starting from the beginning to the end which is in the indicator of persistence level. Pamekasan District Office employees who have a high level of persistence, the motivation to work will also be high. Employees will try to voluntarily obey the rules and carry out their responsibilities to the maximum to obtain the best results. Work motivation is very important in an effort to uphold and improve work discipline considering the optimal work results of employees have an impact on achieving organizational goals. The results of the study showed the lowest score of the work motivation variable which is on the indicator of behaviour direction. The direction of behaviour of Pamekasan District Office employees has not shown a positive attitude towards work and organization. This is evident from the high employee absentee level. According to Hasibuan (2003), the purpose of motivation is to stabilize and reduce absenteeism and enhance employees' sense of responsibility towards their duties. For this reason, the work motivation of the Pamekasan District Office staff needs to be improved.

The results of this study are in line with the research conducted by Fitria and Amar (2015) from the results of the study found that work motivation has a positive and significant effect on work discipline. That is, employees with high levels of work motivation will have a strong drive to work optimally and comply with established regulations so that they will show high work discipline. Likewise vice versa, the lower the work motivation that is owned, the employees will tend to carry out disciplinary action work.

B. The Effect of Servant Leadership on the Work Discipline of Pamekasan District Office Employees

Based on the results of analysis on the path coefficient II shows that *servant leadership* (X_2) directly influences work discipline (Y_1) of 0,000. These results provide an explanation that the *servant leadership* felt by Pamekasan District Office employees towards the work discipline of Pamekasan District Office employees. This research is supported by research conducted by Nadir (2016) explaining that *servant leadership* has an influence on work discipline. A leader must be willing to go directly in the organization to build and encourage employees to develop. *Servant leadership* which is a leadership model that serves has an impact on improving work discipline (Nudir, 2016). The same opinion that so that the behaviour of work discipline is shown well, the effectiveness of the role of a leader is very necessary. To be an effective leader, a leader

Table 12:- Variable Value of Pathway Coefficient II Model Summary

Source: Primary Data processed.

Based on Table 12 shows the coefficient of determination is generated is equal to 0.423 or 42.3%, demonstrating that the diversity of the variables of work discipline (Y_1) can be explained by the motivation to work (X_1), *servant leadership* (X_2) is sebsar 42.3 % while the other 57.7% is explained by other variables which are outside the data testing model. Individual tests on the path coefficient II are as follows:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,263	13333		2.147	.36
	Work motivation	-.361	.561	-.066	-422	.023
	<i>Servant Leadership</i>	2.239	.465	.524	4,812	.000

a. Dependent Variable: Work Discipline

Table 13:- Individual Test Results Path II Coefficients^a

Source: Primary Data processed.

The path coefficient II is to test 2 hypotheses, yes :

- Direct influence between work motivation variables (X_1) on work discipline (Y_1). The hypothesis in this study is said to have an effect if the significance value (*p-value*) $< \alpha = 5\%$, whereas if the significance value (*p-value*) $> \alpha = 5\%$, the hypothesis in the data does not have an effect. The calculation using SPSS can be known the significance value (*p-value*) = 0.023 $< 5\%$, indicating that H_0 ditolak means the work motivation variable (X_1) has a direct effect on work discipline (Y_1).
- Direct influence between *servant leadership* (X_2) variables on work discipline (Y_1). The hypothesis in this study is influential if the significance value (*p-value*) $< \alpha = 5\%$, whereas if the significance value (*p-value*) $> \alpha = 5\%$, the hypothesis in the data has no effect. The calculation using SPSS can be known the significance value (*p-value*) = 0,000 $< 5\%$, indicating that H_0 is rejected, meaning the *servant leadership* variable (X_2) has a direct effect on work discipline (Y_1).

must be able to serve and meet the needs of others. *Servant leadership* is one of the leadership models that starts from a sincere feeling that arises from within the heart that is willing to be able to serve (Suyadi, 2016).

Mosel *Servant leadership* explains seven *servant leader* behaviours, which are forming concepts, restoring emotions, prioritizing followers, helping followers grow and succeed, behaving ethically, empowering and creating value for society. Seven *servant leader s* will produce organizational performance, one of which is work discipline, work discipline is the key for someone to produce good performance. If commitment grows on every employee, then employees will pay attention and carry out their duties properly.

The leader must pay attention to various factors that influence the work discipline of an employee. Leader attention is an important factor in work discipline. *Servant leadership* uses a fundamental and long-term approach that ultimately provides a continuous change in organizational commitment. Mutual care is one of the factors that triggers a conducive work environment and ultimately increases employee work discipline. So that *servant leadership* influences employee work discipline. Work discipline will arise because of feelings of pleasure and comfort in what they get in the organization such as leadership factors, good communication and collaboration within the organization.

VI. CONCLUSION

A. Conclusion

Based on the results of the research that has been done can be concluded:

- Work motivation (X_1) has a positive and significant direct effect on work discipline (Y_1) on Pamekasan District Office employees
- *Servant Leadership* (X_2) has a positive and significant direct effect on work discipline (Y_1) on Pamekasan District Office employees

B. Recommendation

Based on the research that has been done, then some suggestions or recommendations can be proposed, namely:

- Based on the results of the study it is known that in the work motivation variable, the leader is recommended to provide motivation to the employees need to be improved again so that employees can show the direction of behaviour that is more positive and more motivated at work. This can be done by giving rewards for employees who have demonstrated a good attitude and discipline, whereas for staff misconduct can be given punishment in the form of tougher sanctions so that employees will be afraid when breaking the rules and do not repeat it again. Thus, it is hoped that it will create and increase high discipline on the basis of the awareness of the employees concerned. Increasing servant leadership will improve work discipline. These results provide managerial implications of the need to

improve the behaviour of leaders *Servant leader*. One of the enhancements of servant leaders is to make employee career development. Leaders help followers to grow and succeed is about helping these individuals to become self-actualized people, reach their full potential through providing training inside and outside the agency.

- Based on the results of the study, it is known that the recommended leaders can increase employee involvement to contribute. Employees need to be encouraged and more involved in following existing organizational rules and policies implemented. This can be done by introducing and implementing the rules and policies as a whole. In addition, leaders are also advised to increase supervision so that employees obey and implement existing regulations seriously, besides that leaders provide promotion opportunities, provide appropriate salaries, provide supervision so that it will increase high organizational commitment.

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