

Analysis of Digital-Based Employee Work Discipline Assessment System in Manpower and Transmigration Office

Siti Dita Pratiwi¹, Uus Mohammad Darul Fadli^{1*}, Ery Rosmawati¹

1 Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan, Karawang, Jl. HS Ronggo Waluyo, Teluk Jambe, Karawang 41361 West Java, INDONESIA

*Corresponding Author: uus.fadli@ubpkarawang.ac.id

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Abstract

Digitalization in government agencies has encouraged improved performance and efficiency. Many agencies have switched from manual to digital systems, including in the management of employee work discipline. This study aims to analyze the influence of digitalization on employee work discipline at the Manpower and Transmigration Office. This study uses a qualitative method with five informants as a sample. Data was collected through interviews, observations, and field surveys, then analyzed using the Miles and Huberman Model. The results show that digitalization improves employee work discipline by enabling real-time monitoring of attendance, tardiness, and working hours. The implementation of digital systems contributes to increasing employee compliance. The success of this system depends on employee understanding and adaptation, so continuous training, socialization, and evaluation are important factors in improving work discipline.

1. Introduction

The growth of digitalization in government agencies, especially in the Manpower and Transmigration Office, has brought significant changes. Many government agencies have now switched from manual work processes to online or digital-based processes. Easily accessible and fast applications have accelerated administrative processes and public services. In addition, the use of digital-based systems in government, such as the PARE (Performance Agreement Report by Elektronik) system, allows for more efficient, transparent, and accountable government implementation. With this system, it is hoped that better and professional governance will be achieved (Latifah et al., 2023).

The Manpower and Transmigration Office is a community service agency in the field of employment that regulates the placement of workers in various regions. The goal is to optimize the use of human resources by the needs of certain regions. (Mahin, 2020).

Table 1 *Manpower and Transmigration Office Employee Performance Assessment Report*

Performance appraisal	Year			Information
	2021	2022	2023	
Target Kof Employee Performance	Good	Good	Good	Stable performance
Work Behavior	Excellent	Good	Pretty good	Decreased performance
Work Presentation	Good	Good	Pretty good	Decreased performance
Employee Performance Mode	Good	Good	Pretty good	

Based on Table 1. Regarding work appraisals in the period 2021 to 2023, employee work discipline has decreased. This decline in the last three years has had an impact on agencies, so that the goals that have been set are not achieved optimally. Therefore, efforts are needed to improve work discipline so that the targets that have been set can be achieved.

High work discipline from employees is needed by an agency in achieving its goals optimally. A high level of work discipline indicates the magnitude of an employee's sense of responsibility for the tasks and performance that have been given (Prasetyo and Marlina, 2019). The implementation of attendance applications such as SIAP supports the enforcement of work discipline by monitoring employee attendance, tardiness, and working hours in real-time, as well as helping to assess the regularity of time to support work discipline. (Sari et al., 2023). The problems faced by the, Manpower and Transmigration Office based on the results of direct observation, is that some employees are less disciplined in carrying out their main duties and functions, so the assessment of work discipline is not optimal. In addition, the digital-based work discipline assessment system implemented is also still inefficient because it changes every year, which makes it difficult for employees to adapt to the new assessment system.

Research conducted by Zhao et al. (2019) shows that digital technology in HR management can improve employee discipline through automation and *real-time* monitoring, resulting in a more objective and efficient performance appraisal system. Research conducted by Ali et al. (2021), shows that digital-based scoring systems can increase employee engagement, as they provide transparency and faster feedback.

There are several gaps in previous research, which focuses more on analyzing the influence of employee work discipline but has not yet examined the impact of implementing digital application systems such as SIAP and PARE. Previous research also did not discuss the role of digital applications in employee performance assessment. This study reveals the impact of the application of digital applications on work discipline, with the aim of assessing the work discipline of employees at the Manpower and Transmigration Office, especially in the digital context. It is hoped that the implementation of a digital-based system can increase supervision, accuracy, and transparency in employee work discipline assessments.

2. Review Library

2.1 Human Resource Management

According to Anggerwati et al. (2023), human resources are the main element of an organization compared to other resource elements, such as capital and technology, because humans themselves control the factors. Nur & Suyanto (2022) define human resources (HR) as one of the most important factors that cannot even be separated from an organization, both institutions and companies. According to Fachrurazi et al., (2021) Human Resource Management is a process that consists of planning, organizing, leading, and controlling activities related to work analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to achieve the goals that have been set.

