International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Job Satisfaction, Work Discipline, And Work Engagement On The Performance Of Human Resources Personnel Of The Bandar Lampung Police Department

Trio Sandi[1], Rini Loliyani[2], Helmita[3], Andi Surya[4], Armalia Reni WA[5]

[1,2,3,4,5]Indonesian Partner Universities

Corresponding Email: triosandi224@gmail.com, riniloly@umitra.ac.id, mitahelmita@umitra.ac.id, andisangsurya@umitra.ac.id, armalia.reni@umitra.ac.id

Abstract

Personnel performance is an important aspect in organizational effectiveness, especially in police institutions that require accurate, responsible, and consistent task execution. This study aims to analyze the influence of job satisfaction, work discipline, and work engagement on the performance of personnel of the Bandar Lampung Police Department's Human Resources Division. This study uses a quantitative approach with a causal associative research type. The population and sample amounted to 40 personnel determined through saturated sampling techniques. Data were collected using a five-point Likert scale questionnaire and analyzed through validity, reliability, classical assumptions, multiple linear regression, t-test, F-test, and coefficient of determination. The results show that job satisfaction, work discipline, and work engagement each have a positive and significant effect on personnel performance. Simultaneously, all three have a significant effect with an R^2 value of 0.853. In conclusion, increased personnel performance is strongly related to job satisfaction, work discipline, and work engagement, with work engagement as the variable with the largest regression coefficient.

Keywords: Work Discipline, Personnel Performance, Work Engagement, Job Satisfaction, Police Personnel

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

INTRODUCTION

The success of an organization is greatly influenced by the quality of its human resources (HR), including the police force, which can be seen in the performance of its personnel. Performance encompasses work results and the implementation of daily tasks and responsibilities (Robbins & Judge, 2021). According to Anwar Prabu Mangkunegara (2021), employee performance is assessed based on the quality and quantity of work. Job satisfaction, work engagement, and work discipline are factors that can influence personnel performance (Endriastuty & Ramadan, 2025; Putri & Santoso, 2023; Tera Triyantara, 2022).

At the Bandar Lampung Police Human Resources Division, initial observations revealed several issues related to personnel performance. With 40 personnel and diverse human resource management tasks, workloads, delays in reporting and document completion, and data input errors and document formats requiring revisions were still observed. Furthermore, there were still delays in attendance and inaccurate completion of work, while personnel morale, motivation, and work engagement also showed differences.

These issues indicate that the performance of the Bandar Lampung Police Human Resources Department (BasDM) personnel is not yet optimal. Task overload, delays, administrative errors, and inconsistent discipline are suspected to be related to job satisfaction, work discipline, and employee engagement. Differences in levels of satisfaction, enthusiasm, dedication, and engagement in work can impact the quality of task execution.

Previous research has shown differing results regarding factors influencing performance. Endriastuty and Ramadan (2025) demonstrated that employee performance is influenced by job satisfaction, while Tera Triyantara and Agus Saepul Rochman (2022) demonstrated the simultaneous influence of work discipline and job satisfaction. Putri and Santoso (2023) demonstrated that work engagement can increase productivity and work quality, while Elinda (2022) found that job satisfaction and work discipline did not significantly influence employee performance simultaneously.

Based on the phenomena and differences in previous research results, this study aims to analyze the influence of job satisfaction, work discipline, and work engagement on the performance of Bandar Lampung Police personnel partially and simultaneously. This research is important to provide an empirical overview as material for evaluating the performance improvement of Bandar Lampung Police's Human Resources Division (BagSDM) personnel. The novelty of the study lies in testing these three variables

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

simultaneously on 40 Bandar Lampung Police's Human Resources Division (BagSDM) personnel.

METHOD

This study uses a quantitative approach with a causal associative approach to analyze the influence of job satisfaction, work discipline, and work engagement on the performance of personnel at the Bandar Lampung Police Human Resources Division (BagSDM). The quantitative approach was used to objectively examine the relationship between variables through numerical data and statistical analysis (Sugiyono, 2023). The study was conducted from March to July 2026 at the Bandar Lampung Police Human Resources Division (BagSDM).

