

THE EFFECT OF PROVIDING INCENTIVES AND WORK DISCIPLINE ON WORK PRODUCTIVITY THROUGH JOB SATISFACTION (Case study in employees of PT. PLN (Persero) Ngawi Region)

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ABSTRACT

Work productivity is very important for the sustainability of the company and a factor that can increase employee work productivity is the provision of incentives and work discipline for the employees themselves. Satisfaction with a smooth and good incentive system and work discipline that is applied successfully will have a good impact on the company itself. This study aims to determine the effect of providing incentives and work discipline on work productivity through job satisfaction as an intervening variable (a case study on employees of PT. PLN (Persero) Ngawi Region). This study uses quantitative methods with data analysis techniques using SEM (Structural Equation Modeling). The results of this study are 1). The provision of incentives, work discipline, and job satisfaction has a positive and significant effect on productivity. 2). the provision of incentives has a positive and significant effect on work productivity mediated by job satisfaction. 3). work discipline has a positive and significant effect on work productivity mediated by job satisfaction of employees of PT. PLN (Persero) Ngawi Region.

Keywords: Giving Incentives, Work Discipline, Work Productivity, Job Satisfaction

1. Introduction

Background

The organization has an asset that is Human Resources (HR). Human Resources is a hardener of the organization, both in an institution and the government. Therefore, the determinant of the success or not of the company also depends on their assets, namely human resources (Aisyah *et al*, 2017). Such is the importance of human resources for the company, without employees the company will not run.

The need for careful management and planning of human resources so that there is no failure, one of which is by hiring competent and reliable employees. Just like the statement from Anona (2016) human resource management is very important because each individual has different traits and abilities, so the need for human resource management to function *as efficiently* and *professionally as possible*. One way to assess human resource management runs smoothly or successfully is to be seen from the



quality and quantity and attitude of the employees themselves. Whether the human resource management system of the company can be accepted or not by employees.

One of the companies is PT. PLN is one of the companies (SOEs) engaged to regulate national electricity resources, including electricity empowerment, maintenance, and distributing electricity thoroughly. PT. PLN (Persero) Ngawi Region in carrying out its duties always strives to provide the best service for its customers. The work of employees from a company and agency can be seen from the productivity of the employee's work both as a whole and individually.

Work productivity will increase if what employees expect is met, one of which is incentives. According to (Apsari & I Gede Riana, 2017) the incentive is explained that employees provide what the company wants such as the energy, expertise, time, and skills they have, while the company is expected to reward what they do so that it will cause satisfaction to the company. About whether or not, the current or not the provision of incentives is reflected in the level of work discipline, because employee work discipline can be caused by the provision of incentives received by employees.

The striking difference is in transport money, for the field trip. 150,000 to Rp. 300,000 per month. For office parts Rp. 350,000 to Rp. 500,000 per month, depending on the needs for a month. In addition, BPJS guarantee there are 2 office parts, namely employment, and health but for field employees, only BPJS Employment, plus the difference in Dining Money for field employees is only Rp. 300,000 per month, a month when interpreted only Rp. 10,000 per day, and for employees of office parts Rp. 500,000 per month. Another factor is from the discipline of its employees, a good level of discipline also affects the results of work, as well as the findings of Indahsari & Damayanti (2020) that work discipline factors, are very important for the company, work discipline is needed rules, to be a benchmark or picture to employees to continue discipline in working.

Work discipline factors are very important because improving labor discipline such as labor, initiative, and attendance of the employees themselves will affect the target. This can be reviewed from the level of absence of employees of PT. PLN (Persero) Ngawi Region. This has an impact on the work productivity of employees themselves decreased from the New Tidal (PB) data from January to June 2021 *fluctuating* and worse in May 2021 PT. PLN (Persero) Ngawi Region failed to meet the target. This statement can not be separated from the work satisfaction factor of its employees and has a serious impact on the company.

Findings from Astuti & Rahardjo (2021) state that work discipline has a significant effect on job satisfaction. Work discipline has a significant and positive effect on employee work productivity (Hindriari 2018). Plus research from Erliana *et al.* (2019) stated that the results of research on work discipline affect employee job satisfaction. While the research I Made Wijanu Putra (2014) expressed job satisfaction has a positive and significant effect on work productivity.

