

RESEARCH ARTICLE

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ANALYSIS OF THE EFFECT OF WORK DISCIPLINE AND CONTROL ON IMPROVING EMPLOYEE PERFORMANCE AT BMT UGT SIDOGIRI, KEDIRI BRANCH

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Abstract

This study aims to analyze the development of a business model based on the Business Model Canvas (BMC) in the context of health service management in Mejono Village, Plemahan District, Kediri Regency. The research method used is descriptive qualitative with a participatory rural appraisal (PRA) approach, field observation, and in-depth interviews with community leaders, village officials, and local health stakeholders. The findings indicate that the structure of BMC in village health services can be identified as a whole through nine main elements: the main customer segment is productive-age villagers and the elderly; the value proposition is in the form of easily accessible and community-based health services; distribution channels through integrated health posts (Posyandu), health cadres, and the alert village program; customer relationships are based on personal assistance; revenue streams come from village funds and local government subsidies; the main resources are health workers, medical facilities, and local cadres; main activities include health education, home visits, and basic medical care; the main partners are community health centers and health offices; and the cost structure focuses on health logistics and cadre incentives. This study not only strengthens the role of BMC in community-based public services but also encourages the strengthening of innovative strategies in designing policies based on local needs. Recommendations are directed at developing village health information systems and sustainable partnership models to ensure the continuity of services.

1. Introduction

National development is a series of continuous efforts and covers all aspects of social, national and state life to carry out the task of realizing the national goals stated in the preamble to the 1945 Constitution. National development has the goal of realizing a just and prosperous society that is equitable, both materially and spiritually based on Pancasila and the 1945 Constitution. The essence of national development aims to improve the standard of living and prosperity that is equitable and equitable, which is sought through development. With a higher growth rate in order to achieve this development, several things are needed as targets, including: workforce or professional employees who are assets of agencies or institutions.

In today's world of work, workers or employees always have an important position because without employees an institution or agency cannot carry out its activities.(Sudiyanto, 2020)With skilled and dedicated employees who possess reliable qualities, they should be given more attention so that they do not feel bored and will strive to have a good image in front of their superiors.(Comedy & Ferianto, 2023). As a business grows, it is hoped that institutions or agencies will continue to improve their business and create high productivity, as well as employees who are able to perform optimally in the form of work effectiveness. Work effectiveness is the overall implementation of physical and spiritual activities carried out by humans to achieve a specific goal.(Simamora, 2006). In every job, what is considered in work effectiveness is the success of an institution or agency in carrying out its duties.(Margaretta & Desi, 2020; Muliya & Pratiwi, 2024)This means that the implementation of work carried out must be able to provide optimal results from employees by utilizing existing potential.(Pittaloka,

2023) Efforts to increase effectiveness, raise awareness of productivity, efficiency and entrepreneurship as well as work ethic are carried out through various motivational activities, counseling, education and training in order to improve the welfare of the workforce and the quality of the workforce. (Arif Budi Setiawan & Adiinto, 2020). Based on the national employment plan which must continue to be refined in a focused, integrated and comprehensive manner (Yoevita & Widjajanti, 2022). The effectiveness of employee work can be achieved if it is supported by leaders who supervise their work, therefore, controlling each individual or controlling their leaders is very important for the smooth running of the work being done. (Erlangga, 2017). Leaders, besides being the driving force, also function as supervisors. (Poernomo, 2020) This is intended so that the implementation of work can run smoothly so that the organization's goals can be achieved. (Rahmawati & Trisninawati, 2024) Good control can also have a positive impact on employees, as they will be able to complete their work well, allowing them to concentrate on their tasks. Employees are the primary focus of control carried out by leaders and must be able to demonstrate good performance and have high discipline. Work discipline is a power that develops through voluntary self-regulation of decisions, regulations, work values, and behavior. (Rahmawati & Trisninawati, 2024). One of the aspects of human resource strength is work discipline. (Tyas & Sunuharyo, 2018; Wau, Samalua W., 2021), because it has a strong impact on organizations or institutions to achieve success in pursuing planned goals. (Wau, Samalua W., 2021) Discipline is not only an indication of enthusiasm and passion for work, but can also influence the effectiveness and efficiency of achieving goals. (Wuwur, 2023). High employee work discipline will be able to achieve maximum work effectiveness, be it time discipline, rules or regulations that have been established in the agency. (Sadat et al., 2020). To make the regulations issued to enforce discipline more effective, leadership needs to set an example. (Hasyim et al., 2022). The leadership role model plays a very important role in determining employee discipline because the leader is used as a role model by his employees. (Rahayu & Wiwik Robiatul Adawiyah, 2023). Besides work discipline, there are other things that are also important to increase employee work effectiveness, namely by having control from the leadership who always pays attention to all activities and most importantly, their needs will always be respected. (Asmi & Rais, 2024) If they carry out their work activities well and produce good work results, maximum work effectiveness will be achieved, while the aim of controlling is that the results of work implementation are obtained in an efficient and effective manner in accordance with the predetermined plan, so that by controlling employees feel encouraged to work better and then produce satisfactory work for their agency or institution.