2.2 Work Discipline

Silalahi & Bangun (2020) define work discipline as a way to foster workers' awareness in carrying out the tasks they carry, which arise through a process. Kris Monica et al. (2024) define work discipline as the readiness and willingness of individuals to adjust to applicable norms and standards. Based on this opinion, work discipline can be interpreted as the ability and attitude of awareness, obedience, and willingness of employees not to violate

existing regulations to achieve organizational goals. According to Putri et al. (2019), with a conducive and comfortable work environment, employees' morale will increase, which in turn will improve work discipline in each job.

Hendrayani (2020) stated that factors that affect employee work discipline include: (1) The amount of compensation, (2) The example of the leader, (3) The existence of definite rules that can be used as a guide, (4) The courage of the leader in taking action, (5) The supervision of the leader, (6) The attention to employees, and (7) The habits that support the upholding of discipline.

Hasibuan in Indriaiti & Naizhifi (2022) stated that the dimensions and indicators of work discipline are: (1) the dimension of effective time with indicators (a) obedience and (b) accuracy (2) the dimension of responsibility with indicators (a) motivation (b) loyalty (c) work (3) the dimension of attendance with indicators (a) working hours (b) leaving the workplace (c) absenteeism and leave.

2.3 Digital-Based Work Discipline Assessment System

According to Jufrizen (2022), a work discipline assessment is an evaluation process carried out by institutional leaders systematically on employee work discipline based on the tasks given to them. Assessment of work discipline as well as influencing factors related to work, behavior, and work outcomes, including attendance rates. The work performance assessment reflects the employee's work results within the scope of his or her responsibilities, as explained by Santi & Isyanto (2023). The purpose of the digital assessment system is to utilize technology comprehensively through the Computer Assisted Competency Test organized by the State Civil Service Agency. This is in line with Law Number 20 of 2023 concerning the State Civil Apparatus of the Statute Book of the Republic of Indonesia Number 141 of 2023.

2.4 Skeleton

Work discipline and digital performance are interrelated, where technology makes it easier to manage and evaluate employee performance. The assessment of work discipline based on the theory of Hasibuan et al. (2022) includes obedience, accuracy, motivation, loyalty, work, working hours, attendance, and leave. The goal is to ensure employees are on time, compliant, and utilize technology to increase productivity. This theoretical framework can be seen in Figure 1 below

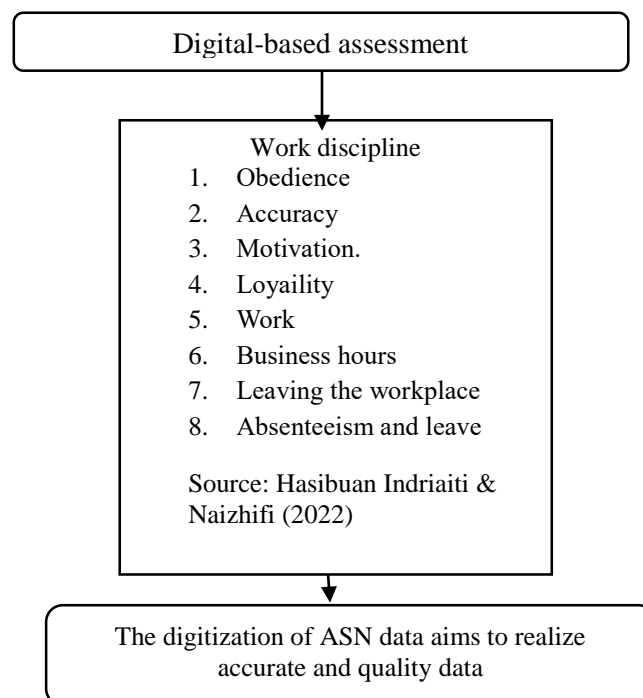


Figure 1 Frame of Thought

3. Research Methodology

This study uses a qualitative design at the Manpower and Transmigration Office with the employee population of the agency. The research took place from October 2024 to January 2025, involving 5 informants who had the obligation to assess, namely the Leader, Head of Personnel Subdivision, Head of Field, and Employee Staff.

Data is collected through interviews, deep interviews, observations, and field surveys, producing primary data. Data analysis using the Miles and Huberman Model.

Table 2 *Research Protocol for Employee Work Discipline Assessment*

Indicators	Informann	Collection tool method	Tools
1. Obedience			
2. Accuracy			1. Mobile phone2.
3. Motivation	Head (1)	1. Interview 2. Deep	Leptop3. Stationery
4. Loyalty	Head of	interview 3. Field	
5. Work	Subdivision (1) Head of	survey	
6. Business hours	field (1) Staff		
7. LeaveWorking hours	employees (2)		
8. No-shows or leave			

The data analysis method of this study uses the Miles and Huberman model, which consists of three steps: (1) Data Reduction, which is filtering and focusing on relevant information; (2) Data Presentation, which is presenting data that has been reduced in an easy-to-understand form; and (3) Drawing Conclusions and Verification, i.e. concluding and verifying their validity by comparing data from various sources.