The research instrument was a questionnaire with a Likert scale of 1 to 5, structured based on the indicators of each variable. Data were collected through questionnaires, observations, and documentation. Data analysis was conducted through validity and reliability tests, classical assumption tests, and multiple linear regression. This was followed by t-tests, F-tests, and coefficients of determination (R^2) to examine the influence of the research variables (Ghozali Imam, 2021; Sugiyono, 2023).

The study population consisted of 40 personnel from the Human Resources Department of the Bandar Lampung Police. Due to the relatively small population, the sampling technique used was saturated sampling, allowing all members of the population to be included in the study sample. Therefore, the study sample size was 40 personnel (Sugiyono, 2023).

The research procedure was carried out through several stages, namely determining the research object, determining the population and sample, developing instruments, collecting data, testing validity and reliability, conducting data analysis, testing hypotheses, and drawing conclusions. These stages were carried out to obtain empirical results regarding the influence of job satisfaction, work discipline, and work engagement on the performance of personnel of the Human Resources Department of the Bandar Lampung Police.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Table 1 Categorization Guidelines, Average Respondent Assessment Scores

Average Score	Criteria
1.00-1.80	Very low
1.81-2.60	Low
2.61-3.40	Enough
3.41-4.20	Tall
4.21-5.00	Very high

Based on these categorization guidelines, the results of respondents' answers to each research variable will be explained, namely Job Satisfaction (X1), Work Discipline (X2), Work Engagement (X3), and Personnel Performance (Y).

Descriptive Characteristics of Respondents

Table 2 Respondent Characteristics Based on Gender

No	Gender		
1	Man	31	77.5%
2	Woman	9	22.5%
	Total	40	100%

Table 3 Respondents by Age

No	Age		
1	18 - 25 Years	10	25%
2	25 - 35 Years	15	37.5%
3	35 - 45 Years	10	25%
4	45 - 55 Years	5	12.5%
	Total	40	100%

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 4 Respondents Based on Length of Service

No	Length of work		
1	15 years	9	22.5%
2	6 - 10 Years	2	5%
3	15 - 20 Years	24	60%
4	30 - 35 Years	5	12.5%
	Total	40	100%

Furthermore, the characteristics of respondents based on gender, age, and length of service are presented in Tables 2 to 4. These data show the diversity of respondent characteristics which can provide an overview of the condition of the Bandar Lampung Police Human Resources Division personnel and support the results of the research analysis.

Research Data Description

Table 5 Validity Test Results

Variables	Item Statement	Significance	R-Count	R-Table	Results	Information
Job Satisfaction (X1)	X1.1	0.001	0.880	0.312	rhitung > rtable	VALID
	X1.2	0.001	0.887	0.312	rhitung > rtable	VALID
	X1.3	0.001	0.874	0.312	rhitung > rtable	VALID
	X1.4	0.001	0.835	0.312	rhitung > rtable	VALID
	X1.5	0.001	0.816	0.312	rhitung > rtable	VALID
	X1.6	0.001	0.876	0.312	rhitung > rtable	VALID
	X1.7	0.001	0.870	0.312	rhitung > rtable	VALID

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

	X1.8	0.001	0.848	0.312	rhitung > rtable	VALID
	X1.9	0.001	0.870	0.312	rhitung > rtable	VALID
	X1.10	0.001	0.814	0.312	rhitung > rtable	VALID
Work Discipline (X2)	X2.1	0.001	0.874	0.312	rhitung > rtable	VALID
	X2.2	0.001	0.857	0.312	rhitung > rtable	VALID
	X2.3	0.001	0.824	0.312	rhitung > rtable	VALID
	X2.4	0.001	0.897	0.312	rhitung > rtable	VALID
	X2.5	0.001	0.908	0.312	rhitung > rtable	VALID
	X2.6	0.001	0.906	0.312	rhitung > rtable	VALID
	X2.7	0.001	0.860	0.312	rhitung > rtable	VALID
	X2.8	0.001	0.937	0.312	rhitung > rtable	VALID
Work Engagement (X3)	X3.1	0.001	0.852	0.312	rhitung > rtable	VALID
	X3.2	0.001	0.887	0.312	rhitung > rtable	VALID
	X3.3	0.001	0.844	0.312	rhitung > rtable	VALID
	X3.4	0.001	0.904	0.312	rhitung > rtable	VALID
	X3.5	0.001	0.882	0.312	rhitung > rtable	VALID
	X3.6	0.001	0.849	0.312	rhitung > rtable	VALID