This is very important because each organization or agency requires controlling which depends on situational factors such as the size of the organization, organizational policies, organizational goals, the number of changes that occur, the complexity of the objects being controlled and the delegation atmosphere that exists within an agency or organization. (Comedy & Ferianto, 2023). Meanwhile, according to (Agus et al., 2023) Controlling has an important role for personnel management because he has the closest relationship with individual employees directly and whether an employee works well depends on how he supervises how his employees work and approaches his employees so that they carry out their work well and there is no element of coercion just because they are being supervised. (Marlius & Sholihat, 2022). Based on the observations that have been made, it shows that the existing controlling in this office has been carried out properly by the supervisory staff. Starting from routine controlling carried out every day, the controlling techniques used include direct controlling by directly inspecting the location or receiving reports directly on location as well as indirect controlling techniques that can be known through reports submitted by employees. If errors occur in the work results, corrective actions will be immediately taken as a form of feedback from the controlling carried out at BMT UGT Sidogiri Kediri Branch.

The work discipline implemented by employees at BMT UGT Sidogiri, Kediri Branch, is well-executed and carried out with self-awareness and a full sense of responsibility, but it is less than optimal. This can be seen from their neat work methods, the use of office equipment in accordance with regulations, and the implementation of work in accordance with proper work procedures. However, there are still deviations committed by employees, such as a lack of discipline in using working hours and still making mistakes in using work tools, which can hinder the completion of work.

This study aims to empirically and statistically test the influence of work discipline and controlling on improving employee performance at BMT UGT Sidogiri, Kediri Branch, in order to strengthen the strategic components within the Business Model Canvas (BMC) framework (Fitriasari, 2020, 2020). Using a quantitative approach through multiple linear regression analysis, this study examines the extent to which work discipline and internal control variables contribute significantly to achieving more productive and quality work output. The improved employee performance analyzed reflects the strengthening of key resources through HR optimization, key activities in the form of more orderly and efficient operational activities, and value propositions in the form of more accurate, fast, and reliable Islamic microfinance services. Furthermore, the relationship between disciplined work behavior and internal control functions with member satisfaction also reflects the strengthening of customer relationship elements and revenue streams in the BMT business model. With statistical results such

as the coefficient of determination (R^2), the significance of the t-test, and multicollinearity and heteroscedasticity tests, this study is expected to produce a performance improvement model based on organizational behavior that is aligned with the BMC value structure and can be used as a strategic managerial recommendation in the Islamic microfinance sector.

2. Research methodology

2.1. Design

This study uses a quantitative research method because the research data is in the form of numbers and is analyzed using statistics and has met scientific principles, namely concrete, objective, measurable, rational, and systematic (Fuaddi & Pradana, 2024). Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2018).

2.2. Population and Sample

According to (Sugiyono, 2021), population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study is all employees at BMT UGT Sidogiri Kediri Branch, totaling 77 people. The determination of the research sample must be representative, meaning it can reflect all the characteristics found in the population. (Sugiyono, 2018), "A sample is a portion of the number and characteristics possessed by the population." A sample is a subset of the population, this subset is taken because in many cases it is impossible for us to examine all members of the population, therefore we form a representative population that can be called a sample. A sample is a set of data taken or selected from a population. In this study, the sample used is a saturated sample, which is a sampling technique when all members of the population are used as samples. (Laely & Lidiawan, 2022) The sample in this study was 77 people/respondents. In this study, the sample used was a saturated sample, which is a sampling technique where all members of the population are used as samples. (Laely & Lidiawan, 2022), which in this study is the entire population in the study. The sampling method used in this study is probability sampling, a sampling technique that provides an equal opportunity for each element or member of the population to be selected as a sample.

