



The influence of extrinsic motivation and job satisfaction on employee performance with work discipline as an intervening variable

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ABSTRACT

This study aims to determine the effect of extrinsic motivation and job satisfaction on employee performance with work discipline as an intervening variable at CV. Satia Papua Indah. This research is included in the category of causal associative research using a quantitative approach. The population in this study were cleaning service (CS) employees at CV Satia Papua Indah, totaling 30 people. The data collection technique used is multiple regression and path analysis and sobel test. The results showed that: (1) Extrinsic motivation affects work discipline, (2) job satisfaction affects work discipline, (3) Extrinsic motivation directly has no effect on performance but indirectly has a significant effect on performance through work discipline in CV employees. Satia Papua Indah, (4) Job satisfaction directly has no effect on performance but indirectly affects performance through work discipline in CV employees. Satia Papua Indah, (5) work discipline affects employee performance.

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1. INTRODUCTION

Human resources play the most important role in achieving company goals, the key to a company's success is not only in technological excellence and the availability of funds but the human factor which can be said to be the main resource capable and most important in managing, analyzing, and controlling problems that exist in the company (Ozkeser, 2019; Stahl et al., 2020; Yong et al., 2020). In addition, humans have diverse desires, needs, thoughts, feelings, status and backgrounds that are brought into the company to achieve company goals. This requires appropriate company efforts and strategies so that the survival of the company is guaranteed. Companies must make efficiency in various ways, including: reducing operational costs, minimizing production costs, cutting promotional costs and other policies that are in accordance with the financial situation of each company (Patterson et al., 2021; Perčić et al., 2020; Romprasert & Jermisittiparsert, 2019).

At present, one of the strategies that has begun to be widely applied by companies in order to create efficiency is the use of outsourced labor, where with this system the company can save expenses in financing human resources (HR) working in the company concerned. Outsourcing is the transfer or delegation of some business processes to a service provider agency, where the service provider agency performs administrative and management processes based on definitions and criteria that have been agreed upon by the parties (Farida et al., 2020; Ningsih & Herlinda, 2020). Outsourcing is regulated in Law 13/2003 and Kepmenakertrans 220/MEN/X/2004 concerning the conditions for the transfer of part of the performance of work to another company. Outsourcing must

be viewed in the long term, starting from employee career development, efficiency in the field of labor, organization, benefits, and others.

Every company will always try to improve employee performance in the hope that the company's goals will be achieved. Various ways will be taken by companies in improving the performance of their employees, including outsourced employees, for example by paying attention to employee job satisfaction and motivation from the company to these employees. Motivation that comes from the company or from outside an employee can be called extrinsic motivation. This motivation consists of organizational policies, administrative services, supervision from the company, interpersonal relationships, working conditions, and salary (According to (Maryani et al., 2021)). With the right extrinsic motivation, employees will be encouraged to do their best in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will also be included. In addition, so that employee job satisfaction is always consistent, at least the company always pays attention to the environment where employees carry out their duties related to coworkers, leaders, work atmosphere, and other things that can affect a person's ability to carry out their work (Hajjali et al., 2022; Mustofa & Muafi, 2021; Radjawane & Darmawan, 2022).

Improving employee performance can also be done by improving work discipline (Putri et al., 2019; Rivaldo & Nabella, 2023; Sitopu et al., 2021). With the existence of work discipline in the company, it is hoped that the level of work absenteeism, waste of costs, and waste of time can be minimized. This is in line with the opinion of Hasibuan (2006; 193) who said that the better a person's work discipline, the higher the performance results that will be achieved. Nugroho (2008) also explains that humans usually have a high sense of ego, including not wanting to be restrained by strict rules or regulations. Similarly, workers usually feel reluctant about the strict work discipline of the company where they work, because this will make the worker feel constrained. Some employees do not want to be governed by strict rules. They often commit undisciplined actions such as coming to work not on time, working at their own pace without paying attention to the work environment or leaving at untimely hours. If such actions continue, the discipline of the company will be destroyed and this is a threat that should not be taken lightly in the company. Company leaders should make strict rules that must be obeyed by all employees so that they can be regulated, so that a conducive situation can be created.