But inversely proportional to the findings of Astutik *et al* (2017) the results of his findings that the provision of incentives has no effect on job satisfaction as an intervening variable. While work discipline has a positive but insignificant effect on employee work productivity (Abdul, 2018) Based on the above explanation, it can be concluded that employee job satisfaction is very important, both in terms of incentives



and employee discipline that has a direct impact on the employee work process and also affects the work productivity of PT employees. PLN Ngawi Region.

Judging from the description in the previous findings and preliminary surveys by researchers, these findings provide an understanding and detect aspects of the administration of incentives and work discipline to work productivity through employee job satisfaction. PLN Ngawi Region. In this case, the author will review a study entitled **"The Effect of Incentives and Work Discipline on Work Productivity Through Employee Job Satisfaction as an intervening variable (Case Study on Employees PT. PLN Ngawi Region)"**.

Problem Limitations

Problem restrictions in this study are carried out so that the author focuses on the subject matter that is limited to the variables. So that this research is expected not to deviate from the set goals. This research is limited to issues related to the influence of incentives and work discipline on work productivity through employee job satisfaction as an intervening variable (Case study in employees PT. PLN Ngawi Region).

Problem Formula

Based on the background explanation above can be formulated the problems that want to be studied in this study, namely:

1. Whether the provision of incentives has a positive and significant effect on employee job satisfaction pt. PLN Ngawi Region?
2. Whether the discipline of work has a positive and significant effect on the job satisfaction of employees of PT. PLN Ngawi Region?
3. Whether job satisfaction has a positive and significant effect on the work productivity of employees of PT. PLN Ngawi Region?
4. Whether the provision of incentives has a positive and significant effect on the work productivity of employees of PT. PLN Ngawi Region?
5. Whether the discipline of work has a positive and significant effect on the work productivity of employees of PT. PLN Ngawi Region?
6. Whether the provision of incentives has a positive and significant effect on work productivity through employee job satisfaction PT. PLN Ngawi Region?
7. Whether the discipline of work has a positive and significant effect on work productivity through job satisfaction of EMPLOYEES PT. PLN Ngawi Region?

Benefits of Research

The results of the study are expected to benefit as follows:

1. Theoretical Benefits
 - a. The development of science on the effect of incentives and work disciplines on work productivity through employee job satisfaction as an intervening variable.
 - b. This research can be a reference for researchers to develop knowledge for the advancement of education.
2. Practical Benefits
 - a. Company
The results of this study can provide additional information and consideration materials for PT. PLN Ngawi region to increase employee job satisfaction to increase the work productivity of employees.

b. Academic

This research can be used as further research material to add insight and knowledge about the influence of incentives and work discipline on work productivity through employee job satisfaction as an intervening variable.

2. Literature Review

Incentives

According to Widhianingrum (2018) incentives are something provided by companies that are in the form of money and have a tendency to be given regularly. Can be defined incentives as a form of payment for what employees have done to the company, as a form of company attention to its employees to improve the performance and productivity of employees. Similarly, Apsari & I Gede Riana research (2017) incentives are rewards from companies for employees for contributions, abilities, expertise, and skills that have been given during work. Therefore, it is very important to provide incentives so that employees feel appreciated and increase the morale of employees. According to Hasibuan (2013) Broadly speaking incentives can be classified into 3 parts, namely: 1. Material or financial incentives, 2. Non-material or non-financial incentives, 3. Social incentives. With indicators : 1. Reward, 2. Commission, 3. Profit-sharing, 4. Deferred compensation, 5. Charter and promotion.

Work Discipline

According to Diah Pranitasari & Khusnul Khotimah (2017) stated that a work discipline is a form of attitude or response to regulations that must be obeyed by everyone in the organization or company. Discipline shows the response of employees to obey existing regulations. Work discipline is an overview of the company, whether or not the company's bad behavior is determined by their efforts in achieving targets and the original plan that has been determined. The findings of Anwar Prabu Mangkunegara (2015) express his opinion that work discipline has two forms: Preventive discipline, 2. Corrective discipline. And according to Sastrohadiwiryo (2013), the indicators used as a benchmark for employee work discipline are 1. Frequency of attendance, 2. Alert level, 3. Adherence to work standards, 4. Adherence to existing rules, 5. Work ethic.

