



RESEARCH ARTICLE

The Influence of Work Ethic, Work Discipline, And Motivation on The Work Productivity of PT Pelindo (Persero) Employees

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Abstract

This study aims to determine and analyze, partially and simultaneously, the positive and significant influence of work ethic, work discipline, and motivation on employee productivity at PT Pelindo (Persero). The method used in this study was a quantitative approach. The sample size was 81 respondents. The data obtained were primary data through a questionnaire. The analysis used multiple linear regression analysis using SPSS Version 24. The results of this study indicate that work ethic has a partial positive and significant effect on work productivity, work discipline has a partial positive and significant effect on work productivity, and motivation has a partial positive and significant effect on work productivity. Work ethic, work discipline, and motivation simultaneously have a significant effect on employee productivity at PT Pelindo (Persero).

Keyword: Work Ethic, Work Discipline, Motivation, and Work Productivity.

Introduction

Low work productivity is a problem that companies must address because employee productivity can impact the quality and quantity of a company's output in the face of competition and is a key factor in achieving its goals. To achieve these planned goals, companies must be able to improve the quality of their human resources. An employee who meets job requirements is considered to possess the necessary abilities, physical health, intelligence, and education, and has acquired the skills to perform the relevant tasks and meet the requirements in terms of quality and quantity. The level of employee productivity depends on influencing factors, including work ethic, work discipline, and motivation.

Employees with a strong work ethic tend to be disciplined, results-oriented, and committed to completing their work effectively and efficiently. This directly impacts work productivity, both in terms of quality and quantity of output. With a strong work ethic, employees will be motivated to work optimally, utilize their time productively, and achieve established work targets.

Work discipline, meanwhile, reflects employee compliance with company regulations, procedures, and work standards. Employees with high work discipline tend to carry out their tasks regularly, on time, and responsibly, thus minimizing delays, errors, and wasted time and resources. This positively impacts productivity because work can be completed more efficiently and on target.

The final factor that can influence employee productivity is motivation. Employees with high work motivation will demonstrate

enthusiasm, initiative, and strong commitment in carrying out their duties. They tend to be more disciplined, focused, and strive to achieve optimal work results in terms of both quality and quantity. Conversely, low motivation will reduce work enthusiasm and impact productivity.

PT Pelabuhan Indonesia (Persero), better known as PT Pelindo, is a State-Owned Enterprise (BUMN) engaged in port services. Pelindo plays a strategic role in supporting the smooth flow of national and international logistics by providing loading and unloading services, container terminals, passenger terminals, logistics, and other maritime services at various ports throughout Indonesia. Pelindo's productivity can be seen from the company's ability to improve operational efficiency, such as berth productivity, port stay time, loading and unloading equipment utilization, and service to service users. High productivity levels not only impact company revenue but also drive national economic growth by accelerating the flow of goods distribution and lowering logistics costs. Therefore, increasing productivity within PT Pelindo is closely related to efforts to improve operational management, develop human resource competencies, utilize digital port technology (port digitalization), and provide adequate work facilities.

Method

2.1 Research Approach

This study employs a quantitative approach with a causal associative research design. According to Sugiyono (2018), causal associative research aims to determine the cause-and-effect relationship between two or more variables. Based on this explanation, the conceptual framework of this study is presented as follows:

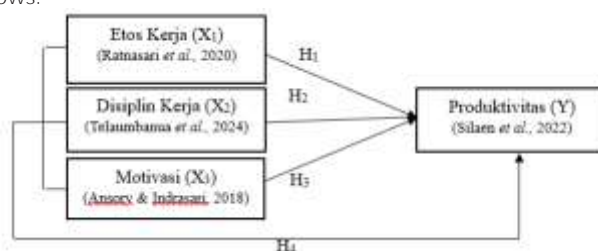


Figure 1 Conceptual Framework

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Source: Author (2025)

2.2 Population and Sample

The population in this study consists of all employees of PT Pelindo (Persero), totaling 420 employees. To determine the sample size from the population, the Slovin formula was used with a tolerance level of 10%. According to Nalendra et al. (2021), the Slovin formula is a method used to calculate the minimum sample size when the characteristics of the population are not precisely known. Based on this calculation, a total of 81 respondents were obtained using the purposive sampling technique.

