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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Antecedents of the Effect of Work Discipline and Motivation on Employee Performance**Amirul Syah^{1*}**¹ Universitas Muhammadiyah Sumatera Utara

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***Email:** amirulsyah@umsu.ac.id**ABSTRACT**

The purpose of this research is to find out and analyze the influence of discipline, and motivation on employee performance at the Medan City MSME Cooperative Service Employees either partially or simultaneously. This study uses a quantitative approach. The analysis technique used is multiple linear analysis techniques. The research results show that there is a significant influence between work discipline on performance in Medan City MSME Cooperative Office Employees. So that work discipline is high or increases, then performance can increase. Conversely, if work discipline is low or decreases, performance will decrease. There is a significant influence between motivation on performance in Medan City MSME Cooperative Office Employees. So that when motivation increases, performance also increases. Conversely, if motivation is low or decreases, performance will decrease. There is a significant influence between work discipline and motivation on performance in Medan City MSME Cooperative Office Employees. So that if work discipline, work discipline and motivation are high or increase, performance can increase. Conversely, if work discipline and motivation are low or decreased, performance will decrease. 0.803 or 80.3% shows that around 80.3% of the performance variable (Y) is influenced by work discipline (X1) and motivation (X2). The remaining 19.7% is influenced by variables not examined in this study such as work environment, compensation, training supervision and so on.

Keywords: Work Discipline, Work Motivation and Performance

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

INTRODUCTION

Performance is a very important and interesting part because it is proven to have very important benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will hard to reach, Mangkunegara, (2019). Performance basically includes mental attitudes and behaviors that always have the view that the work being carried out at this time must be of higher quality than the execution of past work, for the future to be of higher quality than at present. An employee or employees will feel that they have their own pride and satisfaction with the achievements that have been achieved based on the performance they provide for the company. Good performance is a desired condition in the world of work. An employee will get good work performance if his performance is in accordance with the standards, both quality and quantity. Rival, (2019).

Human resources are the main asset for an organization that is an active planner and actor of various activities within the organization. Human resources have thoughts, feelings, desires, status and educational background whose mindset can be brought into an organizational environment. Human resources are not like money, machines and materials which are positive and fully manageable in supporting the achievement of company goals. So the success of an organization is supported by compensation and career development opportunities provided to members of the organization. The achievement of organizational goals also does not only depend on technology, but even more depends on the people who carry out their work.

The Office of Cooperatives and Small and Medium Enterprises of the Province of North Sumatra was formed in 1964 with the Cooperative Inspectorate Agency which is now called the Medan City MSME Cooperative Service. the main tasks and functions of the Medan City MSME Cooperative Service have the main task of having some regional household activities in the field of small and medium-sized enterprises and carrying out tasks that are in accordance with their fields of work.

Basically, discipline and work motivation are good at the Medan City MSME Cooperative Service. The phenomena related to employee performance are that researchers see that the quality of work results is not optimal, such as employees who do not understand the work given which causes the employee to repeatedly ask how the process of completing the task is to his superior so that the task is not completed on time. Sometimes employees are less thorough in their work, this can be seen from the frequent occurrence of data input errors by employees.

The phenomenon regarding employee discipline, researchers see a lack of awareness of employees at work, and lack of responsibility, such as decreased employee enthusiasm and enthusiasm for work which is indicated by employees who are still lazy because they are still discussing personal matters other than work matters by forming small groups in the morning at work in progress. These things can interfere with company productivity because employees are less responsible for their work, this is also marked because the company does not act towards employees who like to be lazy at work.

The problem in terms of work motivation is that there are still many employees who arrive late to work and do not come to work without or with a certificate. The performance of the Medan City UMKM Cooperative Office employees is considered not good, this can be seen from the employee attendance data. From the attendance data, it can be seen that the number of employee absences at the Medan City UMKM Cooperative Service is still too

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

many, there are several employees who do not come to work without explanation and there are also those who take time off from work. The level of absenteeism is quite high and not to mention the employees who are late for work. If this is allowed to continue, it will cause serious problems for the organization as a whole. In the employee performance indicator, attendance is one of the points that reflects employee work performance.