Such as the case that occurred in the employees of CV. Satia Papua Indah which is a private company engaged in Contractor-Leveransir services located on Kemiri padang Bulan RT 002, Rw 001 Jayapura City, Papua Province. The object of research taken is specifically engaged in Outsourcing service providers (Cleaning Service) where there are 30 Cleaning service (CS) employees placed at the Yowari Regional General Hospital, Jayapura Regency, Papua Province. Based on the results of field observations, there are several phenomena / problems that occur related to extrinsic motivation, job satisfaction, employee discipline and employee performance, especially CS employees which have an impact on Company performance, namely: The company often finds cleaning service (CS) employees submitting resignations so that there is frequent employee turnover in the current year for various reasons so that the company has to find replacements in a short time and direct work quickly to new CS employees so that there is still work that is not as expected by the company. This is evident from the monthly routine inspection report signed by the head of the sanitation installation of RSUD Yowari Kab. Jayapura according to letter number 08/RSUD/06/2023 dated May 31, 2023 regarding the monthly sanitation report which can be concluded that the duties and responsibilities given to cleaning service employees have not been carried out properly and quickly so that there is still garbage in the hydrant box in the internal nurse's room, garbage in the water disposal ditch, plastic bottle waste next to the hallway that has not been disposed of and several water reservoirs in the bathroom that have not been drained so that the water is still murky can make mosquito seeding and others according to the attached letter.

Meanwhile, there are still CS employees who come and go home not according to company regulations and even do not come to work without information which can be proven from the monthly attendance record of CS employees CV. Satia Papua Indah work assignment at Yowari Hospital, Jayapura Regency. Where it shows that during the last 6 (six) months there were CS employees absent without the most information in May 2023. This resulted in a lot of neglected work that had an

impact on the performance of CS personnel as a whole and even on the performance of the company from the perspective of the employer in this case Yowari Hospital Jayapura Regency so that the results of the sanitation report in May 2023 became a warning to the company.

Based on several problems that occur, it can have a negative impact on the company if employee performance worsens. So it needs to be reviewed and analyzed again through the extrinsic motivation and job satisfaction variables and the employee discipline variable which is the intervening variable in this study. The goal is that with extrinsic motivation and job satisfaction and high employee discipline, it is hoped that employee performance can be improved again.

This is in line with previous research (Harahap & Tirtayasa, 2020) with the title The Effect of Motivation, Discipline and Job Satisfaction on Employee Performance at PT Angkasa Pura II (Persero) Kualanamu Branch Office. The results of this study indicate that partially and simultaneously it can be concluded that motivation, discipline, and job satisfaction have a positive and significant effect on performance.

Furthermore (Widiawaty & Kadir, 2020) with the title Influence of Instrisik Motivation and Extrinsic Motivation on Employee Performance at the Office of the Regional Revenue Agency of Central Sulawesi Province) the results showed that instrinsic motivation and extrinsic motivation simultaneously had a positive and significant effect on performance.

As for previous research that is not in line (nathan Gael, n.d.) with the title The effect of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (case study at BTN Syariah Bank Yogyakarta). The results showed that the work discipline variable had a positive and insignificant effect on employee performance. Work motivation variables have a positive and significant effect on employee performance. Work discipline variables have a positive and significant effect on job satisfaction. Job satisfaction variables have a positive and insignificant effect on performance. Job satisfaction variables cannot mediate the effect of work discipline and work motivation on employee performance.

Furthermore (KURNIAWATI, 2021) conducted research on the Effect of Intrinsic and Extrinsic Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at the Central Bureau of Statistics of Yogyakarta Special Region Province. The test results show that job satisfaction has no significant effect on performance. So that the indirect effect of extrinsic motivation on performance through job satisfaction is not significant or in other words job satisfaction is not a variable that mediates the effect of extrinsic motivation on performance.

Based on the explanation of the concepts, phenomena and results of empirical studies above, it shows the ambivalence of research results. This means that the ambivalence or contradiction in the research results is actually a research gap. According to (Wang et al., 2021) , it is stated that the research gap can or should be developed as a research problem that needs to be further investigated which aims to determine whether Extrinsic Motivation and Job Satisfaction directly and indirectly affect Work Discipline in Employees of CV. Satia Papua Indah through Work Discipline as an intervening variable.

2. RESEARCH METHOD

1. Research Type and Design

This type of research is explanatory research which explains the relationship (association) between research variables through hypothesis testing while the research design uses a quantitative approach, because this research uses quantitative data types in the form of scores and data analysis using statistical calculations. According to (D. Sugiyono, 2013; P. D. Sugiyono, 2019) research approaches according to the type of data and analysis can be grouped into two main things, namely qualitative and quantitative, where quantitative approaches use quantitative data types and quantitative data analysis using statistics while qualitative approaches do not prioritize statistics. Qualitative data is data in the form of words, sentences, schemes, and images.