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Personnel Performance (Y)	Y.1	0.001	0.798	0.312	rhitung > rtable	VALID
	Y.2	0.001	0.685	0.312	rhitung > rtable	VALID
	Y.3	0.001	0.723	0.312	rhitung > rtable	VALID
	Y.4	0.001	0.780	0.312	rhitung > rtable	VALID
	Y.5	0.001	0.796	0.312	rhitung > rtable	VALID
	Y.6	0.001	0.839	0.312	rhitung > rtable	VALID
	Y.7	0.001	0.737	0.312	rhitung > rtable	VALID
	Y.8	0.001	0.668	0.312	rhitung > rtable	VALID
	Y.9	0.001	0.691	0.312	rhitung > rtable	VALID
	Y.10	0.001	0.800	0.312	rhitung > rtable	VALID

Based on Table 5, the results of the validity test show that all statement items for each variable used in this study have a calculated r value greater than the r table of 0.312 with the provisions of degrees of freedom (df) = n – 2 and a significance level of 5%, so that all statement items are declared valid.

Table 6 Reliability Test Results

Variables	Calculated Value Cronbach's Alpha	N of Item	Information
Job Satisfaction (X1)	0.959	10	**Reliable**
Work Discipline (X2)	0.959	8	**Reliable**
Work Engagement (X3)	0.935	6	**Reliable**

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Personnel Performance (Y)	0.913	10	**Reliable**

Based on Table 6, all variables have a Cronbach's Alpha value above 0.60, namely Job Satisfaction (X_1) of 0.959, Work Discipline (X_2) of 0.959, Work Engagement (X_3) of 0.935, and Personnel Performance (Y) of 0.913. Thus, all statement items are declared reliable and the research instrument is suitable for use for further analysis.

Classical Assumption Test

Table 7 Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			40
Normal Parametersa,b	Mean		0.0000000
	Standard Deviation		1.80326646
Most Extreme Differences	Absolute		0.095
	Positive		0.095
	Negative		-0.087
Test Statistics			0.095
Asymp. Sig. (2-tailed)c			.200d
Monte Carlo Sig. (2-tailed)e	Sig.		0.481
	99% Confidence Interval	Lower Bound	0.468
		Upper Bound	0.494
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 7, the results of the normality test using the One Sample Kolmogorov-Smirnov method show an Asymp. Sig. (2-tailed) value of 0.200. This significance value is greater than 0.05 (0.200 > 0.05), so it can be concluded that the residual data in this study is normally distributed.

Table 8 Multicollinearity Test Results

Collinearity Statistics			
Variables	***Tolerance***	**VIF**	**Information**
(Constant)			
Job Satisfaction (X1)	0.867	1,154	There is no multicollinearity
Work Discipline (X2)	0.861	1,162	There is no multicollinearity
Work Engagement (X3)	0.980	1,021	There is no multicollinearity

Based on Table 8, all independent variables have a Tolerance value > 0.10 and VIF < 10. Job Satisfaction has a Tolerance of 0.867 and a VIF of 1.154, Work Discipline of 0.861 and 1.162, and Work Engagement of 0.980 and 1.021. Thus, the regression model does not experience multicollinearity and is suitable for further analysis.