Work Productivity

Work productivity is the result and quality of work produced by individuals and groups in the company during a certain time in the work process (Mukhtar & Asmawiyah, 2020). A company is reflected in the results they achieve, the most important thing is that the human resources in the company can achieve every target and goal that has been set by the company. Therefore, it is very important to manage and supervise the performance of its employees to always be focused on every goal. According to Sutrisno (2016) stated that work productivity is the average of all work that has been determined by the company that is done by employees. To measure work productivity, there needs to be an indicator, namely: 1. Ability, 2. Improve the results achieved, 3. Spirit work, 4. Self-development, 5. Quality, 6. Efficiency.

Job Satisfaction

Job satisfaction is an attitude or action, a feeling of pleasure, or a gap between what is gained and what is expected. The happy attitude shown by an employee at work is an

expression of what he has done and the responsibilities given have been carried out well and feel satisfied (Sunarta, 2019) According to Robbins & Judge research (2015) suggests that job satisfaction is a squeeze or response to work as a result of evaluation and characteristics. Therefore, job satisfaction can be seen from the results of employee work, if employees get a heavy task or are less liked and only get a little appreciation will give a negative attitude or response to their work and leadership. Based on research from Christina (2015) job satisfaction has several indicators, namely: 1. Work, 2. *Supervised*, 3. Payment system, 4. Promotion of office

Frame of Mind

In the description above, based on the hypothesis can be described as the following frame of mind :



Hipotesis

- H1: The provision of incentives has a positive and significant effect on employee job satisfaction of PT.PLN (Persero) Ngawi Region
- H2: Work discipline has a positive and significant effect on employee job satisfaction. PLN (Persero) Ngawi Region
- H3: Job satisfaction has a positive and significant effect on the work productivity of employees of PT.PLN (Persero) Ngawi Region
- H4: The provision of incentives has a positive and significant effect on the work productivity of employees of PT. PLN (Persero) Ngawi Region
- H5: Work discipline has a positive and significant effect on the work productivity of employees of PT. PLN (Persero) Ngawi Region
- H6: Incentivizing positive and significant effect on work productivity through job satisfaction as an intervening variable
- H7: Work discipline has a positive and significant effect on work productivity through job satisfaction as an intervening variable

3. Research Method

This research uses quantitative methods with SEM (Structural Equation Modeling) data analysis techniques. The population of this study amounted to 144 employees of PT. PLN (Persero) Ngawi Region. By sampling using non-probability sampling techniques either using population sampling or census where all members of the population are sampled (Sugiyono, 2015). Data collection techniques there are 3 types, namely: interviews, dissemination of questionnaires, documentation.

4. Result

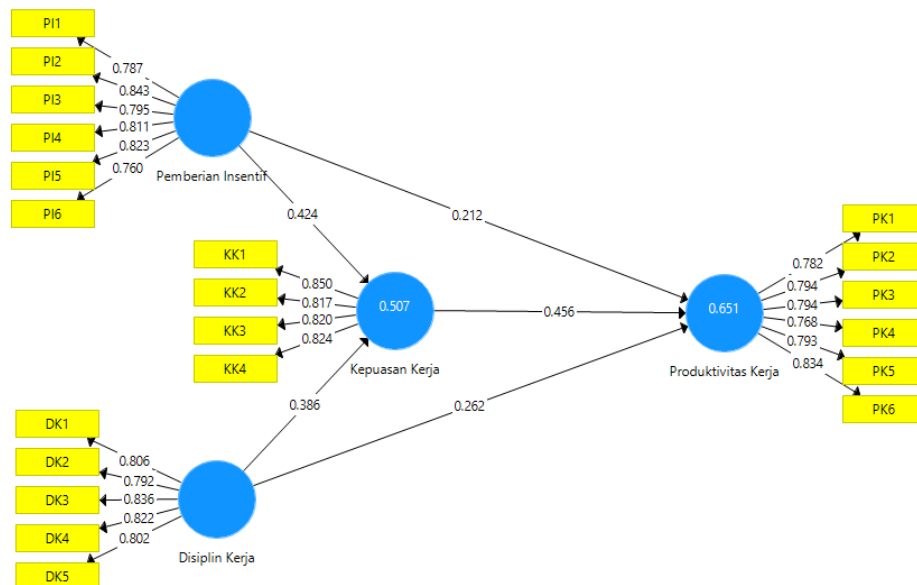


Figure 2. Path Coefficient Test

Outer Model Evaluation

a. Convergent Validity

Converge validity testing uses outer loading values or commonly called loading factors. If the loading factor value is >0.7 then the indicator of the variable in question can be said to converge validity. Convergent validity test is carried out with the help of SmartPLS computer program version 3.0 there is no variable indicator that has an outer loading value of less than 0.7 then the overall indicator can be said to be valid for use in observation and can be used in further analysis.