The undisciplined behavior that arises is a reflection of the employee's negative perception of the control exercised by the leader's behavior. Conversely, the disciplinary behavior of an employee that arises is a reflection of a positive perception of the control of a superior or leader.

Discipline is a negative process, namely something that forces the problematic behavior of employees. This kind of attitude can create a feeling of self-doubt in everyone involved. This disciplinary process can be used as an opportunity to turn a problematic situation into a win-win situation and to change behavior rather than punish the problematic employee. In fact, some employees whose behavior is in accordance with the expectations of the organization, and some others whose behavior is quite acceptable, but there are also some employees who often cause problems, although not all of them.

According to Wibowo, (2020) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. One of the factors that affect performance is to create good work discipline by providing the right motivation. Therefore, skilled and proactive human resources are needed to support these factors. In human resource management it is very important for companies/agencies to manage, organize and utilize employees so that they can function productively in order to achieve the goals of the company/agency. This is necessary, considering that human resources are a determining element in achieving company goals.

Motivation is very important for Companies/Government Agencies, because motivation is part of the activities of Companies/Government Agencies in the process of fostering, developing and directing people at work. In carrying out a job an employee must have motivation so that it can provide encouragement so that employees can work diligently and can provide job satisfaction. Henry, (2015)

Employee motivation affects performance, employees must be aware of the goals of the organization to accept them and employees must also be able to know the expectations of the organization to accept them as employees in the organization. The organization expects that employees work diligently, comply with existing regulations, be disciplined and produce good work performance, because with that all organizations can achieve their goals. Uniting the interests of employees with the interests of the organization is an important thing to pay attention to because it creates harmonious cooperation that is mutually beneficial and gives satisfaction to each party. Organizational goals should consider the balance between organizational goals and individual employee goals, so that a motivated work atmosphere will be created because the goals of each party have been represented.

However, in this case, there is a phenomenon in the process of providing work motivation, there are still many problems faced, namely the lack of motivation for fellow leaders and employees, employees and employees, resulting in a lack of employee response in the process of providing motivation which will greatly impact work results and organizational goals. And work motivation has not been optimally applied by employees, giving rise to various problems or obstacles in Work Discipline. Low work motivation for some employees causes a decrease in employee performance. Very few employees who have

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

high motivation. So it is necessary to motivate fellow employees which can make employees able to overcome problems or obstacles at work, and it is easy to improve performance and organizational goals.

Research result Lumentut, (2015) proves that work discipline and work motivation have an effect on the performance of employees of PT. Bank Sulut Airmadidi Branch.

Regarding employee performance, there are many factors that influence employee performance, some of which are leadership style, work discipline, motivation, and work discipline. Nawawi, (2015). Meanwhile according to (Mulyono, (2013) factors that influence performance are wage/incentive/reward systems, goal setting, recruitment and selection, training programs, motivation, discipline and development, assessing work performance and determining promotions.

In the research, the factors that influence performance include work discipline and motivation. The importance of this attitude of work discipline so that the performance of each employee can increase. Work discipline will maintain the mental attitude and character of employees to be more aware of or understand the duties and responsibilities that exist within the company. Work discipline of a company is needed because it affects work effectiveness and efficiency towards company goals. According to (Rivai, 2013), work discipline is one of the tools used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms.

Psychologically, it shows that the performance of an employee in carrying out his work is strongly influenced by the work motivation that drives him. Employee motivation plays an important role, because with this motivation it is hoped that each individual employee will work hard and enthusiastically to achieve high work productivity. Motivation must be carried out by leaders towards their subordinates because of the dimensions regarding the division of work to be done as well as possible. In a measurable and planned manner, motivation is the provision of driving force that creates the excitement of one's work, so that they want to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. Hasibuan, (2014).