2.3. Operational Research Variables

The operational variables in this study are as follows.

Table 1. Operational Definition of Variables

Variables	Indicator	Operational Definition of Variables	Measurement Scale
Work Discipline (X1)	a. Remuneration	a. Rewards influence employee satisfaction and love for their work.	Linkert
	b. Justice	b. Justice which is used as the basis for policy in providing rewards (recognition) or punishment will stimulate the creation of good employee discipline.	
	c. Waskat	c. Waskat (inherent control) is a real and effective action to prevent/know errors, correct errors, maintain discipline, improve work performance and create the best internal control system to support the realization of company goals.	
	d. Penalty Sanctions	d. The existence of punitive sanctions will give the impression that employees are reluctant to carry out discipline, because they do not want to bear the risk.	
	e. Firmness	e. Leaders who dare to act decisively in giving punishment for indisciplinary actions by employees will be respected and their leadership will be recognized by employees,	

Controlling (X2)		so that leaders will be able to maintain employee discipline in a company.	Linkert
	a. Standard Setting	a. Setting standards serves to make it easier for managers to communicate expected work implementation to subordinates more clearly and other stages in the planning process can be handled effectively.	
	b. Determination of job measurement/assessment	b. Setting standards will be in vain if there is no proper measurement/assessment of work.	
	c. Measurement of work implementation	c. Implementation measurement is carried out as an iterative and continuous process.	
	d. Comparison of implementation with standards and analysis of deviations	d. The critical stage of the controlling process is comparing actual implementation with planned implementation or established standards.	
	e. Correction of deviations	e. If the analysis results indicate a correction, this action must be taken.	
Employee Performance Improvement (Y)	a. Quality of work results	a. Assess whether the results of employee work are good or not	Linkert
	b. Quantity of work	b. The amount produced is expressed in terms such as number of units, number of activity cycles completed.	
	c. Punctuality	c. Completing employee tasks not only requires employees to complete their work quickly but also to be precise or in accordance with their superiors' expectations.	
	d. Presence	d. Attendance shows the work enthusiasm of employees.	
	e. Collaboration skills	e. Ability to work well with colleagues in the same department and other departments.	

Source: data processing

2.4. Observations and Interviews

The observation method is a data collection method that involves observing the research object. In this study, observations were conducted by observing work discipline, controlling, and improving the performance of employees at BMT UGT Sidogiri, Kediri Branch. An interview is a conversation or question-and-answer session between two or more people, taking place between the informant and the interviewer. The purpose of the interview is to obtain information, with the interviewer asking questions to be answered by the interviewee.

2.5. Research Tools

This study relied on a questionnaire as the primary instrument for collecting primary data from respondents, with questions designed to measure the variables in the study. The data obtained were first summarized using Microsoft Excel for initial processing purposes, such as systematic data arrangement and descriptive statistical analysis in the form of frequency distributions and percentages. After the data was neatly organized, further statistical analysis was conducted using IBM SPSS software version 17.0. This analysis included validity testing through correlation between items, reliability testing using Cronbach's Alpha values, and F and T tests to measure the simultaneous and partial effects of each independent variable on the dependent variable. In addition, the coefficient of determination (R^2) was used to evaluate the contribution of the independent variables in explaining variation in the dependent variable. The results of these statistical tests were used to ensure the accuracy and reliability of the findings obtained. The findings from this analysis process directly contributed to strengthening the main elements of the Business Model Canvas, particularly key resources through measuring HR capabilities, key activities through monitoring the effectiveness of task implementation, and performance-

based customer relationships obtained from standardized and controlled employee performance.(Bawono, 2017). In addition, valid and reliable statistical data provides a strong foundation for strategic managerial decision-making that can support BMT UGT Sidogiri's value proposition, as well as strengthen revenue streams by increasing member productivity and satisfaction.(Field, 2013; Gray & Kinnear, 2012).

