

The Influence of Work Discipline and Organizational Commitment on Employee Performance at the Department of Food Security, Agriculture and Fisheries Service of Majalengka Regency

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ABSTRACT

This study was conducted to examine the influence of work discipline and organizational commitment on employee performance at the Food Security, Agriculture, and Fisheries Service of Majalengka Regency (DKP3). The research used an associative quantitative approach with a causal relationship design. The study population consisted of 363 employees, with a sample of 79 respondents selected using the Slovin formula and a simple random sampling technique. The collected data were processed using multiple linear regression analysis with SPSS version 27. The results revealed that, partially, work discipline had a positive and significant influence on employee performance ($t\text{-count} = 3.512 > t\text{-table} = 1.991$). Organizational commitment was also proven to have a positive and significant influence on employee performance ($t\text{-count} = 4.037 > t\text{-table} = 1.991$) and was more dominant than work discipline. Simultaneously, these two factors significantly affected employee performance, as indicated by an F-count value of 18.074. The coefficient of determination showed that work discipline and organizational commitment accounted for 32.2% of the variance in employee performance, while the remaining variance was influenced by other variables outside the scope of this study.

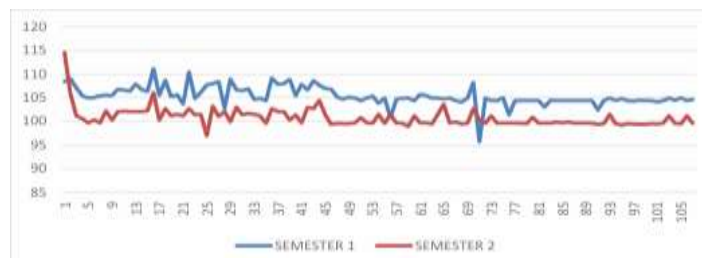
INTRODUCTION

Amid the dynamics of modern governance, which demand operational speed and transparency, the performance of the State Civil Apparatus (Aparatur Sipil Negara [ASN]) has become increasingly crucial (Firdausijah, 2022; Reta, 2024; Sabtian et al., 2024). The Majalengka Regency DKP3 is a strategic agency that plays a role in supporting food security, agricultural sector management, and fisheries development (Achmad, 2023; Hakim et al., 2025; Lestari¹ & Setiyowati, 2023; Munibah & Firmansyah, 2024). Since the merger between the Department of Agriculture and Fisheries and the Center for Extension and Food Security in 2020 (Berliana, 2023), DKP3 Majalengka has been required to improve efficiency and strengthen cross-sector coordination in facing increasingly complex challenges.

Theoretically, work discipline is defined as a pattern of employee attitudes and behaviors that demonstrates consistent adherence to laws, norms, and workplace procedures, thereby helping the organization achieve its goals (Alkaf et al., 2024; Dehotman, 2023; Dewa, 2023; Tasya et al., 2024; Ugoani & Ibeenwo, 2024). On the other hand, organizational commitment emerges as a key element that helps shape and strengthen individual performance within an organization. Although these two constructs have long been recognized as key drivers

of improved employee performance in the human resource management literature, findings from previous empirical studies indicate that their effects are not always uniform. Research conducted by Rahayu and Dahlia (2023) at the Human Resources Development Agency (BKPSDM) and the Ogan Komering Ulu Civil Service Agency (Kepegawaian) concluded that the implementation of work discipline and organizational commitment each had a positive impact on employee performance. Hidayat et al. (2021) found that work discipline did not have a positive impact on employee performance at the Muara Bungo Regency PMPD Office. However, organizational commitment still had a positive impact on employee performance.

Furthermore, Berliana's (2023) study highlighted internal data from Majalengka DKP3, which showed a decline in employee performance in 2021, particularly among civil servants (Pegawai Negeri Sipil [PNS]). This phenomenon was likely triggered by external factors such as post-merger organizational restructuring, which required strategic intervention to restore and optimize human resources within the agency. Amidst the dynamics of modern governance that demand operational speed and transparency, the performance of the State Civil Apparatus (ASN) is becoming increasingly crucial. The Majalengka Regency DKP3 is a strategic agency that plays a role in supporting food security, agricultural sector management, and fisheries development. Since the merger



Picture 1. 2021 Performance Assessment
 Source: *sirancage.majalengkakab.go.id*

Based on this phenomenon, there is a research gap that requires more comprehensive examination. This study focuses not only on civil servants but also on all employees at the Department of Food Security, Agriculture, and Fisheries Service of Majalengka Regency (DKP3). Furthermore, this research aims to re-examine the consistency of the theoretical framework regarding the influence of work discipline and organizational commitment on employee performance. This is based on inconsistencies in previous research findings, along with the phenomenon of declining employee performance in 2021, which has not been comprehensively studied across all categories of the workforce.