2.3 Data Collection Techniques

Several data collection techniques were used in this study, including:

1. Observation, which is a data collection technique that utilizes the senses, particularly sight, as well as smell and hearing, to obtain the information needed to address the research problem (Pasaribu et al., 2022).
2. Questionnaire, which consists of written questions distributed to respondents, where responses are filled in directly by the respondents according to the list of questions provided. In contrast, in interviews, responses are recorded by the interviewer (Pasaribu et al., 2022).

2.4 Research Instrument

In this study, the research instrument used was a questionnaire. The type of questionnaire applied was a closed-ended questionnaire, in which the questions or statements do not allow respondents to freely express their opinions or answers beyond the predetermined options (Purwanza et al., 2022). The measurement scale used in this research was the Likert scale, which is employed to measure attitudes, opinions, and perceptions of individuals or groups regarding social phenomena (Pasaribu et al., 2022).

2.4.1 Validity and Reliability Tests

Validity refers to accuracy and precision and can also be interpreted as legitimacy. In research, data validity serves as a reference for determining the accuracy of research variables. The validity test is also known as the legitimacy test (Soesana et al., 2023). An item is considered valid if the corrected item-total correlation value is greater than 0.30.

Reliability originates from the term reliability, which in research refers to the level of trustworthiness of measurement results. Reliability testing is conducted to ensure that the research instrument consistently produces reliable and relevant data in accordance with the research objectives. It is also used to assess the consistency of respondents' answers. The higher the reliability of a research instrument, the greater its consistency (Soesana et al., 2023). High reliability is indicated by a Cronbach's Alpha value approaching 1. Generally, a reliability value is considered acceptable if Cronbach's Alpha ≥ 0.600 .

2.5 Data Analysis Techniques

2.5.1 Normality Test

According to Ghozali (2018), the normality test aims to examine whether the residuals or error variables in the regression model are normally distributed. Normality can be detected through graphical methods, such as histograms and probability plots, as well as statistical methods using the one-sample Kolmogorov-Smirnov test. Data are considered normally distributed in a histogram if the distribution pattern is not skewed to the left or right and forms a bell-shaped curve. In probability plots, data are normally distributed if the points follow the diagonal line. Statistically, residuals are considered normally distributed if the asymp. Sig value in the Kolmogorov-Smirnov test is greater than 0.05 at a significance level (α) of 0.05.

2.5.2 Multicollinearity Test

According to Ghozali (2018), the multicollinearity test aims to determine whether there is a correlation among independent variables in a regression model. A good regression model should not exhibit correlations among independent variables. In this study, multicollinearity was assessed using the Variance Inflation Factor (VIF) and Tolerance (TOL) values. If the VIF value is less than 10 and the Tolerance value is greater than 0.1, the model is considered free from multicollinearity.

2.5.3 Heteroscedasticity Test

According to Ghozali (2018), the heteroscedasticity test aims to examine whether there is an inequality of variance in the residuals across observations in the regression model. The analysis is conducted using a scatterplot. If there is no clear pattern and the data points are randomly distributed above and below zero on the Y-axis, then heteroscedasticity does not occur.

2.6 Multiple Linear Regression Analysis

Multiple linear regression is an analytical method involving more than two variables, consisting of two or more independent variables and one dependent variable (Sahir, 2021). The multiple regression equation is formulated as follows:

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

2.6.1 Partial Test (t-test)

According to Sahir (2021), the partial test or t-test is used to examine the regression coefficients individually to determine the partial significance of each independent variable on the dependent variable. If the calculated t-value ($t_{hi\ i, ubg}$) is greater than the t-table value ($t_{i, a, b_{ei}}$), it indicates that the independent variable has an effect on the dependent variable.

2.6.2 Simultaneous Test (F-test)

According to Sahir (2021), the F-test is used to determine whether independent variables simultaneously influence the dependent variable. The test is conducted by comparing the calculated F-value ($F_{hi\ i, ubg}$) with the F-table value ($F_{i, a, b_{ei}}$) at a 5% significance level and degrees of freedom $df = (n - k - 1)$, where n represents the number of respondents and k represents the number of variables. If $F_{hi\ i, ubg} > F_{i, a, b_{ei}}$, then there is a simultaneous effect of the independent variables on the dependent variable.