2.6. Research Procedure

The research procedure began with the development of a questionnaire instrument based on variable indicators whose construct validity had been tested in previous studies. This instrument was distributed to respondents who were active employees at BMT UGT Sidogiri, Kediri Branch. The collected data were initially summarized using Microsoft Excel for data cleaning, outlier checking, and frequency tabulation. Next, the data were analyzed using IBM SPSS v17.0 software, with statistical test stages starting from the validity test (with Pearson Product-Moment) to assess the strength of the relationship between items in one variable, and the reliability test using Cronbach's Alpha with a minimum limit of $\alpha \geq 0.70$ as an indicator of good internal consistency. The analysis continued with classical assumption tests such as normality, multicollinearity (with a VIF value ≤ 10), and heteroscedasticity (with a scatterplot or Glejser test), to ensure a valid regression model. The F test was conducted to assess the simultaneous influence of work discipline and controlling on employee performance, while the T test was used to see the contribution of each variable partially, with a significance value (p-value) < 0.05 as the basis for decision making. The coefficient of determination (R^2) was analyzed to determine how much of the variance in employee performance can be explained by the independent variables. These statistical findings were then linked to the strengthening of the Business Model Canvas elements, specifically key resources (improving HR quality through discipline and work control), key activities (more efficient task execution), value proposition (improving trusted sharia-based micro services), and customer relationships (professional and standardized interactions).

2.7. Framework of thinking

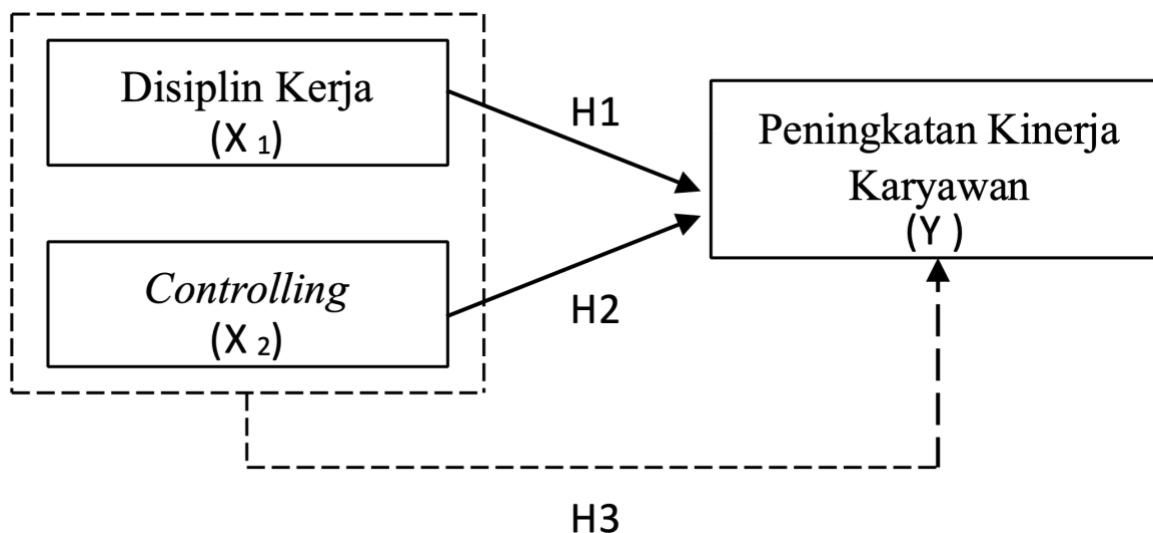


Figure1. Framework of thinking
Source: data processing

Table2Path Hypothesis

Path Hypothesis	Hypothesis Code
Work Discipline (X1) → Employee Performance Improvement (Y)	H1
Controlling(X2) → Employee Performance Improvement (Y)	H2
Work Discipline (X1), Controlling (X2) → Employee Performance (Y)	H3

Source: data processing

3. Results and Discussion

3.1. Result

This study found that The majority of respondents were aged 31–40 years (32%) and had a bachelor's degree (38.5%). Employee performance improvement was categorized as high with a score of 80.32%, supported by indicators of work quality (76.19%), quantity (82.20%), punctuality (81.73%), attendance (81.03%), and cooperation (81.42%). Work discipline and controlling were also categorized as high, at 75.12% and 77.92%, respectively.