2. Location and Time of Research

The research location was conducted in Jayapura City, Papua Province, precisely at the CV. Satia Papua Indah Company located on Kemiri Padang Bulan Street RT 002 / RW 001 Heram District Abepura Jayapura City. The implementation time starts in March 2023.

3. Population and Sample

The population in this study were all 30 cleaning service (CS) employees at CV. Satia Papua Indah. While the sampling technique where the number of samples is the same as the population (Sugiyono, 2010). The reason for taking total sampling is because the population is less than 100, the entire population is used as a research sample.

4. Types and Sources of Data

The types of data used are qualitative data and quantitative data while the data sources used in this study are primary and secondary data.

5. Data Collection Techniques

Field studies in the form of interviews and questionnaires while literature studies are by collecting information from books, scientific papers and other method concepts.

6. Data Analysis Techniques and Hypothesis Testing

The data analysis technique used in this research is quantitative analysis with multiple regression analysis and using tools in the form of computer software SPSS program. Quantitative analysis is to analyze and process data presented in the form of numbers using the help of SPSS Version 26. The data analysis technique used is descriptive analysis using multiple regression and classical assumption tests in the form of normality tests, multicollinearity tests, Heteroscedasticity tests. While hypothesis testing uses path analysis, t test, sobel test and coefficient of determination.

7. Operational Definition

a. Extrinsic Motivation

Extrinsic motivation is an encouragement that arises because it is given by the company or other people to be able to be better than before. Providing motivation to employees is very important because it can make them excited to work, which will benefit the company. But in providing motivation to employees, it must also adjust because they have different needs and personalities. Extrinsic motivation is measured by 4 (four) indicators, namely company responsibility, leadership attitude, work environment conditions and incentive pay.

b. Job Satisfaction

Job Satisfaction is a positive attitude shown by employees towards their work, so that employees can work happily without feeling burdened by the job and provide optimal results for the company. Job satisfaction is measured by four indicators, namely liking work, security, salary and leadership support.

c. Work Discipline

Work discipline is a form of employee awareness and willingness of an employee to obey all applicable regulations in the company and social norms that apply in an orderly, efficient and successful work environment through an appropriate regulatory system. Employee discipline is measured by eight indicators, namely attendance, obeying rules, being on time, vigilance, courtesy, mastering work, fairness, communication.

d. Employee Performance

Employee performance is the real behavior that each employee displays as a work achievement produced by the employee according to his role in the company according to the time and size that has been determined. Employee performance is measured by three indicators, namely quality, quantity, on time.

3. RESULTS AND DISCUSSIONS

1. The Effect of Extrinsic Motivation on Work Discipline

Motivation is something that causes encouragement that comes from the company to provide work enthusiasm to its employees so as to create good work discipline in carrying out tasks and work. The results of this study indicate that extrinsic motivation has a significant positive effect on the work discipline of CV. Satia Papua Indah. This shows that the increasing extrinsic motivation

provided by the company to employees will increase morale so that employees are more disciplined in carrying out the tasks that are their responsibility. These results are also supported by respondents' statements from the results of descriptive statistics showing that the average respondent gave an agree or good statement on the importance of extrinsic motivation. This research is also in line with research conducted by K. A. Miskiani and I W. Bagia, 2020, showing that motivation has a positive effect on employee work discipline.

2. The Effect of Job Satisfaction on Work Discipline

The results of this study indicate that job satisfaction is proven to have a positive and significant effect on work discipline. This shows that if job satisfaction increases, employee discipline at work will also increase. This is supported by the positive regression coefficient value which indicates that if the job satisfaction variable increases, discipline will also increase.

This research is in line with research conducted by Iskandar (2019), his research shows that job satisfaction partially affects employee work discipline. Thus, job satisfaction is important for employees because with the existence of job satisfaction in each employee this will encourage employees to be disciplined in carrying out their work.

3. The Effect of Extrinsic Motivation on Performance

Extrinsic motivation is motivation that comes from outside the employee's person, where this extrinsic motivation comes from outside in this case from the company, where the aim is to encourage employees so that they are disciplined in carrying out their duties and work. As stated by van Knippenberg & Hirst (2020) extrinsic motivation is motivation that comes from influences from outside the individual, whether due to invitation, demand or coercion from others so that under these circumstances students want to do something or learn. when viewed in terms of the purpose of the activities it carries out, it does not directly relate to the essence of what it does.