4. Results and Discussion

4.1 Profile of Informann

The number of respondents in this study was 5, which was needed to help in obtaining information through direct interviews. The following information data includes name, position, age, and gender.

Table 3 *Data respondents*

No	Code	Position	Gender	Age
1.	INF 1	Leader	Woman	45 yrs
2.	INF 2	Head of Personnel Subdivision	Man	50 yrs
3.	INF 3	Field Head	Woman	29 yrs
4.	INF 4	Staff	Woman	32 yrs
5.	INF 5	Staff	Male	27 yrs

4.2 Digital-Based Assessment System Data

The data needed for digital-based assessments includes the SIAP (Smart Attendance Information System) and PARE (Civil Servant Performance Assessment) applications.

The SIAP (Smart Attendance Information System) application for civil servants is a digital platform that makes attendance management and performance assessment easier. This application uses geofencing technology

for real-time attendance, ensuring that data is recorded automatically and accurately according to time and location. Integrated attendance data includes arrival times, tardiness, and permits, which are used in performance assessments. The app also provides detailed attendance reports that make it easy to monitor employee attendance and speed up the process of administering permits and leave.



Figure 2 READY attendance application

This automatically recorded attendance data is then integrated with the PARE (Civil Servant Performance Assessment) application, which uses this information to assess employee work discipline based on attendance, productivity, and work achievements. Both support efficiency and transparency in the management of employee work discipline.

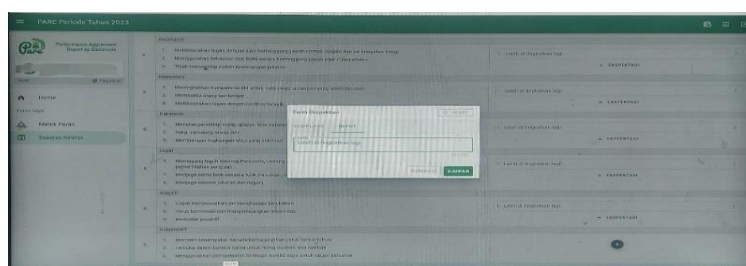


Figure 3 PARE digital app

4.2 Interview results

1. Digitalization of Employee Obedience Assessment System

The results of the interview about the digitization of employee work obedience show several important points. According to INF 1, "The application makes it easy to monitor employee attendance, so that the level of compliance is monitored. If there is a problem, the employee is called for evaluation." INF 2 adds, "The SIAP application monitors automatic attendance and identifies employee absences, which affect benefits and income. Evaluation is carried out by the head of the service if there is a problem." INF 3 states, "Monthly attendance recap helps to see employees who are rarely present, which can reduce benefits." INF 4 says, "The SIAP application assesses individual employee performance and compliance, and displays non-compliance data for evaluation." INF 5 also added, "At the end of each month, attendance is recapped and checked. If there is a discrepancy, action is taken."

An analysis of interviews with five compliance digitalization informants showed good validity: (a) The digital application facilitates real-time attendance monitoring so that leaders can quickly evaluate disciplinary violations. According to INF 1, INF 2 and INF 3 (b), a Monthly attendance recap also helps identify employees who are frequently absent, so corrective action can be taken according to INF 3, INF 4 and INF 5. (c). This system facilitates the evaluation of employee compliance and performance, allows leaders to analyze performance and discipline data, and takes action if there is a discrepancy between attendance and working hours. According to INF 4, INF 1, and INF 5.

2. Digitalization of Employee Work Accuracy Assessment System

The results of interviews regarding the digitization of employee work accuracy show the importance of applications in increasing efficiency and discipline. INF 1 states, "Punctuality affects team performance because one person's delay can hinder the team's progress." INF 2 added, "The SIAP application has a big impact because good cooperation makes tasks completed faster." INF 3 says, "Punctuality is important for setting targets and deadlines, although the result depends on the individual." INF 4 reveals, "Punctuality

reflects employee performance and discipline, which is important for a productive work environment." INF 5 also adds, "Work delays can interfere with other tasks, so each task must be completed on time."