2.6.3 Coefficient of Determination (R²)

The coefficient of determination, commonly symbolized as R², measures the extent to which independent variables influence the dependent variable. A smaller R² value or one closer to zero indicates a weaker influence of the independent variables on the dependent variable. Conversely, an R² value approaching 100% indicates a stronger influence of the independent variables on the dependent variable (Sahir, 2021).

Results and Discussion

3.1 Validity Test

The validity test was conducted to determine whether the statement items presented in the questionnaire are able to accurately measure what is intended to be examined. The results of the validity test obtained in this study are presented as follows.

Table 1 Results of the Validity Test of Work Ethic Item-Total Statistics

Item	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
P1	17.4321	16.848	0.510	0.740
P2	17.4198	16.272	0.509	0.739
P3	17.4198	15.297	0.665	0.700

P4	17.4198	15.922	0.426	0.765
P5	17.4074	15.944	0.527	0.734
P6	17.5309	16.102	0.488	0.744

Source: Data processed by the author, 2025

The work ethic variable consists of 6 statement items. All items have a Corrected Item-Total Correlation value greater than 0.30; therefore, all statements are declared valid.

Table 2 Results of the Validity Test of Work Discipline Item-Total Statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	33.0988	43.890	0.551	0.839
P2	33.0000	42.375	0.586	0.835
P3	33.0864	42.855	0.517	0.841
P4	33.1481	44.953	0.392	0.852
P5	33.1235	44.985	0.458	0.846
P6	33.0741	43.694	0.624	0.834
P7	33.1358	43.844	0.509	0.842
P8	33.0864	39.480	0.634	0.831
P9	33.0741	39.419	0.658	0.828
P10	33.0617	42.284	0.643	0.831

Source: Data processed by the author, 2025

The work discipline variable consists of 10 statement items. All items have a Corrected Item-Total Correlation value greater than 0.30; therefore, all statements are valid.

Table 3 Results of the Validity Test of Motivation Item-Total Statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	18.0988	12.565	0.418	0.710
P2	17.7654	11.732	0.509	0.684
P3	18.0247	12.199	0.429	0.708
P4	18.0123	12.237	0.415	0.712
P5	17.8148	12.003	0.495	0.689
P6	17.6914	11.691	0.550	0.673

Source: Data processed by the author, 2025

The motivation variable consists of 6 statement items. All items have a Corrected Item-Total Correlation value greater than 0.30; therefore, all statements are valid.

Table 4 Results of the Validity Test of Work Productivity Item-Total Statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1	18.1358	12.919	0.565	0.719
P2	18.3086	13.641	0.487	0.739
P3	18.2840	13.356	0.517	0.731
P4	18.2716	12.550	0.527	0.727
P5	18.5062	12.978	0.493	0.736
P6	18.6173	11.639	0.502	0.741

Source: Data processed by the author, 2025

The work productivity variable consists of 6 statement items. All items have a Corrected Item-Total Correlation value greater than 0.30; therefore, all statements are valid.

3.2 Reliability Test

A questionnaire is considered reliable if the respondent's answers are consistent.

Table 5 Results of the Reliability Test of Work Ethic

Cronbach's Alpha	Number of Items
0.771	6

Source: Data processed by the author, 2025

The Cronbach's Alpha value of 0.771 > 0.60 indicates that the work ethic variable is reliable.

Table 6 Results of the Reliability Test of Work Discipline

Cronbach's Alpha	Number of Items
0.852	10

Source: Data processed by the author, 2025

The work discipline variable is reliable with a Cronbach's Alpha value of 0.852.

Table 7 Results of the Reliability Test of Motivation

Cronbach's Alpha	Number of Items
0.733	6

Source: Data processed by the author, 2025

The motivation variable is reliable.

Table 8 Results of the Reliability Test of Work Productivity

Cronbach's Alpha	Number of Items
0.766	6

Source: Data processed by the author, 2025

The work productivity variable is reliable.

