

The Influence of Work Motivation, Organizational Culture, and Work Environment on the Work Discipline of Employees PT Inti Karya Persada Teknik

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Abstract: The phenomenon of declining of work discipline occur at PT Inti Karya Persada Teknik or commonly known as IKPT. IKPT is one of the EPCC (Engineering, Procurement, Construction and Commissioning) company in Indonesia. The purpose of this study was to determine the effect of work motivation (X1), organizational culture (X2) and work environment (X3) on the work discipline (Y) of IKPT employees. The type of research used in this study is descriptive quantitative using the method of linear regression analysis with IBM SPSS 22nd version. The object of this study was all IKPT employees in the home office with 948 total of employees and 123 respondents were determined using the stratified random sampling technique and 95% Slovin. There is a significant effect simultaneously, but partially the results show the significant influence on organizational culture (X2) and work environment (X3) variables on work discipline (Y), but work motivation (X1) has no effect on work discipline (Y).

Key Words: work motivation, organizational culture, work environment, work discipline.

1. Introduction

The quality of work discipline reflects the level of employee's responsibility towards tasks assigned to them, therefore good work discipline is expected to increase productivity and performance of employees. Furthermore, discipline is an important factor in work, where the higher the level of discipline of employees, the higher the work performance will be achieved. On the other hand, if employee discipline is decreasing, besides having an impact on employee performance, it will certainly have a negative impact on the company, especially on products or services produced by the company.

The phenomenon of indiscipline occurs at PT Inti Karya Persada Teknik and commonly known as IKPT. Is one of the EPCC companies (Engineering, Procurement, Construction, and Commissioning) in Indonesia having its address at M.T. Haryono street plot 4-5, Jakarta, the company was founded in 1982 and became the object of this research.

In EPCC business, a project is carried out sequentially starts from Engineering Division for the making a design, planning, and making material requirements project then continues to Procurement Division for the purchasing of the material, then forwards to Construction Division for the construction processing and finally Commissioning for operational testing of the construction results. This shows how important the discipline of work in an EPCC company. Because of that, there is no tolerance for not working in a disciplined manner in IKPT because this will fatally affect the results and project completion time and also the project cost.

From 2017 data, it can be seen that the level of work discipline of employees of IKPT is still low, this can be proven in the table of attendance, tardiness, and lost time as in the following table.

Table 1. Absence, Tardiness and Lost Time of Employees of PT Inti Karya Persada Teknik on 2017

Semester	Absence	Tardiness	Lost Time
January - June	0.01%	8.74%	6.21%
July - December	0.01%	6.82%	7.34%

Source: Human Capital Division of IKPT (2017)

Pre-research was conducted by distributing questionnaires to General Managers, Department Managers, and Work Group Leaders at the IKPT with a total sample of approximately 50 people. From the 16 respondents, the results showed that the three variables that had the greatest influence on work discipline, as much as 27.08% of respondents chose work motivation, 16.67% chose organizational culture, and 16.67% chose the work environment. Especially the three variables have not been implemented properly.

From the illustration, it can be seen that IKPT is currently experiencing serious problems in work discipline, although it may only limited to a small number of employees, but sooner or later will have a negative impact on the attitudes and behavior of other employees, and this will certainly impact the company productivity and performance. According to the urgency above, it is important to be studied scientifically with the aim of 1) to analyze the influence of work motivation on the work discipline of employees of PT Inti Karya Persada Teknik, 2) to analyze the influence of organizational culture on the work discipline of employees of PT Inti Karya Persada Teknik, 3) to analyze the influence of work environment on the work discipline of employees of PT Inti Karya Persada Teknik and 4) to analyze the influence of work motivation, organizational culture and work environment on the work discipline of employees of PT Inti Karya Persada Teknik.

2. Literature Review

Priyono dan Marnis (2008:265) said that motivation is encouragement or energy that can move the body and soul to do something. David McClelland explains the theory of needs that commonly referred to as McClelland's theory of needs, which is that there are 3 facts that influence work motivation (Robbins and Judge, 2014: 207), that is Need for achievement, Need for power and Need for affiliation. Research conducted by Billman (2017), Palupi (2018), Indrawan (2016), Kamsinah (2015), Murwanto and Nugroho (2014), Fangidae (2016), Nugroho (2016), Sugiyatmi, Minarsih and Gagah, (2016), and research conducted by Sihombing (2015) has proven that work motivation has an influence on employee work discipline.