Work discipline is a crucial tool for shaping employee behavior to comply with organizational regulations, thereby creating an orderly and harmonious work environment (Adawiyah, 2022). Furthermore, discipline serves as a means of communication between supervisors and employees, encouraging work activities that align with organizational norms.

According to Basrowi and Dewi (2024), work discipline is an individual's quality of consistently demonstrating compliance, dedication, and loyalty to policies and professional responsibilities. Meanwhile, Rifa'i (2024) views discipline as an individual's voluntary willingness to comply with applicable work rules and standards. Hasibuan (2016) explains that work discipline reflects an individual's level of awareness and willingness to comply with various rules within an organization. According to Hasibuan (2016), the indicators of work discipline are compensation, a sense of justice, close supervision, punishment, firmness, and humanitarian relationships.

Organizational commitment reflects an employee's sense of loyalty to the organization, demonstrated by a desire to remain with and contribute to achieving the institution's goals.

Moorhead and Griffin (2013), in Yusuf and Syarif (2017), define organizational commitment as a form of identification and emotional attachment of an individual to the organization. Furthermore, Mowday, Porter, and Steers (1978), in Rohman et al. (2023), explain that organizational commitment is the level of involvement and recognition an individual has toward their organization.

Allen and Meyer (1997, in Idrus, 2022) propose three dimensions of organizational commitment, namely emotional attachment, consideration of benefits and losses, and normative commitment. Employee performance refers to the results a person achieves when performing work effectively and efficiently. Robbins (1996), in Suwindia and Kurnia (2021), states that performance encompasses speed in achieving goals and efficiency in using available resources. Sari et al. (2021) define performance as an individual’s actual behavior in carrying out tasks that contribute to the organization.

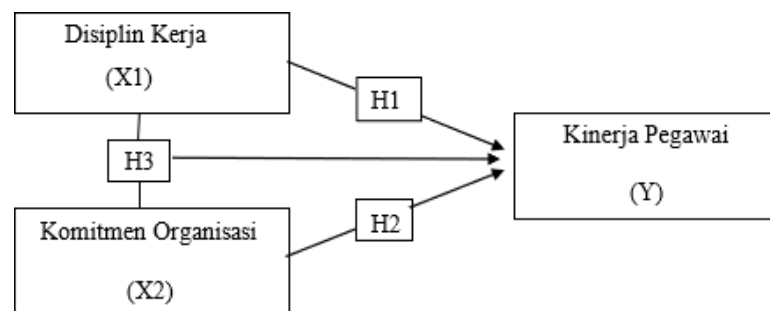
According to Rezeki (2019), performance demonstrates a person’s ability to achieve established targets. Meanwhile, Bernardin and Russell (1993, in Huseno, 2016) define performance as “...the record of outcomes produced on a specified job function or activity during a specified time period.” This definition emphasizes that performance is the result of work completed over a certain period of time. The indicators of the employee performance variable, adopted from Bernardin and Russell’s opinion (1995, in Huseno, 2016), include six aspects, namely quality, quantity, timeliness, cost-effectiveness, need for supervision, and personal impact.

METHOD

Research Design

This study applied an associative quantitative approach to examine the hypothesized significant effects among the variables. The independent variables were work discipline (X1) and organizational commitment (X2), while the dependent variable was employee performance (Y).

Picture 2. Research Framework



H1: Work Discipline has a significant positive influence on Employee Performance.

H2: Organizational Commitment has a significant positive influence on Employee Performance.

H3: Work Discipline and Organizational Commitment simultaneously have a significant positive influence on Employee Performance.

Population and Sample

The following is a sample of the entire population with a total of 363 respondents:

Information:

n = sample sought

N = population size

e = error level tolerance 0.1 (10%)

$$n = \frac{N}{1 + N \cdot e^2}$$

$$n = \frac{363}{1 + 363 \cdot (0,10)^2} = \frac{363}{1 + 363 \cdot 0,01} = \frac{363}{4,63} \approx 78,397$$

Based on the calculations, the sample size was 79 respondents. Simple random sampling was chosen to ensure that every element of the population had a chance of being selected, with the data collection process being carried out without regard to stratification levels such as job title or structural position.

Data Types and Sources

Primary data was obtained through direct distribution of questionnaires. The questionnaires were structured using a Likert scale. Meanwhile, secondary data was collected from various sources, such as internal organizational documents, official publication reports, scientific journal articles, and textbooks relevant to the research topic. Utilizing these various sources aims to strengthen the theoretical foundation and support the validation process of the empirical findings obtained from the primary data.