b. Discriminant Validity

In the discriminant validity test using the average variant extracted (AVE) value, the test can be said to be in a good category if the value of each indicator has a criterion of >0.5 . Here is the average variant extracted (AVE) value. As follows:

Table 1.1 Discriminant Validity Test Results

| | Average Variance Extracted (AVE) |
|-------------------|-------------------------------------|
| Work Discipline | 0.659 |
| Job Satisfaction | 0.685 |
| Incentives | 0.646 |
| Work Productivity | 0.631 |

Source: SmartPLS Output

From the table above it can be seen that the average variant extracted (AVE) value in the variables of incentives, work discipline, job satisfaction, and work productivity > 0.5 so that it can be concluded that each variable has a good Discriminant Validity.

c. Composite Reliability

According to Ghozali & Latan (2015), Composite reliability is used to test the value of variable indicators. A variable can be said to be reliable or credible if the composite reliability value of each variable is > 0.7 . The following are the composite reliability values of the variables used in this study:

Table 1.2 Composit Reliability Test Results

| | Composite Reliability |
|-------------------|--------------------------|
| Work Discipline | 0.906 |
| Job Satisfaction | 0.897 |
| Incentives | 0.916 |
| Work Productivity | 0.911 |

Source: SmartPLS Output

Based on the composite reliability value in each study variable of > 0.7 . The value proves that each research variable has sufficient value from Composit Reliability, it can be concluded that the variables of incentives, work discipline, job satisfaction, and work productivity have high rehabilitation.

d. Cronbach's Alpa

According to Ghozali & Latan (2015), rehabilitation testing with composite reliability can be strengthened by using Cronbach's alpha value of each variable worth > 0.7 . Here are Cronbach's alpha values of each variable:

Table 1.3 Cronbach's Alpa Test Results

| | Cronbach's Alpha |
|-------------------|---------------------|
| Work Discipline | 0.871 |
| Job Satisfaction | 0.847 |
| Incentives | 0.890 |
| Work Productivity | 0.883 |

Source: SmartPLS Output

According to the table above it can be concluded that *Cronbach's alpha* value on the incentive variable is 0.890, work discipline by 0.871, job satisfaction by 0.847, and work productivity of 0.883. So the value of *Cronbach's Alpha* on each variable >0.7. The results have met the value of *Cronbach's Alpha*.

Evaluation of Inner Model

a. R-square

R-square is used to find out if there is an influence between exogenous variables to endogenous variables, and R-square values are said to have an effect if >0.5. Here's the R-square score in this study:

Table 1. 4 R-square Test Results

| | R Square | R Square Adjusted |
|--------------------------|----------|-------------------|
| Job Satisfaction | 0.507 | 0.500 |
| Work Productivity | 0.651 | 0.643 |

Source: SmartPLS Output

From the table, it can be concluded that the value of the r square variable Job Satisfaction amounted to 0.507. It can be concluded that the effect of intensive and discipline variables is 50.7% while the rest (100%-50.7% = 49.3%) is influenced by other variables outside of this study.

The variable r square value of Work Productivity is 0.651. It can be concluded that the effect of intensive administration, work discipline, and job satisfaction variables is 65.1% while the rest (100%-65.1% = 34.9%) is influenced by other variables outside the study.

b. Uji Kecocokan Model (Goodness Of Fit)

The goodness of fit used measurement models and structural models. The goodness of fit values into 3 criteria, namely, 0.10 (GOF Small), 0.25 (GOF Medium), 0.36 (GOF Large) to find out the goodness of fit first calculate the Construct Crossvalidated Communality as follows:

Table 1.5 Model Match Test Results (Goodness Of Fit)

| | SSO | SSE | Q ² (=1-SSE/SSO) |
|--------------------------|---------|---------|-----------------------------|
| Work Discipline | 720.000 | 372.143 | 0.483 |
| Job Satisfaction | 576.000 | 305.945 | 0.469 |
| Incentives | 864.000 | 432.273 | 0.500 |
| Work Productivity | 864.000 | 451.012 | 0.478 |

