

THE EFFECT OF WORK DISCIPLINE, JOB SATISFACTION, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AMONG TECHNICIANS IN DENPASAR

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ABSTRACT

Employee performance plays a strategic role in determining the sustainability and competitiveness of service companies. Differences in employees' work performance are often influenced by internal organizational conditions, particularly work discipline, job satisfaction, and work motivation. This study examines the role of work discipline, job satisfaction, and work enthusiasm on the performance of Denpasar technicians through a survey-based quantitative design. All 40 employees were surveyed using a census technique. Questionnaire data were analyzed using multiple linear regression after meeting the prerequisites of statistical assumptions. The analysis results confirm that these three factors contribute positively and significantly to performance, affirming that work performance is influenced not only by technical competence but also by attitude, affective evaluation of the job, and internal motivation. The implication is that organizations need to manage these three aspects in an integrated manner to maintain sustainable performance improvement.

Keywords: work discipline, job satisfaction, work enthusiasm, employee performance

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1. INTRODUCTION

Organizational success, particularly in the service sector, is largely determined by the capacity and performance of its workforce. Effective governance enables organizations to carry out operational activities effectively and maintain business sustainability (Dimbau et al., 2021; Nasri & Muhidin, 2024). Employees are positioned as partners who play a causal role in the realization of institutional goals and the company's development (Nurhanan & Sasono, 2022).

Employee performance reflects the level of performance achievement aligned with role mandates and institutional benchmarks (Putri & Muttaqin, 2023). Optimal performance contributes to increased productivity, smoother work processes, and organizational operational efficiency (Puspitawati et al., 2024). Inconsistent performance can affect the achievement of company targets and hinder the effectiveness of operational activities.

The phenomenon of employee performance at Teknisi Denpasar was measured through the difference between projected and actual revenue for the year 2024. The data indicates fluctuations in performance that reflect an unstable state of employee performance. The data in Table 1 shows that revenue realization fluctuates monthly with an average achievement of 75.51 percent. This indicates inconsistency in employee performance, which has the potential to affect the company's operational stability. This overview is presented in Table 1:

Table 1. Data on Revenue Targets and Actuals for Denpasar Technicians in 2024

Month (1)	Revenue Target (2)	Actual Revenue (3)	Percentage (%) (4)
January	Rp700,000,000	Rp505,000,000	72.14
February	Rp700,000,000	Rp412,000,000	58.86%
March	Rp700,000,000	Rp495,000,000	70.71%
April	Rp700,000,000	Rp738,000,000	105.43%
May	Rp700,000,000	Rp360,000,000	51.43%
June	Rp700,000,000	Rp498,000,000	71.14%
July	Rp700,000,000	Rp705,000,000	100.71%
August	Rp700,000,000	Rp500,000,000	71.42%
September	IDR 700,000,000	Rp457,000,000	65.29%
October	Rp700,000,000	Rp510,000,000	72.86%
November	Rp700,000,000	Rp452,000,000	64.57%
December	Rp700,000,000	Rp711,000,000	101.57%
Average			75.51%

Source: Denpasar Technicians, 2024

Work discipline is linked to employee performance through compliance with regulations, punctuality, and responsibility in carrying out tasks (Setyawati & Arifin, 2024). Work discipline fosters an orderly and professional work attitude, thereby supporting the achievement of high-quality performance (Ariesni & Asnur, 2021). Previous empirical findings confirm a significant positive relationship between work compliance and employee performance (Susanti & Aesah, 2025; Carina et al., 2025; Hermando & Saputro, 2025), although some studies have found no significant effect (Neldiyati, 2023).

Job satisfaction reflects employees' affections toward their tasks and work context (Siwi & Nawawi, 2023). High levels of satisfaction strengthen organizational commitment and loyalty, which in turn accelerate performance (Yulianisa et al., 2024). Empirical literature generally confirms the positive and significant influence of job satisfaction on employee performance (Parwita et al., 2024; Safitri et al., 2024; Anggraini et al., 2022), although some studies report non-linear relationship patterns (Hoiri et al., 2024).

Work enthusiasm reflects employees' psychological drive to work with enthusiasm, diligence, and energy (Zahara et al., 2023). Work enthusiasm motivates employees to complete tasks on time and maintain the quality of their work (Kii, 2023). Several empirical studies indicate that work ethic has a positive and significant correlation with employee performance (Puspitawati et al., 2024; Desnirita & Riberu, 2022; Dewi et al., 2023), although some findings suggest an insignificant effect (Lestari & Liana, 2023).

Based on the observed performance fluctuations and inconsistent findings from previous studies, this study examines the effects of work discipline, job satisfaction, and work enthusiasm on employee performance among technicians in Denpasar. This study is expected to strengthen empirical evidence in human resource management and provide practical input for sustainable employee performance improvement.