Data Analysis Techniques

Data analysis was performed using SPSS version 27. The analysis technique used descriptive and inferential statistics. Prior to hypothesis testing, the data were validated using the Cronbach's Alpha coefficient. This was followed by various other tests. Hypothesis testing was conducted using multiple linear regression analysis to determine the impact of work discipline and organizational commitment on employee performance.

Research Location and Time

This study was conducted in the DKP3 environment of Majalengka Regency, located at Jl. KH. Abdul Halim No. 31, Jatipamor Village, Panyingkiran District, Cijati Village, Majalengka Regency, West Java Province 45459. Data collection and field observations were carried out in January 2026.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 79 employees from the Majalengka Regency Department of Marine Affairs and Fisheries (DKP3) as respondents. To identify their profiles in depth, the data were grouped into four categories: gender, age, length of service, and highest level of education.

Tabel 1. Karakteristik Demografi Responden

Karakteristik Responden		Frekuensi (N)	Persentase (%)
Jenis Kelamin	Perempuan	52	65,8%
	Laki-laki	27	34,2%
	Total	79	100%
Lama Bekerja	0-5 Tahun	31	39,2%
	5-10 Tahun	15	19,0%
	>10 Tahun	33	41,8%
	Total	79	100%
Usia	<25 Tahun	4	5,1%
	26-35 Tahun	31	39,2%
	36-45 Tahun	20	25,3%
	>45 Tahun	24	30,4%
	Total	79	100%
Pendidikan	SMA/SMK	14	17,7%
	Diploma	7	8,9%
	S1	55	69,6%
	S2	3	3,8%
	Total	79	100%

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

Table 1. presented above illustrates that the distribution of respondent characteristics is dominated by the female group, with a total of 52 individuals or equivalent to 65.8% of the total sample. In terms of age group, the highest proportion was recorded in the 26–35 year range, involving 31 respondents or 39.2%. In terms of length of service, the majority group consisted of employees with experience >10 years, reaching 33 people or 41.8%. Meanwhile, in terms of final educational qualifications, the dominance was seen among bachelor's graduates (S1), with 55 respondents or 69.5%.

Instrument Test

The primary function of instrument testing is to measure the value of each observed variable. To ensure accurate and reliable data, the instrument must first be tested for validity and reliability.

Validity Test

Validity testing is carried out with the criteria of comparing the calculated r value to the r table $df = n-2$, n is the number of samples. With the number of respondents being 79 people, the calculation is $df = 79-2 = 77$. So, $df = 77$ then the r table for significance is $0.05 = 0.2213$ (0.221).

Tabel 2. Hasil Pengukuran Uji Validitas

Pernyataan	r hitung			r tabel	Keterangan
	Disiplin Kerja	Komitmen Organisasi	Kinerja Pegawai		
1	0,520	0,340	0,520	0,221	Valid
2	0,591	0,382	0,591	0,221	Valid
3	0,701	0,575	0,701	0,221	Valid
4	0,598	0,752	0,598	0,221	Valid
5	0,507	0,749	0,507	0,221	Valid
6	0,623	0,777	0,623	0,221	Valid
7	0,524		0,524	0,221	Valid
8	0,478		0,478	0,221	Valid
9	0,773		0,773	0,221	Valid
10	0,858		0,858	0,221	Valid
11	0,470		0,470	0,221	Valid
12	0,704		0,704	0,221	Valid
13	0,467			0,221	Valid
14	0,337			0,221	Valid
15	0,434			0,221	Valid
16	0,397			0,221	Valid

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

Reliability Test

Reliability testing was conducted to verify the consistency of the data generated by the questionnaire instrument in this study. A measuring instrument must have a value greater than 0.60, as is the standard commonly applied in analysis.

Table 3. Results of the Reliability Test

Variabel	Number of Items	Cronbach Alpha	Standard Reliability Cronbach Alpha	Remarks
Work Discipline	16	0,860	0,60	Reliabel
Organizational Commitment	6	0,679	0,60	Reliabel
Employee Performance	12	0,868	0,60	Reliabel

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

The feasibility test found all variable instruments to be reliable. The scores were as follows: X1 (0.860), X2 (0.679), and Y (0.868). The high level of internal consistency for each statement item confirms that this measuring instrument is stable and ready for use in further analysis.

Classical Assumption Test

The estimated value using the Ordinary Least Squares (OLS) approach can only be obtained if the classical assumptions are met, which are evaluated through a series of statistical tests as follows:

Normality Test

The main purpose of normality testing is to see if the residual values in the regression framework are normally distributed, which is also an indicator that the model is eligible for analysis using parametric statistical methods.