The results of this analysis indicate that extrinsic motivation has a positive but insignificant effect on employee performance at CV. Satia Papua Indah, this indicates that extrinsic motivation has not been able to have a meaningful or large influence on the achievement of employee performance, but the positive influence given from extrinsic motivation on employee performance, shows that with increasing extrinsic motivation in employees, performance will also increase. This is supported by the positive regression coefficient value which indicates that if the extrinsic motivation variable increases, employee performance will increase. This research is in line with research conducted by Inggriany Novita Widiawaty, Rajindra, and Haris Abd. Kadi H, 2020, where the results of this study indicate that the extrinsic motivation variable has a partial and significant effect on performance.

This research is also supported by the tabulated results of questionnaire answers from respondents, where the average value of items from respondents on work motivation where respondents give a good assessment of the current extrinsic motivation. This shows that the success of a company organization both as a whole and as a group within a company, is highly dependent on the leadership of the company in providing encouragement or enthusiasm to employees at work,

Thus, providing motivation to employees is very important to provide encouragement to employees in carrying out the duties and responsibilities assigned to them. Employees will feel motivated to do their job well if the motivation provided is in accordance with employee expectations. Motivation is able to provide encouragement for employees in carrying out their duties and responsibilities.

In this regard, a leader needs to pay attention to the motivation variable, so that he is able and can provide enthusiasm and encouragement to employees, so that they can carry out their duties properly and can achieve the goals set previously.

4. The Effect of Job Satisfaction on Performance

Job satisfaction is a topic that is often discussed in human resource management. This shows that job satisfaction is an important factor in the organization. An employee with a high level of job satisfaction shows a positive attitude towards his job and vice versa an employee who is dissatisfied with his job will show a negative attitude.

The results of the analysis in this study indicate that satisfaction has a positive but insignificant effect on employee performance at CV. Satia Papua Indah, this indicates that job satisfaction has not been able to have a meaningful or large influence on employee performance achievement, but the positive effect given from satisfaction on employee performance, indicates that with increasing job satisfaction in employees, performance will also increase. This is supported by the positive regression coefficient value which indicates that if the job satisfaction variable increases, employee performance will increase. This research is also supported by the tabulated results of questionnaire answers from respondents, where the average value of items from respondents on job satisfaction where respondents give a good assessment of the existing job satisfaction variables.

This research is in line with research conducted by, among others, Maman Sulaeman and Sri Herdiani, 2018, the results of their research show that employee job satisfaction has a significant effect on the performance of employees of the Banjar City Agriculture and Food Security Office, as well as research by Putu Siti Firmani, 2016, showing that job satisfaction has a significant positive effect on the performance of IKP PGRI Bali employees.

In line with that, every individual who works in an organization naturally expects to get everything that is beneficial and profitable for him personally. The views of organizational members on the conditions of their work environment and feelings of satisfaction or dissatisfaction with these conditions will affect their behavior at work. As Robbin (2006) says, job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job.

Employees who get job satisfaction, will happily accept and carry out the tasks and jobs with full responsibility given to them, which in the end will produce good work in accordance with company expectations.

5. The Effect of Extrinsic Motivation on Performance Through Work Discipline

The results of hypothesis testing directly show that extrinsic motivation has a positive but insignificant effect on employee performance, this shows that currently motivation has not played a big role in employee performance. While testing the hypothesis indirectly the effect of extrinsic motivation on performance through work discipline as an intervening variable shows that work motivation has a significant effect on employee performance through work discipline. This means that work discipline can fully mediate (Full Mediation) the relationship between extrinsic motivation and employee performance.

The above shows that work discipline has an important role in bridging the relationship between extrinsic motivation and performance. Thus, therefore, efforts to improve performance through extrinsic motivation must aim to significantly improve work discipline. In other words, extrinsic motivation owned by an employee is actually able to improve the employee's work discipline. Where the increase in work discipline shows a real impact on improving the performance of CV Satia Papua Indah employees. This is in line with the opinion stated by Robbin (2006), that job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job. Employees who get job satisfaction, will happily accept and carry out the tasks and jobs with full responsibility given to them. Which in the end will produce good work in accordance with the expectations of the organization.