Table 9 Heteroscedasticity Test Results

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,800	1,243		1,449	0.156

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

	Job Satisfaction (X1)	-0.041	0.024	-0.286	-1,711	0.096
	Work Discipline (X2)	0.052	0.028	0.313	1,866	0.070
	Work Engagement (X3)	-0.020	0.039	-0.079	-0.504	0.617
a. Dependent Variable: ABS_RES						

Based on Table 9, the significance value for Job Satisfaction is 0.096, Work Discipline 0.070, and Work Engagement 0.617, all greater than 0.05. Thus, the regression model does not exhibit heteroscedasticity and is suitable for further analysis.

Table 10 Multiple Linear Regression Test Results

	Variables	B	Std. Error	t	Sig
1	(Constant)	3,704	2,284	1,621	0.114
	Job Satisfaction (X1)	0.282	0.045	6,327	0,000
	Work Discipline (X2)	0.438	0.051	8,603	0,000
	Work Engagement (X3)	0.448	0.072	6,228	0,000

Based on the regression coefficient value, the Work Engagement variable (X3) has the greatest influence on Personnel Performance (Y), because it has the highest regression coefficient value compared to other variables.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Hypothesis Testing and Analysis

Table 11 Results of the t-Test (Partial)

	Variables	t	table	Sig	Information
1	(Constant)	1,621		0.114	
	Job Satisfaction (X1)	6,327	2,028	0,000	Significant
	Work Discipline (X2)	8,603	2,028	0,000	Significant
	Work Engagement (X3)	6,228	2,028	0,000	Significant

Based on Table 11, Job Satisfaction, Work Discipline, and Work Engagement each have a positive and significant effect on personnel performance because all calculated t values are > t table (2.028) and the significance is 0.000 < 0.05. Thus, all partial hypotheses are accepted.

Table 12 F-Test Results (Simultaneous)

	Variables	F count	Ftable	Sig.
1	Regression	69,790	2.87	0.000b
	Residual			
	Total			

Based on Table 12, job satisfaction, work discipline, and work engagement simultaneously have a positive and significant effect on personnel performance, with F count 69.790 > F table 2.87 and a significance of 0.000 < 0.05. Thus, Ha_4 accepted.

Table 13 Results of the Coefficient of Determination (R2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

1	.924a	0.853	0.841	1,877
a. Predictors: (Constant), Work Engagement (X3), Job Satisfaction (X1), Work Discipline (X2)				
b. Dependent Variable: Personnel Performance (Y)				

Based on Table 14, the R Square value of 0.853 indicates that job satisfaction, work discipline, and work engagement are able to explain 85.3% of the variation in personnel performance, while 14.7% is influenced by other factors outside the study. The Adjusted R Square value of 0.841 indicates the model's ability after adjustment of 84.1%.

DISCUSSION

1. The Influence of Job Satisfaction on the Performance of Human Resources Personnel of the Bandar Lampung Police

Based on the t-test results, the job satisfaction variable obtained a t-value of 6.327, greater than the t-table of 2.028 (6.327 > 2.028), with a significance value of 0.000 < 0.05. Thus, Ha1 is accepted and Ho1 is rejected. These results indicate that job satisfaction has a positive and significant effect on the performance of BagSDM Polresta Bandar Lampung personnel. This means that the higher the job satisfaction felt by personnel, the better the resulting performance.

These results indicate that personnel's positive feelings about their work can foster enthusiasm, responsibility, and a willingness to complete work optimally. In the context of the Bandar Lampung Police Human Resources Department (BagHR), job satisfaction can be related to harmonious working relationships, a supportive work environment, career development opportunities, and comfortable working conditions for personnel.

The findings of this study align with the theory of Robbins and Judge (2021), which explains that job satisfaction is a person's positive feelings about their job that emerge after evaluating job characteristics. High job satisfaction can foster a positive attitude toward work, thereby supporting increased productivity and performance. These research findings also align with Mangkunegara's (2021) view that job satisfaction can foster better work morale, thus impacting the quality and quantity of work output.

The results of this study also support previous research by Triastutik (2025), which found that job satisfaction has a positive and significant effect on employee

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

performance. Furthermore, research by Azhari and Supriyatin (2021) also showed that job satisfaction is a factor that can improve employee performance. Therefore, the results of this study are consistent with previous theory and research that increased job satisfaction can be followed by improved employee performance.