3.3 Normality Test

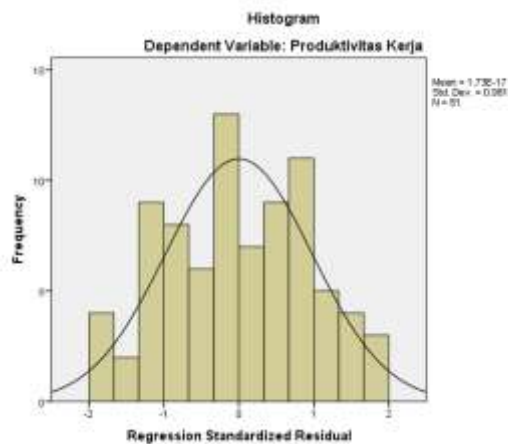


Figure 2 Histogram

Source: Data processed by the author, 2025

The histogram shows a bell-shaped curve, indicating that the data are normally distributed.

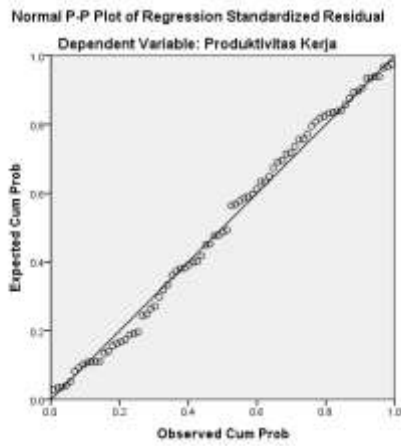


Figure 3 Probability Plot

Source: Data processed by the author, 2025

The data points closely follow the diagonal line, indicating that the regression model meets the normality assumption.

Table 9 Results of the Kolmogorov–Smirnov Test

Description	Value
N	81
Mean	0.0000000
Std. Deviation	2.24890213
Test Statistic	0.067
Asymp. Sig. (2-tailed)	0.200

Source: Data processed by the author, 2025

Since Asymp. Sig. > 0.05, the residuals are normally distributed.

3.4 Multicollinearity Test

Table 10 Results of the Multicollinearity Test

Variable	Tolerance	VIF
Work Ethic	0.426	2.347
Work Discipline	0.424	2.360
Motivation	0.445	2.248

Dependent Variable: Work Productivity

Source: Data processed by the author, 2025

Based on the table above, it shows that no independent variable has a tolerance of less than 0.10. Likewise, the results of the calculation of the Variance Inflation Factor (VIF) value also show the same thing, that no independent variable has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression..

3.5 Heteroscedasticity Test

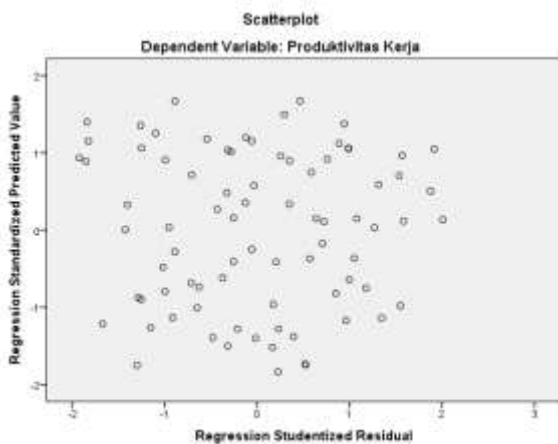


Figure 4 Scatter Plot

Source: Data processed by the author, 2025

The figure shows that the points are randomly distributed, both above and below the 0 mark on the Y-axis, without any particular pattern. Therefore, it can be concluded that there is no heteroscedasticity in this regression model..

3.6 Multiple Linear Regression Analysis

Table 11 Results of Multiple Linear Regression Analysis

Variable	B	Std. Error
Constant	2.085	1.474
Work Ethic	0.199	0.083
Work Discipline	0.154	0.055
Motivation	0.471	0.095

Dependent Variable: Work Productivity

Source: Data processed by the author, 2025

Regression equation:

$$Y = 2.085 + 0.199X_1 + 0.154X_2 + 0.471X_3$$

The equation can be interpreted if work ethic, work discipline, and motivation are equal to zero (constant) then work productivity (Y) will remain at 2.085 units. If the value of the work ethic regression coefficient (X1), namely β_1 , is 0.199. This means that if other independent variables are constant or do not increase and work ethic increases by 1 unit, then work productivity (Y) will increase by 0.199 units or 19.9%. If the value of the work discipline regression coefficient (X2), namely β_2 , is 0.154. This means that if other independent variables are constant or do not increase and work discipline increases by 1 unit, then work productivity (Y) will increase by 0.154 units or 15.4%, and if the value of the motivation regression coefficient (X3), namely β_3 , is 0.471. This means that if other independent variables have a constant value or do not increase and employee work motivation increases by 1 unit, then work productivity (Y) will increase by 0.471 units or 47.1%.