Robbins and Judge (2014:512) stated that organizational culture is something that is related to a system within an organization or company that is held and interpreted together by all members or employees so that it can differentiate an organization with other organizations. Furthermore, there are 7 main characteristics and is the core of organizational culture that is innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. The research conducted by Sugiharjo, (2016), Damayati and Fakhri (2014), Pribadi and Herlena (2015), Oktaviani and Saragih (2017), Safira (2015) and research conducted by Sudharma (2013) prove that organizational culture has an influence towards employee work discipline.

Sutoyo (2016) said that the work environment is a condition around the workplace both physically and non-physically which has an impact on pleasure, security, and tranquility. According to Sedarmayanti (2001:21) in general the work environment is divided into 2 types, besides Sihombing (2015) also mentions the same thing and that is physical work environment and non-physical work environment. The research conducted by Indrawan (2016), Mujib and Indartono (2015), Murwanto and Nugroho (2014), Nugroho (2016), Yugusna, Fathoni and Haryono (2016), Sugiyatmi, Minarsih and Gagah, (2016), Sihombing (2015) and research conducted by Sudharma (2013), proves that the work environment influences work discipline.

According to Hasibuan (2014:193) in the book Human Resource Management states that discipline is the awareness and willingness of an individual to obey all the rules of the organization or company and the norms that apply. There is 3 dimension of work discipline that is obey the rules of time, do work well and obey the rules and norms.

Based on the theoretical review related to work motivation, organizational culture, work environment, and work discipline as described, the author makes a research framework. The framework aims to provide an overview of the interrelationships between variables studied, to find out the most dominant factors that influence employee work discipline. The framework are as follow:

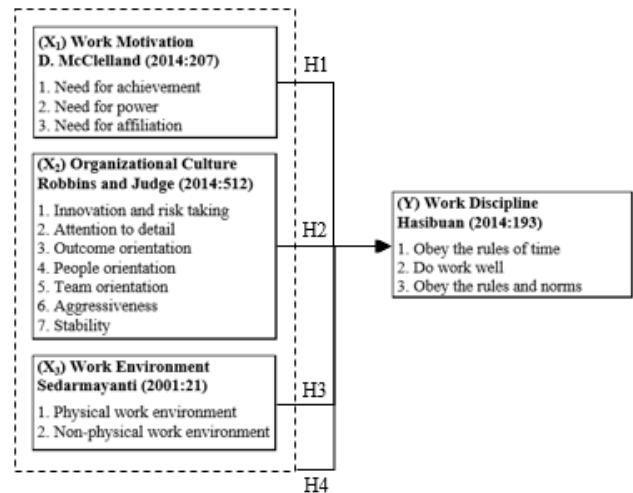


Figure 1. Framework

3. Methods

The type of research used in this study is descriptive quantitative. The object of this study was all IKPT employees in the home office with 948 total of employees and 123 respondents were determined using the stratified random sampling technique and 95% Slovin. Data collection is done by distributing questionnaires to the sample with the Likert scale 1 to 5.

Table 2. Total of Employees of IKPT

Division	NOS	Stratified	Slovin 95%
Project Control and IT	74	6%	5
Construction	102	11%	9
Finance and Asset	41	4%	2
Engineering	432	46%	95
Project	33	3%	1
Corporate Strategy	15	2%	0
Procurement	77	8%	5
Proposal	56	6%	3
Power Plant	21	2%	0
Continued Table 2.			
Human Capital	40	4%	2
Sales and Marketing	12	1%	0
QSHE&S	41	4%	2
Corporate Legal	4	0%	0
Total	948	100%	123

Source: Human Capital Division of IKPT (2018)

The instrument testing is used validity testing and reliability testing as the formula as in Figure 2 and 3. Furthermore, the classic assumption testing is used normality, multicollinearity and heteroscedasticities testing. The good data is if it normally distributed, there is no correlation between independent variables and not heterogeneous and for heteroscedasticity use Glesjer method.

$$r_{xy} = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{\{(\sum x^2) - (\sum x)^2\} \{n(\sum y^2) - (\sum y)^2\}}}$$