2. LITERATURE AND HYPOTHESES

Employee Performance

Employee performance represents the level of individual achievement commensurate with role mandates and institutional norms (Putri & Muttaqin, 2023). Performance is understood as the result of a work process that reflects an employee's ability, effort, and attitude in carrying out assigned tasks. A high level of performance contributes to the smooth operation of the organization and the achievement of the company's overall objectives (Puspitawati et al., 2024). Employee performance is evaluated not only

based on the final results of the work but also on the quality of task execution, the timeliness of task completion, and the ability to collaborate within the organizational environment. Stable performance indicates alignment between job demands and employee capabilities, whereas fluctuating performance may reflect internal issues requiring managerial attention.

Work Discipline

Work discipline is defined as employees' adherence to institutional rules and the execution of institutional tasks (Wau et al., 2021). Work discipline plays a role in fostering work orderliness, punctuality, and employees' sense of responsibility in completing tasks. The consistent application of work discipline fosters a disciplined and professional work environment (Ariesni & Asnur, 2021). The level of work discipline reflects employees' awareness of their work obligations and their commitment to following organizational rules. Employees with high discipline generally demonstrate more effective time management and complete tasks in accordance with set targets. Conversely, low work discipline has the potential to lead to workplace disorder and a decline in performance quality.

Job Satisfaction

Job satisfaction represents employees' affective state regarding their work activities and the work environment they face (Siwi & Nawawi, 2023). Job satisfaction is formed from employees' perceptions of the alignment between their expectations and the reality they experience in their work. High levels of job satisfaction encourage employee engagement in their work and enhance commitment to the organization (Yulianisa et al., 2024). Job satisfaction is closely linked to feelings of being valued, a comfortable work environment, and the working relationships established within the organization. When employees feel satisfied in their work, they tend to demonstrate positive work attitudes and a willingness to contribute optimally. Low job satisfaction can affect work motivation and lead to a decline in performance.

Work Enthusiasm

Work enthusiasm is a psychological state reflecting an employee's internal drive to work with enthusiasm, perseverance, and high energy (Zahara et al., 2023). Work enthusiasm is evident in an employee's dedication to performing tasks, resilience in facing work pressures, and willingness to complete work effectively (Kii, 2023). The level of work motivation influences how employees respond to job demands and fulfill the responsibilities assigned by the organization. Employees with high work motivation demonstrate consistency in their work and take initiative in completing tasks. Low work motivation can be observed through procrastination, a lack of initiative, and decreased work productivity.

Hypotheses

The Effect of Work Discipline on Employee Performance

Work discipline is understood as employees' compliance with and adherence to company regulations and established work responsibilities (Wau et al., 2021). Work discipline plays a role in fostering orderly, consistent, and responsible work behavior, thereby supporting the achievement of optimal work outcomes (Ariesni & Asnur, 2021). Employees with a high level of work discipline tend to be able to complete tasks within the specified time and comply with the company's work standards (Setyawati & Arifin, 2024). Research conducted by Susanti & Aesah (2025), Carina et al. (2025), Widhiantari et al. (2026) and Hermando & Saputro (2025) indicates that work discipline is positively and significantly associated with employee performance, although other findings report the absence of such a significant relationship (Neldiyati, 2023). Based on these differing empirical findings, the following hypothesis is formulated:

H1: Work discipline has a positive effect on employee performance among technicians in Denpasar.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction refers to an employee's psychological state that reflects an affective evaluation of their work activities (Siwi & Nawawi, 2023). This concept is formed from an individual's assessment of the tasks, work environment, and organizational interactions they experience (Dunggio et al., 2023). High

levels of satisfaction generally drive the intensity of engagement and consistency in task completion (Yulianisa et al., 2024). Several studies confirm the positive and significant influence of job satisfaction on performance (Parwita et al., 2024; Safitri et al., 2024; Anggraini et al., 2022), although other findings indicate a negative relationship (Hoiri et al., 2024). Based on this variation in evidence, the research hypotheses are formulated as follows:

H2: Job satisfaction has a positive effect on employee performance among technicians in Denpasar.

The Effect of Work Motivation on Employee Performance

Work enthusiasm describes the psychological state of employees as they work with enthusiasm, perseverance, and high energy (Sulaiman et al., 2025). Work motivation drives employees to work diligently, persevere in the face of work pressure, and maintain the quality of their work output (Zahara et al., 2023). High work motivation reflects employees' internal drive to complete tasks optimally and responsibly (Kii, 2023). Research conducted by Puspitawati et al. (2024), Desnirita & Riberu (2022), and Dewi et al. (2023) indicates a positive and meaningful contribution of work ethic to employee performance, although some findings negate the significance of this relationship (Lestari & Liana, 2023). Based on this disparity in evidence, the research hypotheses were formulated:

H3: Work ethic has a positive effect on employee performance among technicians in Denpasar.