3.7 Partial Test (t-test)

Partial test using t-test technique, the assumption proposed p-value < level of significance 0.05 then Ha is accepted and Ho is rejected. In other words t count > t table then Ha is accepted and Ho is rejected. The test was carried out with a specified level of 95% with a significance level of 5% and degree of freedom (df) n - k, where n = number of samples, k = construct/number of variables. So the value of df = 81 - 4 = 77 is obtained, so that the t table value at df = 77 can be known as 1.66488.

Table 12 Results of the Partial Test (t-test)

Variable	t-value	Sig.
Work Ethic	2.389	0.019
Work Discipline	2.817	0.006
Motivation	4.974	0.000

Source: Data processed by the author, 2025

Based on the table above, it can be seen that work ethic has a tcount value (2.389) > ttable (1.66488), with a sig value (0.019) < 0.05, which means that work ethic has a positive and significant effect on the work productivity of PT Pelindo (Persero) employees. While work discipline has a tcount value (2.817) > ttable (1.66488), with a sig value (0.006) < 0.05, which means that work discipline has a positive and significant effect on the work productivity of PT Pelindo (Persero) employees. Meanwhile, for motivation, it has a tcount value (4.974) > ttable (1.66488), with a sig value (0.000) < 0.05, which means that motivation has a positive and significant effect on the work productivity of PT Pelindo (Persero) employees.

3.8 Simultaneous Test (F-test)

Table 13 Results of the Simultaneous Test (F-test)

Source	F	Sig.
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Regression	64.029	0.000
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Source: Data processed by the author, 2025

In this study, the results of the Ftable test with a significance of 0.05 $df = 76$ ($df = 81 - 4 - 1$) were 2.72. From the table above, it can be seen that the Fcount value is 64.029 with a probability value (sig) = 0.000, which means that the Fcount value (64.029) > Ftable (2.72) with sig (0.000) < 0.05, so it can be concluded that simultaneously work ethic (X1), work discipline (X2) and motivation (X3) have a positive and significant effect on work productivity (Y) of PT Pelindo (Persero) employees..

3.9 Coefficient of Determination (R^2)

The coefficient of determination test measures the model's ability to explain variation in the dependent variable. The following are the results of the coefficient of determination test:

Table 14 Results of the Coefficient of Determination (R^2)

R	R Square	Adjusted R Square
0.845	0.714	0.703

Source: Data processed by the author, 2025

Based on the table above, it shows the magnitude of the ability of the regression equation model (independent variables) consisting of work ethic (X1), work discipline (X2), and work environment in explaining the dependent variable. This can be seen from the large R Square value that has been obtained, namely 0.714, which means that 71.4% of the variation in work productivity can be explained by the independent variables of work ethic, work discipline, and motivation, while the remaining 28.6% is explained by other factors not discussed in this study..

Discussion

4.1 The Effect of Work Ethic on Employee Work Productivity at PT Pelindo (Persero)

The results of partial hypothesis testing indicate that H1 is accepted and H0 is rejected. This means that there is an effect of work ethic on the work productivity of employees at PT Pelindo (Persero). The findings of this study are consistent with previous studies conducted by Triyawan et al. (2024), Christianadi et al. (2024), Firdasari (2023), Karsim (2023), Mustofa (2022), and Putri & Dumiyati (2021), which state that work ethic has a positive and significant effect on employee work productivity.

Work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm (Ratnasari et al., 2020). Work ethic reflects an individual's attitude, enthusiasm, responsibility, and dedication in performing their duties. Employees with a high work ethic tend to work with strong discipline, are results-oriented, and demonstrate a strong commitment to completing tasks effectively and efficiently. This condition directly affects work productivity, both in terms of the quality and quantity of output produced. With a strong work ethic, employees are more motivated to work optimally, utilize time productively, and achieve predetermined work targets. Therefore, work ethic has a positive relationship with work productivity, where an increase in work ethic encourages higher employee productivity within an organization.