Table 4. Normality Test Results
One Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	79
Test Statistics	0,066
Asymp.Sig. (2-tailed)	0,200

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

The Kolmogorov-Smirnov normality test obtained an Asym.Sig of 0.200. Since the value is > 0.05 , the data is normally distributed.

Multicollinearity Test

To ensure that the variables are not excessively correlated, a multicollinearity test is performed as a prerequisite for the analysis. This study uses the VIF and Tolerance parameters to measure the degree of correlation between these variables.

Table 5. Multicollinearity Test Results
Coefficients^a

Variable	Tolerance	Collinearity Statistics
		VIF
Disiplin Kerja	0,956	1,046
Komitmen Organisasi	0,956	1,046

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

In the Coefficient table results, the Tolerance values for variables X1 and X2 are 0.956 and the VIF is 1.046, respectively. Because the Tolerance value is above 0.10 and the VIF does not exceed 10, multicollinearity is present in this regression.

Heteroscedasticity Test

To maintain the quality of the regression model, a heteroscedasticity test was carried out to see the consistency of residual variance between observations.

Table 6. Heteroscedasticity Test Results

Coefficients^a		
Variable	t	Sig.
Work Discipline	-1,786	0.078
Organizational Commitment	-0.506	0.614

Source: SPSS Version 27 Output Results in 2026

Using the Glejser test on the coefficient table, a regression test was performed. The results above show that the significance values for X1 (0.078) and X2 (0.614) are above the minimum standard of 0.05, indicating that both are free from heteroscedasticity.

Regression Analysis

Multiple Regression Analysis

Multiple linear regression models were carried out to measure the impact of variables X1 and X2 on variable Y.

Table 7. Multiple Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.073	7.805		1.034	.304		
	Disiplin Kerja	.359	.102		3.512	<,001	.956	1.046
	Komitmen Organisasi	.672	.167		4.037	<,001	.956	1.046

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

Based on the analysis results in Table 7, the regression equation can be structured as follows:

$$Y = 8.073 + 0.359 X_1 + 0.672 X_2$$

The results of the multiple linear equations above show that:

- The Constant value (α) of 8.073 indicates that if Work Discipline and Organizational Commitment are zero, then the Employee Performance value is 8.073.
- The regression coefficient for X1 of 0.359 indicates a positive influence. Every one-unit increase in Work Discipline will increase Employee Performance by 0.359 units.
- The regression coefficient for X2 of 0.672 indicates a positive influence. Every one-unit increase in Organizational Commitment will increase Employee Performance by 0.672 units.

The regression test results indicate that the coefficient of the organizational commitment variable is recorded at a higher level than the coefficient of the work discipline variable. This phenomenon underscores the tendency that optimal employee performance is more influenced by affective bonds and loyalty to the organization's vision, rather than external supervision through regulations or formal work schedules. Given the role of the Majalengka Regency DKP3, which focuses on public service, motivation derived from organizational commitment has been shown to have a far more effective impact on performance achievement in the field.

Hypothesis Testing

T test (Partial)

The t-test is used to determine the impact of each variable. The test is performed by first finding the t-value in the table.

Table 8. t-test results (partial)

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.073	7.805		1.034	.304		
	Disiplin Kerja	.359	.102		3.512	<.001	.956	1.046
	Komitmen Organisasi	.672	.167		4.037	<.001	.956	1.046

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

Based on the results of the t-test above, the following results were obtained:

Based on the analysis of the coefficient table 4.8 that has been presented, the calculated t value is 3.512. While the significance value (Sig.) <0.001, which is clearly below the 0.05 limit. Thus, H0 is rejected, and H1 is accepted. This finding indicates that the work discipline variable (X1) provides a positive and significant contribution to improving performance (Y), as supported by a positive t value and a strong level of significance.

Based on the coefficient table data 4.13, the t-test coefficient value for the organizational commitment variable was obtained at 4.037 with a significance value (Sig.) <0.001 which is far below 0.05. Therefore, H0 is rejected and H2 is accepted. This conclusion confirms that organizational commitment (X2) significantly and positively influences employee performance (Y), where the strength of this influence is reflected in the high t-value.

F Test (Simultaneous)

To find the F-table value, a significance level of 0.05 is used with the following conditions:

df1 (k) = 2 (number of independent variables)

df2 (n - k - 1) = 79 - 2 - 1 = 76

From the F-distribution table, an F-table value of 3.12 is obtained, with the following testing criteria:

- 1) If F-count > F-table and Sig. value < 0.05, then Ha is accepted (there is a simultaneous effect).
- 2) If F-count < F-table and Sig. value > 0.05, then Ha is rejected (there is no simultaneous effect).