Source: SmartPLS Output

Based on the table above that the value of Q2 with an average of 0.482 can be calculated with the GOF formula as follows:

$$GoF = \sqrt{\text{Communality} \times R^2}$$

$$\frac{\text{Communality}}{R^2} = \text{rata} - \text{rata Communality}$$

$$\frac{\text{Communality}}{R^2} = \text{rata} - \text{rata } R^2$$

$$GoF = \sqrt{\text{Communality} \times R^2}$$

$$= \sqrt{0.482 \times 0.579}$$

$$GoF = 0,528$$

Based on the calculations above, obtained goodness of fit value of 0.528, which means it can be concluded that the research model is good and also includes a large GOF. GoF criteria: 0.1 (Small Gof), 0.25 (Medium GoF), and 0.36 (Large GoF)

5. Discussion

Effect of Incentives on Job Satisfaction

Based on the results of the hypothesis test using the help of the SmartPLS computer program version 3.0 testing the path coefficient part hypothesis, the results showed a t-statistic of 5.172 which is greater than t-table = 1.96, with a significant level of P-Value showing a result of $0.000 < 0.05$. While the Original Sample (O) value of 0.424 indicates the direction of positive effect because the path coefficient value is positive. The results showed that the incentive variables had a positive and significant effect on job satisfaction. These results show that the better the incentives to employees, the level of employee job satisfaction will also increase, along with the increase in employee job satisfaction the work productivity of employees will also increase. So it can be concluded that the provision of incentives can increase job satisfaction in employees of PT. PLN (Persero) Ngawi Region. The results of the study were supported by findings from Diviani & Djastuti (2015) suggesting that the provision of incentives has a positive and significant effect on work. It can be concluded that the provision of incentives is very important and needs to be considered by the company and is directly related to the job satisfaction of its employees.

Effect of Work Discipline on Job Satisfaction

From the hypothesis test table of the path coefficient section, the results showed a t-statistics value of 4,420 which is greater than the table t = 1.96, and also a significant level of P-Value of 0.000 which is smaller than 0.05. These results show that work discipline variables have a positive and significant effect on job satisfaction. This shows that work discipline also affects job satisfaction, in other words, a good level of work discipline will make employees satisfied with their level of discipline. If the level of discipline is not good then the bad taste will also be felt therefore the level of good work discipline also affects the job satisfaction of PT employees. PLN (Persero) Ngawi Region. This is supported by research from Gunawan & Heryanda (2021) argue that a level of discipline of good work will bring a sense of pleasure. Therefore, the level of work discipline directly also affects employee job satisfaction.

Effect of Job Satisfaction on Work Productivity

According to the results of the path coefficient table, has shows a t-statistical value of 5.364 which is greater than t-table = 1.96, and also a significant P-Value of 0.000



which is smaller than 0.05. These results show that job satisfaction variables have a positive and significant effect on work productivity. This proves that job satisfaction is very influential on work productivity, if the level of job satisfaction is met then work productivity will also increase. Conversely, if the level of job satisfaction is not met, it will have a direct effect on work productivity in employees of PT. PLN (Persero) Ngawi Region. This is reinforced by the research of Andika *et al.* (2019) suggest that job satisfaction has a positive and significant effect on work productivity. In this case, the level of employee job satisfaction is very important and concerns productivity in work, directly the high level of satisfaction will be accompanied by increased work productivity.

Effect of Incentives on Work Productivity

According to the results of the table path coefficient, has shown a t-statistical value of 2.762 which is greater than t-table = 1.96, and also a significant level of P-Value of 0.006 which is smaller than 0.05. These results show that the incentive variables have a positive and significant effect on work productivity. Providing incentives is one *effective* way to increase work productivity so that all goals can be achieved, so providing good incentives will cause a feeling of pleasure to employees, and afterward, it is expected that the employee can increase their work productivity. This is supported by the findings of Yumhi *et al.* (2014) state that the provision of incentives has a positive and significant effect on employee work productivity. Providing incentives done effectively and fairly will increase productivity.