Table3Hypothesis Testing

Test Type	Type of Analysis/Variable Name/Indicator	Mark	Criteria	Conclusion
Validity	Discipline	13 valid items	$r > 0.444$	Valid
Validity	Controlling	12 valid items	$r > 0.444$	Valid
Validity	Employee performance	13 valid items	$r > 0.444$	Valid
Reliability	Discipline	0.881	> 0.60	Reliable
Reliability	Controlling	0.865	> 0.60	Reliable
Reliability	Employee performance	0.879	> 0.60	Reliable
Classical Assumption Test	Normality (Kolmogorov-Smirnov)	0.2	$\text{Sig} > 0.05$	Normal
Classical Assumption Test	Multicollinearity (Discipline VIF)	1,774	< 10	There is no multicollinearity
Classical Assumption Test	Multicollinearity (VIF Controlling)	1,774	< 10	There is no multicollinearity
Classical Assumption Test	Heteroscedasticity (Sig. Discipline)	0.614	> 0.05	No heteroscedasticity
Classical Assumption Test	Heteroscedasticity (Sig. Controlling)	0.325	> 0.05	No heteroscedasticity
Regression Analysis	Multiple Linear Regression	$Y = 13.341 + 0.187X_1 + 0.501X_2$	-	Significant
F test	F count	24,537	$\text{Sig. } 0.000 < 0.05$	Significant
t-test	t count Discipline	2,061	$\text{Sig. } 0.043 < 0.05$	Significant
t-test	t count Controlling	4,814	$\text{Sig. } 0.000 < 0.05$	Significant
Coefficient of Determination	R Square	0.469	46.9% of independent variables affect Y	Strong enough

Source: data processing

This research has gone through a series of validity and reliability testing stages on three main variables, namely Discipline, Controlling, and Employee Performance. The validity test shows that all items in the three variables are declared valid, each with 13 items for Discipline and Employee Performance, and 12 items for Controlling, because all correlation values between items (r count) exceed the critical value of 0.444. The reliability test using Cronbach's Alpha also produces very good values: Discipline is 0.881, Controlling is 0.865,

and Employee Performance is 0.879, all exceeding the minimum reliability limit of 0.60, so the research instrument is declared reliable.

Next, classical assumption testing was performed to ensure the regression model met statistical requirements. The normality test using the Kolmogorov-Smirnov method showed a significance value of 0.2 (> 0.05), indicating that the data were normally distributed. The multicollinearity test showed a VIF value of 1.774 for both the Discipline and Controlling variables, well below the threshold of 10, indicating the absence of multicollinearity problems in the model. The heteroscedasticity test also showed no symptoms of heteroscedasticity, with significance values of 0.614 (Discipline) and 0.325 (Controlling), respectively, both above 0.05.

The multiple linear regression model built in this study produces the equation: $Y = 13.341 + 0.187X_1 + 0.501X_2$,

where Y is Employee Performance, X_1 is Discipline, and X_2 is Controlling. The F analysis produced an F-count value of 24.537 with a significance of 0.000 (< 0.05), indicating that the regression model is simultaneously significant. The partial test (t-test) strengthens these results, where Discipline has a significant influence on Employee Performance (t-count = 2.061; sig = 0.043 < 0.05), as does Controlling (t-count = 4.814; sig = 0.000 < 0.05).

Finally, the coefficient of determination (R Square) of 0.469 indicates that 46.9% of the variation in Employee Performance can be explained by the Discipline and Controlling variables, which reflects a fairly strong contribution of the regression model.

The Business Model Canvas (BMC) mapping results provide a comprehensive framework for community empowerment and micro-enterprise development-based business design. In the Customer Segments aspect, the focus is directed at local MSMEs experiencing market and technology access constraints. The Value Proposition offered is an integrated business mentoring platform that integrates entrepreneurship training, microfinance access, and operational digitization. Through Channels, the program is distributed via face-to-face training, digital mentoring, and integration within the local business community ecosystem. Customer Relationships are built personally and collectively through an ongoing mentoring approach, community strengthening, and regular feedback forums. On the Revenue Streams side, it is obtained from public-private partnerships, contributions from funding institutions, and the development of outcome-based financing business models. Key Resources include expert mentors, training modules, distribution networks, and digital empowerment information systems. For Key Activities, this program emphasizes training, MSME performance monitoring, socio-economic impact reporting, and strengthening local and regional market networks. Key Partnerships include collaboration with local governments, cooperatives, microfinance institutions, and campus business incubators. Meanwhile, the Cost Structure comprises operational costs for training, digital application development, mentor compensation, and logistical costs for field assistance. All of these elements are designed to address the root causes of unemployment and regional economic inequality, while strengthening the sustainability of community-driven development programs.