2. **The Influence of Work Discipline on the Performance of Human Resources Personnel of the Bandar Lampung Police**

Based on the results of the t-test, the work discipline variable obtained a t-count value of 8.603, greater than the t-table of 2.028 (8.603 > 2.028), with a significance value of 0.000 < 0.05. Thus, Ha2 is accepted and Ho2 is rejected. These results indicate that work discipline has a positive and significant effect on the performance of BagSDM Polresta Bandar Lampung personnel. This means that the higher the work discipline of personnel, the higher the performance achieved.

These results indicate that discipline is a crucial factor in personnel performance. Personnel who are aware of the need to comply with regulations, attend and complete work on time, follow procedures, and fulfill their responsibilities according to regulations will be more capable of producing effective work and minimizing errors.

These findings align with Hasibuan's (2019) theory, which states that work discipline is a person's awareness and willingness to comply with all applicable organizational regulations and norms. The better the work discipline, the higher the work performance. In the context of the Bandar Lampung Police Human Resources Division, discipline is crucial because work execution is related to administration and human resource management, which requires punctuality, adherence to procedures, and responsibility.

The results of this study align with those of Azhari and Supriyatin (2021), which showed that work discipline has a positive and significant impact on employee performance. These results also support the research of Triastutik (2025), which showed that work discipline can improve employee performance. Thus, the results of this study reinforce Hasibuan's theory and previous research that work discipline is a crucial factor in improving personnel performance.

3. **The Influence of Work Engagement on the Performance of Human Resources Personnel of the Bandar Lampung Police**

Based on the t-test results, the work engagement variable obtained a t-value of 6.228, greater than the t-table of 2.028 (6.228 > 2.028), with a significance value of 0.000 < 0.05. Thus, Ha3 is accepted and Ho3 is rejected. These results indicate

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

that work engagement has a positive and significant effect on the performance of personnel of the Human Resources Department of the Bandar Lampung Police. This means that the higher the work engagement of personnel, the better the performance produced.

Work engagement describes a state in which employees are passionate about their work, feel involved in their work, and give their full attention to the tasks at hand. Employees with high levels of work engagement tend to be more enthusiastic, focused, dedicated, and willing to deliver their best work results.

The results of this study align with Schaufeli's (2021) theory, which explains that work engagement is a positive state related to work and is characterized by vigor, dedication, and absorption. Personnel who exhibit energy, dedication, and full involvement in their work are better able to give their best effort in completing tasks, thereby improving performance.

The results of this study also support the research of Putri and Santoso (2023), which found that work engagement positively impacts employee performance. These findings indicate that the stronger an individual's engagement with their work, the greater their tendency to exert effort and achieve better work results. Therefore, this study's findings are consistent with Schaufeli's theory and previous research that work engagement is a factor that can improve employee performance.

4. **The Influence of Job Satisfaction, Work Discipline, and Work Engagement on the Performance of Human Resources Personnel of the Bandar Lampung Police**

Based on the results of the F test, the calculated F value was 69.790, greater than the F table of 2.87 (69.790 > 2.87), with a significance value of 0.000 < 0.05. Thus, Ha4 was accepted and Ho4 was rejected. These results indicate that job satisfaction, work discipline, and work engagement simultaneously have a positive and significant effect on the performance of BagSDM Polresta Bandar Lampung personnel.

The results of the coefficient of determination test show an R Square value of 0.853, which means that 85.3% of the variation in personnel performance can be explained by job satisfaction, work discipline, and work engagement, while the remaining 14.7% is explained by other factors outside the research model.

These results indicate that employee performance is not influenced by a single aspect, but rather by a combination of employee psychological conditions and work behaviors. Job satisfaction positively impacts employee attitudes toward work, work

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

discipline ensures work is carried out according to regulations and responsibilities, while work engagement encourages employee enthusiasm, dedication, and involvement in completing tasks.