METHOD

The research approach used in this research is associative and quantitative research. Associative research is research conducted to analyze the relationship or influence between two or more variables. According to Sugiyono, (2017) Quantitative research method is research that is based on the philosophy of positivism, used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical in nature, with the aim of testing established hypotheses. In this study, the authors took the overall sample from the total population, namely = 47 people.

The data analysis technique used in this research is multiple linear regression analysis technique.

RESULT AND DISCUSSION**Multiple Linear Regression Testing**

The results of data processing with the SPSS program regarding the influence of work discipline and work motivation variables on performance can be seen in the following table:

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

The multiple linear regression equation can be seen from the value of the coefficient B in the following table:

Table 1. Multiple Linear Regression Test

Coefficients^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
(Constant)	6,385	3,076	
1 Discipline	.295	.154	.522
Motivation	.107	.165	.706

a. Dependent Variable: Performance

Source: Research Data (2022)

From calculations using a computer program and using the SPSS Version 20 application, the results are:

$$a = 6,385$$

$$b_1 = 0.295$$

$$b_2 = 0.107$$

Based on table 4.8 above, the multiple linear regression equation that can be formulated is as follows:

$$Y = 6,385 + 0.295X_1 + .107X_2 + e$$

Information :

- value $a = 6,385$ shows that if the independent variables, namely work discipline (X_1), and motivation (X_2) are in a constant state or do not change (equal to zero), then performance (Y) is equal to 6,385.
- The value of the regression coefficient $X_1 = 0.295$ indicates that if work discipline increases by 100%, it will result in an increase in the performance of employees of the Medan MSME Cooperative Office by 29.5%. The contribution of work discipline to performance is 29.5%.
- The value of the regression coefficient $X_2 = 0.107$ indicates that if motivation increases by 100%, it will result in an increase in the performance of employees of the Medan City MSME Cooperative Service by 10.7%. The contribution given by motivation to performance is 10.7%.

The equation above shows that all independent variables (X_1 and X_3) have a positive b_i coefficient, meaning that all independent variables have a unidirectional influence on variable Y (performance). Variable X_1 (work discipline) has the largest relative contribution between the two independent variables.

Partial test (t test)

The value of the calculation of the correlation coefficient (r_{xy}) will be tested for its significance level with the t test. The partial hypothesis is as follows:

$H_0 = 0$ (no significant effect of the independent variable on the dependent variable)

$H_a = p \neq 0$ (there is a significant effect of the independent variable on the dependent variable).

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

**Table 2. t test
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	6,385	3,076		4.125	.000
1 Discipline	.295	.154	.522	5,915	.000
Motivation	.107	.165	.706	6,085	.000

a. Dependent Variable: Performance

Source: Processed Data (2022)

Effect of Work Discipline on Performance

From the t test table above, it can be seen about the work discipline variable (X2) on performance (Y) obtained t count 5.915 with sig probability $0.000 < \alpha = 0.05$. It is known that $t_{table} 2.014$. So in this research $t_{count} > t_{table}$ this shows that work discipline has a positive and significant effect on performance. so that in this study H_a was accepted and H_o was rejected. In this study, it can be seen in the following hypothesis test images:

The Effect of Motivation on Performance

From the t-test table above, it can be seen about the variable motivation (X2) on performance (Y) that t count is 6.085 with a sig probability of $0.000 < \alpha = 0.05$. It is known that $t_{table} 2.014$. So in this research $t_{count} > t_{table}$ this shows that motivation has a positive and significant effect on performance. so that in this study H_a was accepted and H_o was rejected. In this study, it can be seen in the following hypothesis test images:

F test

The provisions are, if the probability value F (sig) in the Anova table $< \alpha = 0.05$, then H_o is rejected, but if the probability value sig > 0.05 then H_o is accepted. The data needed to test the hypothesis above are as follows:

**Table 3. F test
ANOVAa**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	383,427	2	191,714	89,679	.000b
residual	94,062	44	2.138		
Total	477,489	46			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Discipline

Source: Research Data (Processed 2021)