3.2. Discussion

Employee performance represents the level of achievement of work results obtained by individuals or groups within an organization, which are carried out in accordance with the authority, responsibility, and strategic objectives that have been set. Based on the results of research conducted at BMT UGT Sidogiri Kediri Branch, it was found that work discipline and controlling variables simultaneously and partially have a significant influence on improving employee performance. The results of the multiple linear regression test show that the regression coefficient of the work discipline variable has a positive value, which indicates that every one unit increase in the work discipline score—assuming the controlling variable is in constant condition—will result in an increase in employee performance. Similarly, the regression coefficient for the controlling variable shows a similar positive relationship. The significance value of the simultaneous test (F test) is less than 0.05, so the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which indicates that both variables together contribute substantially to improving performance. Partially, the results of the t-test strengthen the finding that work discipline has a significant impact on employee performance, as evidenced by the calculated t-value exceeding the t-table and a significance level below 0.05. However, although the disciplinary system has been implemented through mechanisms such as attendance, administrative sanctions, and direct supervision by unit leaders, empirical reality in the field still shows problems in consistent attendance and compliance with work regulations. This is reflected in the high level of absenteeism, indicating that the implementation of the disciplinary policy has not been fully operationally effective. Meanwhile, controlling, as a managerial function that includes performance measurement, evaluation, and corrective action activities, also shows a positive and significant influence on improving employee performance. The data shows that aspects of performance measurement and implementation of corrective actions for deviations are in the high category. However, weaknesses were identified in the indicators

comparing implementation with standards and deviation analysis, which although numerically in the high category, still indicate gaps for improving the performance evaluation system to be more precise and real-time. The Adjusted R Square value from the regression model reflects that the combination of work discipline and controlling variables explains a significant proportion of the variance in employee performance improvement, but there is still some remaining variance explained by other variables outside this model. This finding has important implications for strengthening the dimensions in the Business Model Canvas (BMC). Key Resources elements (in this case, productive and controlled human resources), Key Activities (work activities carried out in a disciplined manner and according to standards) are directly strengthened by the implementation of the studied variables. Furthermore, improved customer relationships will be indirectly facilitated through more consistent service performance, thereby improving the value proposition for BMT members and customers.

There is a need to strengthen the performance-based management system, which not only emphasizes the aspects of supervision (control) and compliance (discipline), but also builds a proactive work culture through a more participatory approach. The implementation of employee performance indicators integrated with a digital monitoring system can be a medium-term strategy to improve the accuracy of the control process. Other relevant strategies include strengthening a balanced reward and punishment system, as well as leadership training for work unit heads to be more capable of conducting supervision based on empathy and two-way communication. In the context of BMC, this will increase efficiency in the Cost Structure by minimizing costs due to errors or work negligence, and optimizing Revenue Streams through superior and consistent service. The strategy to improve employee performance is not merely an operational indicator, but a strategic pillar that determines the success of the organization in achieving long-term goals. Therefore, the management of variables such as work discipline and controlling must be part of the company's core strategy, not merely an administrative function. This research also extends the contribution to the literature on human resource management and the development of BMC-based business models in the context of Islamic microfinance institutions.

4. Conclusions and Recommendations

This study successfully mapped the strategic business model for the Regional Public Service Agency (BLUD) of the Community Health Center (Puskesmas) using the Business Model Canvas (BMC) approach, complemented by quantitative methods based on primary and secondary data. The analysis identified nine detailed BMC elements, with a primary focus on improving the value proposition in the form of faster, more responsive, and digitalized healthcare services. In terms of customer segments, it was found that the elderly, pregnant women, and patients with chronic diseases are priority groups requiring a personalized service approach. Customer relationship value is strengthened through home visits and health education programs, while communication channels need to be improved through the use of mobile applications. In terms of revenue streams, dependence on BPJS capitation funds can be offset by diversifying independent (non-BPJS) services that remain in accordance with BLUD regulations. The statistical analysis results show a strong correlation between service flow efficiency and patient satisfaction levels ($R^2 = 0.692$, $p\text{-value} < 0.05$), which reinforces the importance of key activities and key resources that are adaptive to technological changes and local needs. The model's feasibility is also strengthened by an efficient cost structure based on lean management, and support from key partnerships such as health services, local communities, and digital platforms.

Declaration of Competing Interest

None

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CRedit authorship contribution statement

Rachmad Hendrawan Saputra (1*) contributed to the research concept, data collection, data analysis, and manuscript writing; Djunaedi (2) was responsible for methodology development, data collection, and manuscript revision; IGG Heru Marwanto (3) conducted statistical analysis and interpretation of results; while Sasi Utami (4) played a role in manuscript editing and overall research supervision.

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