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Employees who get job satisfaction will happily accept and carry out the tasks and jobs with full responsibility given to them. Which in the end will produce good work in accordance with the expectations of the organization.

7. Effect of Work Discipline on Performance

Work discipline is a binding factor, which is a force that can force employees to comply with predetermined work rules and procedures, because it is considered that by sticking to the rules, organizational goals can be achieved. With the high discipline of each employee, it can produce good work results.

The results of the analysis in this study indicate that work discipline is proven to have a positive and significant effect on the performance of CV Satia Papua Indah employees. These results indicate that if work discipline is higher, the resulting employee performance will be better. This is supported by the positive regression coefficient value which indicates that if the work discipline variable increases, employee performance will also increase. These results are in line with the statements of respondents who agreed that work discipline is important as a control or supervision in carrying out employee duties and responsibilities.

This research is in line with research conducted by, among others; research by Rommy B. Rumondor, Altje Tumbel and Jantje L. Sepang (2016), showed that there is a positive and significant effect of work discipline on employee performance. In addition, this research is in line with the research of Y, Ony Djogo (2018) which shows that there is a significant and positive effect of work discipline on employee performance.

Theoretically, the results of this study are relevant to the opinion of Rivai (2005: 444), which defines work discipline as a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. In addition, it is also relevant to the opinion of Hasibuan (2001-193), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, Suryohadiprojo (1989) argues that organizational goals will not be achieved if awareness is not based on the element of obedience to the intention to obey the rules. This means that discipline is very important in improving, familiarizing employees to achieve the best work performance. In line with the opinion of Siagian (2002) that discipline is a management action to encourage members of the organization to meet the demands of these various provisions. In other words, employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily work cooperatively with other employees to improve work performance. Discipline is a binding and integration factor, which is a force that can force employees to comply with predetermined work rules and procedures, because it is considered that by sticking to the rules, organizational goals can be achieved.

4. CONCLUSION

Based on the results of the discussion above, the following conclusions can be made: (a). Extrinsic motivation has a positive and significant effect on the work discipline of CV Satia Papua Indah employees. The better the extrinsic motivation given to employees will increase employee discipline. (b). Job satisfaction has a positive and significant effect on employee discipline CV Satia Papua Indah. With the better employee job satisfaction will increase employee discipline. (c). The results of this analysis indicate that extrinsic motivation has a positive but insignificant effect on employee performance at CV. Satia Papua Indah, this indicates that extrinsic motivation has not been able to

have a meaningful or large influence on the achievement of employee performance, but the positive influence given from extrinsic motivation on employee performance, shows that with increasing extrinsic motivation in employees, performance will also increase. (d). The results of the analysis in this study indicate that satisfaction has a positive but insignificant effect on employee performance at CV. Satia Papua Indah, this indicates that job satisfaction has not been able to have a meaningful or large influence on employee performance achievement, but the positive influence given from satisfaction on employee performance, indicates that with increasing job satisfaction in employees, performance will also increase. (e). The indirect effect of extrinsic motivation on performance through work discipline as an intervening variable shows that extrinsic motivation has a significant effect on employee performance through work discipline. This means that work discipline can fully mediate (Full Mediation) the relationship between extrinsic motivation and employee performance. (f). Hypothesis testing indirectly the effect of job satisfaction on performance through work discipline as an intervening variable shows that job satisfaction has a significant effect on employee performance through work discipline. This means that work discipline can fully mediate (Full Mediation) the relationship between job satisfaction and employee performance. (g). The results of the analysis in this study indicate that work discipline is proven to have a positive and significant effect on the performance of CV Satia Papua Indah employees. These results indicate that if work discipline is higher, the resulting employee performance will be better. This is supported by the positive regression coefficient value which indicates that if the work discipline variable increases, employee performance will also increase. Future research development will be key in addressing the complex challenges faced by the global community. With the continued development of information and communication technologies, research will increasingly focus on technology-based solutions to global problems such as climate change, public health, and natural resource sustainability. In addition, cross-disciplinary collaboration will become more important than ever, allowing researchers to combine knowledge from different fields to create holistic solutions. In the future, research will also increasingly integrate sustainable and inclusive approaches, ensuring that research results can benefit all walks of life. In addition, research ethics and social impact will be a major concern in the development of research, with an emphasis on sustainability, equity, and the social responsibility of researchers. With a strong commitment to sustainable, collaborative and solution-oriented research development, we can build a better future for all.

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