The analysis of interviews regarding the digitization of employee work accuracy shows good validity, namely: (a) Punctuality in Team Performance: INF 1, INF 4, and INF 5 state that one individual's delay can hinder the overall team work. (b) The Role of Technology in Improving Efficiency: INF 2, INF 4, and INF 5 add that applications like SIAP help improve work efficiency by improving coordination and time management. (c) Timeliness of Deadline Target Setting: INF 1, INF 3, and INF 5 state that the SIAP application supports team efficiency by improving coordination so that tasks can be completed on time.

3. Digitalization of Employee Motivation Assessment System for Work

The results of the interview show that digitalization affects employee motivation positively. According to INF 1, "motivation increases as employees become more disciplined and productive." INF 2 adds, "motivation to meet work discipline standards prevents allowance deductions and ensures timely and appropriate completion of tasks to achieve work discipline targets." According to INF 3, "the importance of motivation to achieve targets and improve discipline." INF 4 explains, "motivation makes employees more enthusiastic and productive, as well as improves work discipline." INF 5 states, "A digital-based assessment system increases motivation through transparency, quick feedback, and objective assessment, which encourages employees to meet disciplinary standards."

The analysis of interviews with five motivational digitalization informants showed good validity. a) Increasing Discipline and Productivity. According to INF 1, INF 3, and INF 4, Digitalization helps employees be more disciplined and productive and monitor tasks so that work discipline is achieved. (b). Achievement of Targets and Work Discipline. According to INF 2, INF 3 and 4, Digitalization motivates employees to be more disciplined in carrying out their duties and achieving set targets, as seen in the ARE application. (c). Transparency and Quick Feedback. According to INF 2, INF 3, and INF 5, Digitalization makes it easier to monitor performance and increase accountability, which has a positive impact on employee morale and performance.

4. Digitalization of Employee Loyalty Assessment System for Work

The results of interviews on the digitization of employee work loyalty show several important points. INF 1 said, "The agency needs to provide training, technical support, sufficient transition time, and clear communication regarding the benefits of the new system on the ARE application." INF 2 added, "Intensive training will be held to ensure employees understand the new grading system." INF 3 states, "Technical support such as tutorials and training sessions is important to help employees adapt." INF 4 says, "Clear communication about the benefits of the system is important to maintain employee comfort and motivation." INF 5 adds, "Sufficient transition time is required for employees to adjust to the changes in the grading system in the PARE application."

The analysis of interviews with five job digitization informants shows good validity: (a) The Importance of Training and Technical Support. According to INF 1, INF 3, and INF 4, Training is important to help employees understand the new system through intensive sessions, tutorials, online guides, and technical support for a smooth adaptation. (b) Sufficient Transition Time. According to INF 1, INF 2, and INF 5, the transition time is quite important so that employees can adjust to the changes in the PARE system, thereby increasing loyalty. (c) Clear Communication Regarding the Benefits of the New System according to INF 1 and INF 4 Clear communication about the benefits of the new system is important to maintain convenience, as well as increase employee loyalty.

5. Digitalization of Employee Employment Assessment System.

The results of the interview about the digitization of employee work show several important points. According to INF 1, "Agencies provide regular feedback through the READY application, set clear targets, and provide training to improve employee discipline on the SIAP application." INF 2: "Strict deadlines and regular task monitoring improve work discipline." INF 3: "Reminders or notifications are important so that employees do not forget or postpone tasks." INF 4: "Periodic evaluation with sanctions or rewards based on employee performance." INF 5: "Agencies improve performance appraisals with intensive guidance and open support from superiors for less disciplined employees."

Analysis of interviews with five informants showed good validity. (a) Routine Evaluation and Feedback. INF 1, INF 4, and INF 5 say that periodic evaluations with sanctions/rewards encourage discipline and motivation. (b) Setting Targets and Monitoring Task Progress: INF 2, INF 3, and INF 5 state strict deadlines, and task supervision increases discipline. (c) Guidance and Support for Less Disciplined Employees: INF 1, INF 2, and INF 5 emphasize the importance of guidance and open communication to improve employee performance.

Digitalization supports the management of employee performance and discipline as well as the achievement of targets.

6. Digitalization of Employee Working Hours Assessment System

The results of interviews about the digitization of employee working hours show several advantages. According to INF 1, "The advantage of monitoring working hours through the SIAP application is that it increases discipline and efficiency." INF 2 states, "The advantage of on-time attendance is ensuring work is completed on time and monitoring employee attendance." INF 3 adds, "The advantage is that it can improve the work discipline of employees on time." INF 4 says, "The advantage is that the boss can see the performance of the employee, which motivates them to be more disciplined." INF 5 also added, "This application allows the agency to effectively monitor employee attendance and monitored working hours."