4.2 The Effect of Work Discipline on Employee Work Productivity at PT Pelindo (Persero)

The results of partial hypothesis testing indicate that H2 is accepted and H0 is rejected. This means that there is an effect of work discipline on the work productivity of employees at PT Pelindo (Persero). This study is in line with the findings of Prasetyo & Prasetyo (2024), Vallery & Rahayu (2024), Triyawan et al. (2024), Christianadi et al. (2024), Firdasari (2023), Soedira (2023), Karsim (2023), Harahap (2023), Mustofa (2022), and Putri & Dumiyati

(2021), which conclude that work discipline has a positive and significant effect on employee work productivity.

Discipline is a condition that encourages employees to act and carry out all activities in accordance with established rules (Telaumbanua et al., 2024). Work discipline reflects employees' compliance with company regulations, procedures, and work standards. Employees with high work discipline tend to perform their duties in an orderly, timely, and responsible manner, thereby minimizing delays, work errors, and waste of time and resources. This has a positive impact on increasing productivity, as tasks can be completed more efficiently and in accordance with predetermined targets. Thus, work discipline has a strong and positive relationship with employee work productivity, where higher levels of discipline lead to higher productivity.

4.3 The Effect of Motivation on Employee Work Productivity at PT Pelindo (Persero)

The results of partial hypothesis testing indicate that H3 is accepted and H0 is rejected. This means that there is an effect of motivation on the work productivity of employees at PT Pelindo (Persero). The findings of this study are consistent with previous research by Prasetyo & Prasetyo (2024), Vallery & Rahayu (2024), Triyawan et al. (2024), Christianadi et al. (2024), Soedira (2023), Karsim (2023), and Mustofa (2022), which state that motivation has a positive and significant effect on employee work productivity.

Motivation refers to factors that generate encouragement, where work motivation serves as a driving force that stimulates enthusiasm. The provision of motivation is expected to encourage individuals or employees to work hard and enthusiastically in order to achieve high work performance (Ansory & Indrasari, 2018). Employees with high work motivation tend to show enthusiasm, initiative, and strong commitment in carrying out their tasks. They are generally more disciplined, focused, and strive to achieve optimal work results in both quality and quantity. Conversely, low motivation reduces work enthusiasm and negatively affects productivity. Therefore, work motivation has a positive and significant relationship with employee work productivity, as higher motivation leads to higher levels of productivity.

4.4 The Effect of Work Ethic, Work Discipline, and Motivation on Employee Work Productivity at PT Pelindo (Persero)

The results of simultaneous hypothesis testing indicate that H4 is accepted and H0 is rejected. This means that work ethic, work discipline, and motivation simultaneously affect the work productivity of employees at PT Pelindo (Persero). This finding is consistent with the studies of Karsim (2023) and Mustofa (2022), which state that work ethic, work discipline, and motivation simultaneously have a positive and significant effect on employee work productivity. Employee work productivity reflects employees' willingness to work enthusiastically and responsibly (Silaen et al., 2022). Employees who possess a high work ethic, supported by good discipline and strong work motivation, tend to produce optimal performance in both quality and quantity. Therefore, the combination of work ethic, work discipline, and work motivation simultaneously contributes positively to improving employee work productivity within an organization.

Conclusions and Recommendations

The content of the conclusions is the formulation of answers to the Based on the results of the research conducted, the following conclusions can be drawn:

1. Work ethic has a significant effect on the work productivity of employees at PT Pelindo (Persero).
2. Work discipline has a significant effect on the work productivity of employees at PT Pelindo (Persero).

3. Motivation has a significant effect on the work productivity of employees at PT Pelindo (Persero).
4. Work ethic, work discipline, and motivation simultaneously have a significant effect on the work productivity of employees at PT Pelindo (Persero). This indicates that hypothesis H4 is accepted. Work ethic, work discipline, and motivation jointly account for 71.4% of the variance in employee work productivity at PT Pelindo (Persero), while the remaining 28.6% is influenced by other factors not examined in this study.

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