These findings align with the theoretical basis of the study, which explains that job satisfaction, work discipline, and work engagement are internal factors that can contribute to performance. The results also support the research of Tera Triyantara and Agus Saepul Rochman (2022), which found that job satisfaction and work discipline jointly have a positive effect on employee performance. Furthermore, research by Putri and Santoso (2023) shows that work engagement can improve productivity and work quality.

Thus, the research results strengthen the theory and findings of previous research that improving the performance of Bandar Lampung Police Human Resources Bag personnel needs to be done in an integrated manner through increasing job satisfaction, implementing consistent work discipline, and strengthening personnel work engagement.

CONCLUSION

Based on the research results, it can be concluded that job satisfaction, work discipline, and work engagement each have a positive and significant effect on the performance of Bandar Lampung Police Human Resources Division personnel. Simultaneously, the three variables also have a positive and significant effect on personnel performance, with an R Square value of 0.853 indicating that 85.3% of performance variation can be explained by job satisfaction, work discipline, and work engagement, while 14.7% is influenced by other factors outside the research model. Work engagement has the largest regression coefficient, making it the most dominant variable in improving personnel performance. Practically, these results indicate that performance improvements can be achieved through creating working conditions that increase satisfaction, consistent application of discipline, and strengthening the spirit, dedication, and involvement of personnel in carrying out their duties.

This study has limitations in the relatively small sample size of 40 personnel, and was only conducted at the Human Resources Division of the Bandar Lampung Police, so the results cannot necessarily be generalized to other police organizations or work units. In addition, the study only used three independent variables, so there are still other factors that could potentially influence personnel performance. Future research is recommended to involve a larger number of respondents and a wider organizational

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

scope, as well as considering other variables such as leadership, work motivation, work environment, organizational culture, and compensation. For the Human Resources Division of the Bandar Lampung Police, the results of this study can be used as evaluation material to improve the quality of the work environment, strengthen the implementation of discipline, and create conditions that can increase personnel engagement so that performance can be maintained and improved continuously.

BIBLIOGRAPHY

Azhari, R., & Supriyatin. (2020). Pengaruh kepuasan kerja, disiplin kerja, dan motivasi kerja terhadap kinerja karyawan PT Pos Indonesia Surabaya. *Jurnal Ilmu dan Riset Manajemen, 9*(6).

Elinda, D., & Sitohang, F. M. (2022). Pengaruh kepuasan kerja, disiplin kerja dan komunikasi terhadap kinerja karyawan (Studi pada CV. Adela Berkah Abadi Gresik). *Jurnal Ilmu dan Riset Manajemen, 11*(11).

Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (Edisi 10). Badan Penerbit Universitas Diponegoro.

Hasibuan, M. S. P. (2019). *Manajemen sumber daya manusia*. Bumi Aksara.

Mangkunegara, A. A. A. P. (2021). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.

Putri, & Santoso. (2023). Pengaruh *work engagement* terhadap kinerja karyawan.

Ramadan, T. A. R., & Endriastuty, Y. (2025). Pengaruh kepuasan kerja terhadap kinerja karyawan. *Indonesian Journal of Management Science, 4*(2), 129–136. https://doi.org/10.46821/ijms.v4i2.713

Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior* (18th ed.). Pearson.

Schaufeli, W. (2021). Engaging leadership: How to promote work engagement? *Frontiers in Psychology, 12*, Article 754556. https://doi.org/10.3389/fpsyg.2021.754556

Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.

Tera Triyantara Hani, T. R., & Rochman, A. S. (2022). Pengaruh disiplin kerja terhadap kinerja pegawai. *Indonesian Journal of Education and Social Science, 1*(2), 75–83. https://doi.org/10.56916/ijess.v1i2.226

Triastutik, J., Sarwoko, E., & Sedyastuti, K. (2025). Pengaruh kepuasan kerja terhadap kinerja karyawan dimediasi oleh disiplin kerja. *Qomaruna: Journal of Multidisciplinary Studies, 2*(1), 154–163. https://doi.org/10.62048/qjms.v2i1.74

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.