3. RESEARCH METHODS

This study employs a quantitative method with an associative paradigm to examine the relationship and influence of discipline, satisfaction, and work ethic on employee performance. The research was conducted at Teknisi Denpasar in Denpasar City, with all 40 employees serving as respondents through a census. Data were collected using a five-point Likert-scale questionnaire adapted from [DIISI SUMBER INDIKATOR]. The data were analyzed using SPSS 25 through validity and reliability tests, classical assumption tests, multiple linear regression, the F-test, the t-test, and the coefficient of determination..

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 2. Validity Test				
No	Variable	Statement Item	Pearson Correlation	Description
1	Employee Performance	Y1	0.857	Valid
		Y2	0.906	Valid
		Y3	0.820	Valid
		Y4	0.863	Valid
		Y5	0.915	Valid
		Y6	0.853	Valid
		Y7	0.863	Valid
		Y8	0.875	Valid
2	Work Discipline	X1.1	0.906	Valid
		X1.2	0.780	Valid
		X1.3	0.815	Valid
		X1.4	0.892	Valid
		X1.5	0.852	Valid
		X2.1	0.804	Valid
		X ²	0.841	Valid
3	Job Satisfaction	X2.3	0.872	Valid
		X2.4	0.872	Valid
		X2.5	0.853	Valid
		X3.1	0.949	Valid

No	Variable	Statement Item	Pearson Correlation	Description
4	Work Ethic	X3.2	0.856	Valid
		X3.3	0.884	Valid
		X3.4	0.869	Valid
		X3.5	0.916	Valid

Source: Processed data, 2025

Table 2 shows that all items have Pearson correlation coefficients exceeding the 0.30 threshold, indicating that the instrument has adequate measurement accuracy and is valid for data collection.

b. Reliability Test

Table 3. Instrument Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Employee Performance	0.953	Reliable
2	Work Discipline	0.903	Reliable
3	Job Satisfaction	0.901	Reliable
4	Work Motivation	0.937	Reliable

Source: Processed data, 2025

The Cronbach's Alpha values for all variables exceed the 0.60 threshold, indicating stable internal consistency, making the instrument valid and reliable for further analysis.

Classical Assumption Tests

a. Normality Test

Table 4. Normality Test Results

Unstandardized Residual	
N	40
Asymp. Sig. (2-tailed)	0.200

Source: Processed data, 2025

Based on Table 4, the Asymp. Sig. (2-tailed) value of 0.200 exceeds the significance threshold of 0.05. This result indicates that the residual data are normally distributed, so the regression model satisfies the normality assumption.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results
Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	0.776	1.288
	Job Satisfaction	0.564	1.773
	Work Motivation	0.510	1.962

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

All predictors have tolerance values above 0.10 and VIFs below 10, indicating the absence of excessive linear correlation, so the regression model is free of multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.021	1.412		0.723	0.474
	Work Discipline	0.034	0.067	0.095	0.507	0.615
	Job Satisfaction	0.025	0.081	0.067	0.305	0.762
	Work Ethic	-0.019	0.074	-0.061	-0.265	0.793

a. Dependent Variable: ABS_RES

Source: Processed data, 2025

The heteroscedasticity test shows that the significance of all predictors exceeds 0.05, indicating a homogeneous distribution of residuals and that the regression model is suitable for hypothesis testing.

Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.473	2.454		-1.823	0.077
	Work Discipline	0.580	0.116	0.351	4.990	0.000
	Job Satisfaction	0.730	0.141	0.428	5.180	0.000
	Work Ethic	0.526	0.128	0.357	4.106	0.000

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 7, the multiple linear regression equation will be:

$$Y = -4.473 + 0.580X_1 + 0.730X_2 + 0.526X_3 + e$$

Based on this multiple regression formula, a line model is obtained, implying that:

- 1) The work discipline coefficient ($b_1 = 0.580$) indicates that work discipline has a positive effect on employee performance. An increase in the level of work discipline encourages employees to work more orderly, on time, and responsibly, thereby improving their performance.
- 2) The job satisfaction coefficient ($b_2 = 0.730$) confirms the positive effect of job satisfaction on employee performance, with the highest coefficient value indicating a dominant role in accelerating performance. A high level of satisfaction strengthens engagement and task completion.
- 3) The work ethic coefficient ($b_3 = 0.526$) indicates a positive influence, where an increase in work ethic drives intrinsic motivation and the quality of work output.