Table 9. F Test Results (Simultaneous)
ANOVA^a

Model	Sum of Square	df	Mean Square	F	Sig.	
1	Regression	573.656	2	286.828	18.074	<.001 ^b
	Residual	1206.116	76	15.870		
	Total	1779.772	78			

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

The calculated F value was recorded at 18.074 with a sig. 0.001, which is statistically very strong. When compared with the Ftable value of 3.12 (18.074 > 3.12) and considering a sig. 0.05, H3 is accepted, while H0 is rejected. This simultaneous test shows that X1 and X2 simultaneously influence Y in DKP3 Majalengka.

Coefficient of Determination (R Square)

The following are the results of the R square analysis test.

Table 10. Determination Coefficient Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.322	.304	3.984

Sumber: Hasil Output SPSS Versi 27 pada tahun 2026

The Model Summary Results presented above, R² recorded 0.332, which clearly if X1 and X2 together explain 32.2% of the variation in Y) in DKP3 Majalengka Regency. Meanwhile, the remaining proportion of 67.8% is statistically caused by the influence of other factors.

The Influence of Work Discipline (X1) on Employee Performance (Y)

Partial hypothesis testing through t-analysis yields 3.512, X1, which is statistically 1.991 and sig. 0.001. This empirical finding convincingly confirms that X1 has a positive impact on Y in DKP3 Majalengka Regency. The regression coefficient of 0.359 indicates that every one unit increase in the work discipline dimension will be followed by an increase in employee performance of 0.359 units, which reflects a strong and predictive linear relationship between the two constructs.

The results of this analysis demonstrate that consistent adherence to organizational regulations, accuracy in carrying out duties, and a high level of responsibility towards work procedures are fundamental to achieving optimal and sustainable work performance. These findings align with those of Wau et al. (2021) and Sitorus et al. (2025), who also found that work discipline is crucial in determining performance in government agencies.

The Effect of Organizational Commitment (X2) on Employee Performance (Y)

The partial hypothesis test X2 yielded a calculated t-value of 4.037, significantly exceeding the t-value of 1.991 at a significance level of 0.001. These empirical statistical results clearly confirm that organizational commitment positively influences employee performance. In this context, the regression coefficient value of 0.672 explains that the contribution of this commitment variable is proven to be more dominant and stronger than the influence of the work discipline variable.

The dimensions of emotional attachment (affective), sense of obligation (normative), and consideration of career sustainability (continuity) collectively form a deep psychological bond, so that employees feel a greater sense of responsibility to dedicate optimal effort to the advancement of the organization. These dimensions not only create intrinsic loyalty but also trigger motivation that shifts work orientation from mere formal obligation to ongoing voluntary commitment.

In line with Laksmi et al. (2021), who consistently explain that strong organizational commitment naturally triggers improved performance of Civil Servants through the internalization of institutional values. This empirical support strengthens the argument that developing commitment should not be considered a secondary process, but rather a core strategy in human resource management in government.

The Effect of Work Discipline (X1) and Organizational Commitment (X2) on Employee Performance (Y)

The simultaneous test results from the ANOVA table show 18.074. This empirical evidence indicates that variables X1 and X2 influence Y with positive and significant results in the DKP3 of Majalengka Regency. These statistical findings not only confirm the acceptance

of the overall research hypothesis but also strengthen the position of these two factors as essential predictors within the framework of bureaucratic performance.

R^2 recorded a value of 0.322, which explains that the independent variables X1 and X2 together are able to explain 32.2% of the variation in Y. The remaining proportion of 67.8% is influenced by external and contextual elements that are outside the scope of this study, such as work environment factors, additional intrinsic motivation, or transformational leadership dynamics.

CONCLUSION

Based on the synthesis of the data analysis and the discussion presented earlier, it can be concluded that work discipline and organizational commitment, both partially and simultaneously, had a positive and significant effect on employee performance at the Department of Food Security, Agriculture, and Fisheries Service of Majalengka Regency, with a combined contribution of 32.2%. The remaining percentage was influenced by other factors outside the scope of this study. This study had limitations in terms of research duration, geographical scope, and the number of variables analyzed. Therefore, the agency is advised to continue improving supervision and discipline enforcement, while also strengthening affective commitment through coaching, open dialogue, appreciation, and employee competency development. Future researchers are encouraged to examine other relevant variables to obtain a more comprehensive understanding of the factors affecting employee performance in government agencies.

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