Figure 2. Validity Testing

$$r_{11} = \left(\frac{k}{k-1} \right) \left[1 - \frac{\sum \sigma b^2}{\sigma_1^2} \right]$$

Figure 3. Reliability Testing

Researcher used multiple regression analysis to analyze the influence of work motivation, organizational culture and work environment on work discipline of employees of IKPT.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Figure 4. Multiple Regression Analysis

The hypothesis testing used determination testing to find out the percentage of the independent variable simultaneously on work discipline of the employees of IKPT. Moreover used t testing and f testing to find out the influence of the independent variables partially and simultaneously. Besides that, researchers conducted correlation analysis between variable dimensions in order to find the strongest relationship between the independent variable and the dependent variable

$$KD = R^2 \times 100\%$$

Figure 5. Determination Testing

t test is done by comparing t count with t table, if t count is greater than t table then the hypothesis is accepted, means that there is an influence between the independent variable and the dependent variable, as well as the test f. Then if the significance value is smaller than 0.05, there is a significant influence between the independent variable and the dependent variable.

4. Result

The result showed that as many as 88% the employees of IKPT are Engineers, 79% are male, 57% is 20-30 years old, the majority are bachelor as many as 76%, and as many as 48% only have a work period of fewer than 5 years in IKPT. Validity testing showed that the data is valid and reliable as the Table 3 and 4.

Table 3. Validity Testing Result

Indictor	r
Work Motivation (X₁)	
M1. Opportunities for growth and achievement	.64
	3
M2. Appreciation of work results	.76
	8
M3. Employees involved in making decisions	.78
	0
M4. Employees relations are not only in the office	.75
	0
M5. Good relations between superiors and subordinates	.57
	3
Organizational Culture (X₂)	
B1. Opportunity to innovate at work	.49
	3
B2. Accurate and precise on work results	.57

B3. Employees are required to have a good analysis	.64
	2
B4. Job information is presented in detail	.47
	0
B5. Results are not from techniques or processes	.53
	2
B6. The development of HR for optimal results	.65
	7
B7. Focus on developing HR capabilities	.45
	1
B8. There is feedback and criticism to subordinates	.61
	0
B9. An appreciation for outstanding employees	.55
	2
B10. Clear target on team (Project)	.58
	5
B11. There is a solution if there are problem in the team	.77
	8
B12. Good communication and coord. within the team	.72
	4
B13. Clear on the guidelines for task implementation	.69
	3
B14. Competition in achievement is very competitive	.42
	8
B15. Recommend the companies to others	.38
	8

Work Environment (X₃)

L1. Good lighting, temperature of the workspace.	.47
	8
L2. Comfortable workspace for discussion	.57
	4
L3. Existing facilities can support the work	.69
	7
L4. The office is strategic located	.53
	3
L5. Cooperation between employees runs well	.73
	8
L6. Guidance and direction from the superiors	.71
	0
L7. Good relations between employees and residents of the environment	.49
	0

Work Discipline (Y)

D1. I always come and go home according to the rules	.82
	9
D2. I was never absent without information	.79
	7
D3. The task that I am working on is completed on time	.67
	2
D4. I am always at work during business hours	.84
	1
D5. I always obey the rules that apply	.88
	8

Valid if the t no greater than t table (.349)

Table 4. Reliability Testing Result

Variable	Alpha
Work Motivation (X ₁)	.779
Organizational Culture (X ₂)	.744
Work Environment (X ₃)	.741
Work Discipline (Y)	.807

Reliable if the Alpha greater than 0.60

Assumption testing showed that the data is normal, there is no multicollinearity, and no heteroscedasticity as the Figure 6, 7 and 8 below.

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		123
Normal Parameters	Mean	.0000000
	Std. Deviation	1.75425504
Most Extreme Differences	Absolute	.074
	Positive	.074
	Negative	-.053
Test Statistic		.074
Asymp. Sig. (2-tailed)		.097

a. Test distribution is Normal.

Figure 6. Normality Testing

The normality testing showed that the data is distributed normally with the Asymp. Sig (2-tailed) Unstandardized Residual Regression is 0.97, greater than 0.05.