The Fcount value in the table above is 89.679 while the Ftable is 3.21 with a sig $0.000 < \alpha = 0.05$ or $F_{table} 89.679 > F_{count} 3.21$ a significance value of 0.000 is obtained $< \alpha = 0.05$. Shows that H_o is rejected and H_a is accepted, meaning that work discipline (X1) and motivation (X2) have a positive and significant effect on performance (Y) at the level of $\alpha = 0.05$.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Determination

To find out how far the contribution or percentage of the influence of work discipline (X1) and motivation (X2) on performance (Y), it can be seen through a determination test, namely as follows:

Table 4. Determination Test

Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	FChange	df1	df2	Sig. FChange	
1	.896a	.803	.794	1.46211	.803	89,679	2	44	.000	1,443
a. Predictors: (Constant), Motivation, Discipline										
b. Dependent Variable: Performance										

$$\begin{aligned}
 D &= R^2 \times 100\% \\
 &= 0.896 \times 100\% \\
 &= 80.3\%
 \end{aligned}$$

The known R Square value is 0.803 or 80.3% shows that around 80.3% of the performance variable (Y) is influenced by work discipline (X1) and motivation (X2). The remaining 19.7% is influenced by variables not examined in this study such as work environment, compensation, training supervision and so on.

DISCUSSION

From the test results it can be seen that all the independent variables of work discipline (X1) and motivation (X2) have an effect on Y (Performance), in more detail the results of the analysis and testing can be explained as follows:

Effect of Work Discipline on Performance

With discipline, performance will increase. Employee discipline plays a dominant, crucial, and critical role in all efforts to improve employee performance. Employee work discipline is very important. Work discipline is something that must be instilled in every employee, because this will involve the employee's moral responsibility towards his duties.

Work discipline is one's awareness or obedience and willingness to comply with all company regulations and applicable social norms. With good work discipline in employees, the higher the performance they will achieve. Obedience in carrying out the rules determined or expected by the company at work, with the intention that workers carry out their duties in an orderly and smooth manner, including refraining from committing acts that deviate from regulations. Someone who has discipline tends to work according to the rules and obligations imposed on him. So Discipline is a serious obedience that is supported by awareness to carry out their duties and obligations and behave in a manner that should apply in a certain environment.

Work discipline is basically always expected to characterize every HR in the organization, because with discipline the organization will run well and can achieve its goals well too.

Everyone must have work discipline within the organization or company, such as complying with written and unwritten rules which has been set by the company because it

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

can create a conducive and harmonious work environment so that it will have a positive impact on the performance of its employees.

Work discipline can not only be carried out by employees, but also from organizational management. Organizations that are willing to manage the work discipline of their employees will have a good impact on the performance of their organization. Work discipline management certainly will not interfere with the work activities of its employees, but it can actually increase effectiveness at work. Discipline management systems must not interfere with employee motivation and work commitment. Even though at first there will be many employees who feel too regulated by the organization so that their work motivation decreases slightly, over time employees will feel the good impact of the work discipline management system for themselves and their performance.

Discipline is management action to encourage members to meet the demands of various conditions that must be obeyed and standards that must be met. Good discipline reflects the great sense of responsibility a person has for the tasks assigned to him. This encourages passion and enthusiasm for work as well as the realization of corporate, employee and community goals. Discipline originates more from within the employees themselves which is shown in the form of obeying and complying with every regulation that applies within the company.

This discipline is very necessary so that the goals of a company organization can be achieved, work discipline is an absolute thing for employees. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus, if the rules or regulations in the company are ignored or often violated, then the employee has poor work discipline. Conversely, if employees comply with the company's provisions, it illustrates the existence of good disciplinary conditions. Discipline means action taken with provision to correct wrong behavior and attitude among employees. In short, discipline is needed for further organizational goals, to maintain efficiency by preventing and correcting individual actions in bad faith towards the group. Furthermore, discipline seeks to protect good behavior by establishing the desired response.