Positive regression coefficients for all independent variables indicate a direct relationship. Improvements in work discipline, job satisfaction, and work enthusiasm will be followed by improved employee performance.

b. Coefficient of Determination

An Adjusted R^2 value of 0.850 indicates that 85.0% of the dynamics of Denpasar Technicians' performance is explained by discipline, satisfaction, and work ethic, while the remaining 15.0% stems

from other determinants outside the model. This finding indicates that the regression model used has strong explanatory power in explaining changes in employee performance.

c. F-Test

Based on the analysis results in Table 7, the calculated F-value is 74.615 with a significance level of 0.000, which is less than 0.05. These results indicate that work discipline, job satisfaction, and work ethic simultaneously have a significant effect on employee performance at Denpasar Technicians. Thus, the regression model used meets statistical validity because all independent variables are able to explain the dependent variable collectively.

d. t-test

Based on the analytical results in Table 7, it is concluded that all hypotheses are statistically confirmed. Work discipline has a positive effect on employee performance ($t = 4.990$; $p < 0.05$; $b = 0.580$), indicating that increased compliance leads to improved performance. Job satisfaction has the strongest positive influence ($t = 5.180$; $p < 0.05$; $b = 0.730$), indicating the central role of satisfaction in improving performance. Work motivation also contributes positively ($t = 4.106$; $p < 0.05$; $b = 0.526$), showing that high work motivation improves performance outcomes.

Discussion

The Effect of Work Discipline on Employee Performance at Denpasar Technicians

The analysis reveals a significant causal relationship between work discipline and employee performance at Denpasar Technicians, where increased discipline aligns with accelerated performance. These findings confirm that at Denpasar Technicians, work discipline helps employees work on time and perform tasks according to regulations, thereby improving performance. Therefore, Denpasar Technicians need to maintain discipline through routine supervision and consistent enforcement of rules. Discipline serves as a strategic prerequisite for achieving organizational goals because it enables work programs to be carried out in a focused and effective manner (Insan et al., 2024). In a managerial context, discipline acts as an instrument for fostering a professional attitude that supports the quality of employee performance (Ariesni & Asnur, 2021). Consistent empirical findings further confirm that work discipline is positively associated with employee performance (Susanti & Aesah, 2025; Carina et al., 2025; Widhiantari et al., 2026); Hermando & Saputro, 2025; Nugroho, 2022).

The Influence of Job Satisfaction on Employee Performance Among Technicians in Denpasar

The analysis indicates that job satisfaction has a significant driving effect on the performance of Denpasar Technicians, where increased satisfaction aligns with improved performance. These findings confirm that at Denpasar Technicians, job satisfaction is a key factor that encourages employees to work more comfortably, with greater motivation, and consistently in completing technical tasks to a high standard. Therefore, Denpasar Technicians are advised to maintain job satisfaction through a supportive work environment, peer collaboration, and a proportional recognition system to support sustainable performance. Job satisfaction represents an individual's affective state manifested in attitudes and behaviors toward their work (Widiantoro & Gaol, 2024) and serves as a crucial element in organizational management (Dunggio et al., 2023). Consistent empirical evidence indicates a positive correlation between job satisfaction and employee performance (Parwita et al., 2024; Safitri et al., 2024; Anggraini et al., 2022; Diputra & Dwinata, 2025).

The Effect of Work Motivation on Employee Performance Among Technicians in Denpasar

The analysis results indicate that work enthusiasm has a positive and significant effect on Denpasar Technicians. This means that the higher the level of enthusiasm employees possess, the higher the performance they produce. This finding confirms that at Denpasar Technicians, work motivation serves as the primary driver for employees to be more enthusiastic, disciplined, and focused in completing every technical task according to targets. Therefore, Denpasar Technicians must maintain work motivation

through managerial support, effective team communication, and simple recognition to ensure employee performance continues to improve. Work motivation reflects an individual's psychological readiness to perform intensively and effectively within an organizational context (Sulaiman et al., 2025), as evidenced by motivational drive and enthusiasm toward the tasks being carried out (Fau et al., 2023). The above factors are supported by previous research by Puspitawati et al. (2024), Desnirita & Riberu (2022), Dewi et al. (2023), and Siku et al. (2024), which collectively state that work enthusiasm has a positive effect on employee performance.

5. CONCLUSIONS AND LIMITATIONS

A synthesis of the study findings on Denpasar technicians confirms that discipline, satisfaction, and work ethic each contribute significantly and positively to performance. Strengthened discipline, reflected in compliance, punctuality, and accountability, is directly correlated with improved work outcomes. Job satisfaction enhances commitment and positive attitudes, ensuring that output aligns with organizational targets. A strong work ethic drives intensity, perseverance, and consistency, leading to optimized performance. These findings indicate that employees' psychological factors play a crucial role in achieving performance goals.

This study contains methodological limitations that must be considered when interpreting the findings. The research focus was limited to Denpasar Technicians, so the results may not necessarily reflect conditions in other companies with different organizational characteristics, work cultures, and management systems. This limitation means that the generalizability of the research findings remains limited.

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