Variable	Tolerance	VIF
Work Motivation (X ₁)	.806	1.240
Organizational Culture (X ₂)	.431	2.321
Work Environment (X ₃)	.464	2.155

a. Dependent Variable: Work Discipline

Figure 7. Multicollinearity Testing

Multicollinearity testing showed that the tolerance value is greater than 0,01 and VIF value is no greater than 0,10. So the result is not shown any multicollinearity between independent variables as the Figure 7 above.

Variable	Sig.
Work Motivation (X ₁)	.087
Organizational Culture (X ₂)	.085
Work Environment (X ₃)	.159

a. Dependent Variable: Work Discipline

Figure 8. Heteroscedasticity Testing

The heteroscedasticity testing was conducted using the Glesjser method, the result showed that the significance value on independent variables is greater than 0,05 as the Figure 8 above. So there is no heteroscedasticity problem. Multiple linear regression testing showed the result as the Figure 9 below. So the regression equation is $Y = 6,181 + 0,062 X_1 + 0,147 X_2 + 0,161 X_3 + e$.

Model	Coefficients			T	Sig.
	Unstandardized Coefficients	Std. Error	Standardized Coefficients		
	B		Beta		
1 (Constant)	6.181	1.523		4.059	.000
Work Motivation	.062	.076	.063	.824	.412
Organizational Culture	.147	.037	.417	4.014	.000
Work Environment	.161	.061	.265	2.647	.009

Dependent Variable: Work Discipline

Figure 9. Multiple Regression Linear Testing

Hypothesis testing conducted with determination coefficient testing, t testing (partial), and f testing (simultaneous). The determination coefficient testing showed that the value of multiple determination coefficient of 0,445. So that the three independent variables together explain the phenomenon that exists only at 44,5% as the Figure 10. The t testing (partial) showed that the work motivation is not influencing on work discipline, but the organizational culture and work environment influence significantly on work discipline as the Figure 9. But simultaneously with used f testing showed that the independent variables simultaneously significant influence on work discipline as Figure 11.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667	.445	.431	1.77623

a. Predictor: (Constant), Work Motivation, Organizational Culture, Work Environment

Figure 10. Determination Coefficient Testing

Model	Sum of Squares	df	Mean Square	f	Sig.
Regression	301.353	3	100.451	31.839	.000
Residual	375.444	119	3.155		
Total	676.797	122			

a. Dependent Variable: Work Discipline
b. Predictors: (Constant), Work Motivation, Organizational Culture, Work Environment

Figure 11. Simultaneously Testing (ANOVA)

5. Discussion

There is no influence of work motivation on the work discipline of IKPT employees, this is in line and supports the results of research conducted by Shendita (2015) and Susanty and Baskoro (2013), that work motivation does not influence work discipline. The implementation of work motivation at IKPT is was done implemented such as appreciation to outstanding employees and facilities for employees to engage in activities and associations with communities such as IKPT Football and Futsal Club (IFFC), IKPT Domino Club (IDC), IKPT Golf Club (IGC), IKPT Badminton Club (IBC), IKPT Yoga Club (IFY), and IKPT Bicycle Club (IBiC).

However, a good implemented of work motivation at IKPT is not influence on the work discipline employee. Almost 90% of IKPT employees are engineers, with high mobility and productivity tend to make them put aside work discipline, besides that the high hours of overtime certainly have an impact on the physical condition of employees so that it has an impact on attendance, tardiness and work productivity, also the employee tends to absent from working hour to get more rest time. This condition strongly supports the results of this study that work motivation is not able to influence the work discipline of employees of IKPT. Responding to these conditions, management made a policy that is sanctions against employees who are undisciplined and require leaders in each department to be able to be assertive to employees who are not disciplined. This has been proven to increase the work discipline of IKPT employees, especially in the discipline of

obedient time rules, where data delays in the last 3 (three) months have seen a decline from the average of 7.78% per month to 1.13%.

There is a significant influence of organizational culture on the work discipline of IKPT employees, this is in line with the research conducted by Sugiharjo (2016), Damayati and Fakhri (2014), and Pribadi and Herlena (2015).