The Effect of Work Discipline on Work Productivity

According to the results of the path coefficient table, has shown a t-statistical value of 3.657 which is greater than t-table = 1.96, and also a significant level of P-Value of 0.000 which is smaller than 0.05. These results show that work discipline variables have a positive and significant effect on work productivity. This proves that a high level of work discipline will accompany good work productivity as well. If the case is in PT. PLN (Persero) Ngawi Region there are still many employees who arrive late and every month the level of alpha in the presence increases, this can interfere with the process of getting to the destination and target in the future. This is supported by research by Indahsari & Damayanti (2020) stating that work discipline has a positive and significant effect on work productivity. It can be concluded that the level of work discipline needs to be considered because it concerns directly work productivity in employees of PT. PLN (Persero) Ngawi Region.

The Effect of Incentives on Work Productivity Through Job Satisfaction

Based on the mediation path coefficient table, has shows a t-statistical value of 3.537 which is greater than t-table = 1.96, and also a significant level of P-Value of 0.000 which is smaller than 0.05. These results suggest that the incentive variables have a positive and significant effect on work productivity mediated by job satisfaction. This shows that providing good, honest, and fair incentives will cause a sense of pleasure and satisfaction to employees and will give an attitude of an initiative to employees to be willing to develop and be accompanied by increased work productivity. This is supported by the research of Bahtiar *et al.* (2018) incentives have a positive and significant influence on work productivity through job satisfaction. It can be concluded

that the provision of incentives is very sensitive and very renting for all aspects of satisfaction because it concerns the sustainability of the company in the future.

The Effect of Work Discipline on Work Productivity Through Job Satisfaction

Based on the mediation path coefficient table, has shows a t-statistical value of 3.453 which is greater than t-table = 1.96, and also a significant level of P-Value of 0.001 which is smaller than 0.05. These results suggest that work discipline variables have a positive and significant effect on work productivity mediated by job satisfaction. This shows that the discipline of work through work satisfaction has a direct effect on work productivity. A good level of work discipline will also give a positive aspect to the sense of employee job satisfaction levels that are also in line with the increasing work productivity of PT employees. PLN (Persero) Ngawi Region. This is supported by the findings of Putri *et al.* (2020) suggest that work discipline has a positive and significant effect on work productivity through job satisfaction. This can be concluded that a high level of work discipline will provide a sense of pleasure and a sense of more want in the future and have a direct impact on the productivity of the company itself.

6. Conclusion

From the results of research that has been done with the stages of data collection, data processing, and data analysis can be concluded are as follows:

1. Incentives directly affect employee job satisfaction because honest and fair incentives can increase the sense of employee satisfaction to the company. Then it can be concluded that if the level of incentives is high, the level of employee job satisfaction will also increase.
2. Work discipline directly affects the level of job satisfaction because a good level of discipline will cause a sense of pleasure and satisfaction with the results of one's work. Then it can be concluded if the level of good work discipline, the level of employee job satisfaction will increase.
3. Job satisfaction directly affects work productivity because the level of job satisfaction is met, it will also be accompanied by work productivity. Then it can be concluded that a high level of satisfaction will increase work productivity.
4. Incentives directly affect work productivity because the level of incentives that are good and can meet the economic level of employees will increase work productivity.
5. Work discipline directly affects work productivity because the level of discipline greatly affects work productivity. So it can be concluded that if the level of employee work discipline is good, the level of work productivity will also increase.
6. Incentives directly affect work productivity through job satisfaction. This shows that providing good, honest, and fair incentives will cause a sense of pleasure and satisfaction to employees and will give an attitude of an initiative to employees to be willing to develop and be accompanied by increased work productivity. Then it can be concluded if the provision of good and appropriate incentives will increase job satisfaction and be accompanied by increased levels of work productivity.
7. Work discipline directly affects work productivity through job satisfaction. A good level of work discipline will also give a positive aspect to the level of employee job satisfaction and also be in line with the increase in employee work productivity.



Then it can be concluded that high work discipline will increase job satisfaction and be accompanied by an increased level of work productivity.

Sugessetion

1. For the next researchers
For further researchers who are interested in this study or who want to do the same research as the study, it is worth using obesity first and increasing observations to be able to produce a study with better results. Further research would be good to *modify* the intervening model with other variables related to job satisfaction, in the intervening model relating between dependent variables and independent variables.
2. For employees of PT. PLN (Persero) Ngawi Region
After this research can be introspection material for employees to stay in compliance with all the rules that have been made by the company and motivate employees to always develop to achieve common goals.

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