The better the discipline that employees have and the greater the motivation given, the higher the work productivity of employees which will have a positive effect on employees in the company as a whole. The effect of motivation and discipline on employee performance is very relevant to the opinions expressed by experts from previous studies.

The opinion above is relevant to previous research conducted by (Cape, 2015) where the research results show that there is an influence of work discipline on performance; the results of research conducted by (Jufrizen, 2016); (Kamal, 2015) that work discipline affects performance. Research result (Arif et al., 2019), that work discipline affects performance. The same thing with research results (Arda, 2017), that work discipline affects performance. Research result (Arianty, 2016), also mentioned. To achieve organizational goals, an attitude of employee work discipline is needed so that the performance of each employee can be improved.

The Effect of Motivation on Performance

Work motivation is needed for a job, because basically humans are easily motivated by giving what they want, so that other needs will be more motivated to achieve (safety/safety, acceptance, appreciation, and self-actualization). Humans cannot directly achieve higher needs without going through basic needs (physical needs). The importance of

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

motivation in the organization causes someone to work if there is motivation because without a motive, people will not do anything. Motivation can arise from within because of basic human needs that are universal but cannot be stimulated. Stimuli from outside can be physical or non-physical which is called motivation while the object is called a motivator.

Every employee is not necessarily willing to exert his performance optimally because of the lack of motivation that employees have from within themselves, this is because motivation is not the dominant thing to improve employee performance. In this study, motivation has no effect on the performance of employees in the financing department, this can occur due to a lack of motivation in employees in terms of motivation related to recognition and appreciation for the hard work of employees. This is in accordance with the questionnaire that was filled out by the respondent that recognition and appreciation for the work of employees in the financing department is still not able to have the maximum effect on improving performance.

From several studies, motivation has a positive and significant effect on employee performance and this study also states that motivation is the dominant factor influencing employee performance improvement. The relationship between motivation and employee work performance is that the higher employee motivation at work, the more effective the resulting performance and competent in their field. The learning process must become a corporate culture so that the skills of the employees can be maintained. In this case the loyalty of competent employees must be considered. One of the results of previous research(Lesmana, 2019)states that motivation influences performance. Research results(Jufrizen, 2017)mention states that motivation has an effect on performance. Research result(Hasibuan & Silvya, 2019); states that motivation influences performance. Research result(Cape, 2018)also stated that motivation influences performance. Research results(Harahap & Tirtayasa, 2020); states that motivation influences performance.

The Effect of Work Discipline and Motivation on Performance

The success of achieving profits according to the business strategy plan is a manifestation of the existence of similar organizations or companies. Such existence is very dependent on the payment of wages or salaries and other motivations that are appropriate or appropriate for the work performed by the workforce in their environment, not on the work they are ordered to do. The work ordered is not necessarily done, when the motivation to do it is low. One factor that has a very big influence on work motivation

Psychological processes that enhance and direct behavior to achieve goals appear as a need as well as a driving force that can move all potential, both employees and other resources. On the other hand, from an active perspective, motivation appears as a positive effort in mobilizing the power and potential of employees so that they can productively achieve goals.

Research result(Nasution & Lesmana, 2018a)that there is an influence of work discipline and supervision on improving employee performance at PT. Image of Robin Sarana Medan. This research has also been carried out by previous researchers, according to the researcher(Lesmana & Putri, 2018),(Sukoco et al., 2020)that motivation influences lecturer performance in research and community service.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

CONCLUSION

From the results of the analysis discussed earlier, it can be concluded that there is a significant influence between work discipline on the performance of employees of the Medan City MSME Cooperative Office. So that work discipline is high or increases, then performance can increase. Conversely, if work discipline is low or decreases, performance will decrease. There is a significant influence between motivation on performance in employees of the Medan City MSME Cooperative Office. So when motivation increases, performance also increases. Conversely, if motivation is low or decreases, performance will decrease. There is a significant influence between work discipline and motivation on performance in Medan City MSME Cooperative Office Employees. So that if work discipline, work discipline and motivation are high or increase, performance can increase.

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Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

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Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

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