Around the past four years, IKPT only does a few small projects because of difficulties in getting large projects so that the duration of the project was shorter. This condition has an impact on employee turnover where recruitment is done by adjusting the duration of the existing project, so that it has an impact on the organizational culture. Most IKPT employees are of productive age, this condition is a challenge for the IKPT management to continue to guarantee the application of a good organizational culture. The productive age can be called the millennial generation because it is between the ages of 20-30 years, the millennial generation has a tendency to be difficult to be directed, does not like to be bound by the company regulations and has less loyalty. This certainly influences the existing organizational culture and impacts on the work discipline of the IKPT employees.

In addition, high work mobility and high productivity of work, as well as the high demand for self-development of IKPT employees greatly impact on the conditions of employees both physically and psychologically. Starting from 2016, the IKPT has eliminated the budget for gathering activities, where the activity is very important and needs to be done as a means of refreshing, building a solid work team, strengthening brotherhood relations between employees, improving conflict and friction, building togetherness, and rebuilding enthusiasm for working better in this case is a work discipline. Because if it is related to the correlation analysis between dimensions from each variables, the results showed that there is a relationship between the organizational culture oriented to the team and work discipline especially in obeying the rules of time. Good communication in a team provides a sense of comfort both in personal and professional relationships, so that supporting each other to be able to work with good work discipline in the company and productivity will also increase. This shows the need for gathering activities to rebuild togetherness in a team, department, or project.

Any significant influence of work environment on the work discipline of IKPT employees, this is in line and support with the research conducted by Indrawan (2016), Mujib dan Indartono (2015), Murwanto dan Nugroho (2014) dan Nugroho (2016).

On the results of the correlation analysis between dimensions from each variable, the result showed that there is a relationship between the non-physical work environment and work discipline obeying the rules of time. So to create a good work discipline not only with a good physical work environment, but also a good non-physical work environment. These results are in line with the existing conditions as described in the discussion of the influence of organizational culture on work discipline, where lack of togetherness, communication, good cooperative relations between employees and superiors, and lack of guidance, encouragement or direction from superiors greatly influence the attitude of employees of IKPT in this case work discipline. Differences in background and point of view are the main factors destroying employee cooperation relationships, so things need to be done that can build togetherness between employees and superiors.

Not only with gathering activities, the activities such as competition between departments such as tardiness competition, work target competition, or competition outside of work such as sports.

Furthermore, office locations that are easily accessible using both private transportation and public transportation greatly influence the work discipline of employees especially in obeying the rules of time. The location of IKPT office is very strategic, which is traversed by the Transjakarta lane, inner city toll road and very close to the Cawang station. However, the government program to developing the LRT (Light Rail Transit) transportation infrastructure that crosses the IKPT office impacted in a traffic jam, so that employees had difficulty heading to the office located on M.T. Haryono Street. This condition greatly influences the work discipline especially in obeying the rules of time. Proven, that the good progress on the development of LRT transportation contributes to the increasing work discipline of employees of IKPT on the obeying the rules of time dimensions and that can reduce the level of the employee tardiness.

CSR (Corporate Social Responsibility) activities in the surrounding community seem not maximal implemented. But in the recent of years the company's CSR activities began to be carried out such as making speed bump on road access to the mosque located behind the office, contributing goats and cow at Eid al-Adha, participating in the success of the Republic of Indonesia's Independence Day in the area of RW 014 and Kelurahan Kebon Baru and also donating garbage carts to RT 002. However, CSR activities need to be improved so that the relations between the community and the employees can be comfortable and secure to work in that environment, so that can improve the work discipline of employees of IKPT.

Pre-research that was carried out before the researcher conducted more in-depth research related to the phenomenon of the decline in work discipline of employees at IKPT showed that the work motivation, organizational culture and work environment is not optimal implemented. So based on the pre-research and theoretical review related to work motivation, organizational culture, work environment, and employee work discipline, the author makes a research framework to find out whether the selected variables have an influence on work discipline both partially and simultaneously.

The results of the research conducted show that simultaneously the three variables namely work motivation, organizational culture and work environment have a significant influence on the work discipline of the IKPT employees. However, the three series of variables are only able to explain the phenomenon that occurs in the IKPT that is work discipline of 44.5% while the remaining 55.5% is influenced by other factors that not explained in this study and can be explained in subsequent studies.

In the pre-research results that there are two variables which are quite high but have less than the three selected variables, that is leadership styles and organizational commitment. Researchers assume that both of these two variables are better able to explain the phenomena that occur and have a significant effect, it is based on existing conditions where the management of IKPT takes firm action related to the low of work discipline of the employee through meetings with the leaders and provide an action firmly by terminating employment with employees who violate exceeding the tolerance given by the company. This is proven to improve the work discipline of IKPT employees, especially in the

discipline of obeying of time rules, where the data of tardiness in the last 3 (three) months seen decreasing with an average delay of 7.78% down to 1.13%.

6. Conclusion and Recommendation

The main objective of this study was to determine the influence of work motivation, organizational culture and work environment on the work discipline of employees of IKPT. Based on the results of the research and discussion as previously described, some conclusions can be obtained as follows: 1) Work motivation at the IKPT has no influence on employee work discipline, but work motivation has a positive direction. 2) Organizational culture has a significant influence on the work discipline of employees. The highest value of the relationship between dimensions is the relationship between team-oriented dimensions in the discipline of obeying time rules with the level of the relationship still in the medium category. 3) The work environment has a significant influence on the work discipline of employees of IKPT. The highest value of inter-dimensional relations is the relationship between the non-physical work environment and the discipline of obedient time rules with the level of the relationship still in the low category. 4) Work motivation, organizational culture and work environment together or simultaneously have a significant influence on the work discipline of employees. However, the three series of variables are only explain the phenomenon that occurs at 44.5% while the remaining 55.5% is influenced by other factors not explained in this study.

Based on the research results, the management of IKPT must continue to improve work motivation of the employee, because even if it does not influence to work discipline, it may influence to other dependent variables that not discussed in this study such as employee performance, turn over, and so forth.

There is a high relationship between organizational culture oriented to the team and work discipline obeying the rules of time but has a low scale. So, to improve the work discipline of IKPT employees, management or leaders in teams, departments or projects need to do a number of things that are focused and team-oriented, including: 1) Providing clear and detailed targets and planning in the execution of work, so that employees can carry out work properly and in accordance with the schedule and targets that have been set so as to provide good and optimal results. Management or leaders can use the SMART method (Specific, Measurable, Attainable, Relevant, Time Based) as the basis for determining the work target of the team, department, or project. 2) Need solutions and assistance on every obstacle faced in the team, the work need to refer to the existing BG (Business Guidance), but it needs to be reviewed whether the BG is still relevant to existing conditions. In addition, leaders must be more observant before giving assignments and responsibilities to employees, leaders need to look at employee capabilities and provide training for employees if necessary. Leaders are expected to not be rigid in discussing related obstacles, because the solutions does not only come from the leadership, but from colleagues, experience and results of the training. 3) Communication has an important role in a team, department or project, which acts as a means between different employees and put together to achieve goals. Leaders need to make communication as a culture in the company because the good communication can form relationships, exchange information, resolve conflicts, create job satisfaction, increase motivation, increase productivity and employee discipline.

Then, there is a relationship between the non-physical work environment and work discipline obeying the rules of time. To improve the work discipline of employees of IKPT, management needs to do several things related to the non-physical work environment, including: 1) In building and improving cooperative relations between employees, management needs to do a number of things for its employees, such as: equating vision and mission, building mutual trust, communicating intensively, holding joint activities, understanding their respective roles and responsibilities, having strong commitment and so on. 2) Management needs to do a good assessment by choosing an expert leader in the field of work needed and providing leadership training both inside and outside the company. Because ideal leaders are leaders who are honest, have brain intelligence and emotional who are good, have initiative, are responsible, trustworthy, willing to sacrifice, and love what they lead. 3) Need a PR (Public Reality) to formulate a strategy to maintain good relations with the community around the office, which is proposed in the form of Corporate Social Responsibility (CSR), expected to create closeness and external public trust in the company. Thus, a harmonious relationship between the company and the surrounding community will create a good image of the company. With this positive image indirectly will increase the trust of the members of the company to work comfortably.

To perfect this research, it may be possible to conduct further research for future researchers to conduct research related to the work discipline of IKPT employees using other variables such as workload, work stress, organizational climate or by using organizational commitment and leadership style variables. Based on observations conducted, the two variables, namely organizational commitment and leadership style are able to improve the work discipline of IKPT employees.

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