An analysis of interviews with five informants regarding the digitization of working hour monitoring shows good validity. (a). Improving Employee Work Discipline: INF 1, INF 3, and INF 4 state that the application improves discipline and motivates employees to show up on time and get work done. (b). Ensuring Work Completed on Time: INF 2, INF 3, and INF 4 assess applications to ensure work is completed on time and improve efficiency. (c). More Effective Attendance and Hour Monitoring: INF 2 and INF 5 say the app makes it easier to monitor attendance, ensure hours are recorded, and increase transparency and productivity.

7. Digitalization of the Assessment System leaves employee working hours

The results of interviews about digitalization leaving employee working hours show several important points. According to INF 1, "Employees who wish to leave work early must apply for permission from their employers, with attendance returning home still recorded on the application." INF 2 added, "Permission is made by letter to the head of the field and superiors, with attendance recorded in the SIAP application." INF 3 states, "A permit must be submitted to the superior, while a sick permit can be notified in advance." INF 4 says, "Sick leave still needs to be notified in advance to the superior." INF 5 also adds, "For an outside service permit, employees must apply for a warrant and continue to be absent when leaving and returning."

Analysis of interviews with five informants regarding the digitization of permit management shows good validity. (a) Permit Procedure: INF 1, INF 2, INF 3, and INF 5 state that employees must apply for a permit and record it on the SIAP application to maintain discipline. (b) Attendance Recording: INF 1, INF 2, and INF 5 mention that short permits do not need to be uploaded, but attendance is still recorded in the SIAP application. (c) Sick Leave: INF 3 and INF 4 say sick leave needs to be notified to the employer, even without a formal letter.

8. Digitalization of the Assessment System for absenteeism and employee leave

The results of interviews about digitalization leaving employee working hours show several important points. According to INF 1, "Leave applications are processed by uploading a leave letter signed by the supervisor to the SIAP application." INF 2 added, "The process of confirming leave to employees, then approved by the head of the field and the head of the agency, then uploaded with the leave letter on the SIAP attendance website." INF 3 states, "Permits and leave must be confirmed to the relevant field, managed by the personnel, and reported to the head of the service to ensure employee discipline." INF 4 says, "For permission or leave of foreign service, it is necessary to confirm and sign the leave letter from the superior." INF 5 also added, "Recordings of employee permits and leave, including manual letters, are uploaded to facilitate checks by BKPSDM through the application."

The analysis of interviews on the digitization of employee leave and permit applications shows good consistency. (a) Leave and Permit Application Process: INF 1, INF 2, INF 3, and INF 4 state that leave applications are made by uploading a signed letter, then receiving confirmation from the relevant field and the approval of the superior. (b) Approval and Management of Permits: INF 2, INF 3, and INF 4 add that approved permits are managed by the personnel division and reported to the head of the agency. (c) Retention and Checking of Permit Records: INF 5 states that permission and leave records are uploaded to the application to facilitate checking and ensure data accuracy.

4.3 Discussion

Based on the results of the research, the application of the SIAP digital application at the Manpower and Transmigration Office improves employee work discipline by simplifying compliance, namely attendance monitoring. Previous research shows that digital technology is in human resource management. Precision improves employee discipline through automation and real-time monitoring (Zhao et al., 2019). The system also supports the evaluation of undisciplined employees and assists HR management. The PARE app increases employee motivation through transparency of assessments and quick feedback, as well as strengthens discipline and productivity. Training, transition times, and clear communication increase employee loyalty and make

adaptation easier. Motivation and loyalty The digital system also increases motivation and work discipline, supported by intensive training that strengthens employee loyalty (Nada et al., 2022). working hours, permits, and leave in real time, which affects the management of benefits, payroll, and task completion. Digital applications provide quick feedback, improve timeliness, and motivate employees to be more disciplined and productive (Nazara & Yuliana, 2024). The app also makes it easy to monitor tasks, provide reminders, and allow for periodic evaluations with sanctions or awards. Applications such as SIAP make it easier to monitor working hours and manage permits, improving work efficiency (Ali et al., 2021). Overall, the PARE application improves employee efficiency, motivation, and work discipline. Valid and consistent research results. Five informants regarding the digitization of the employee work discipline assessment system showed good validity because three informants gave consistent answers, indicating consistency in research findings. This research highlights the importance of digitalization in work discipline assessments, as well as the need for continuous training and evaluation of digital systems. Based on the results of interviews and analysis, the digitization of employee work discipline assessments involves eight main indicators that form an efficient and transparent assessment model. This model describes the relationship between indicators that support each other, create an effective scoring system, and increase employee performance discipline.

The following is a model of the Digitalization of Employee Work Discipline Assessment.

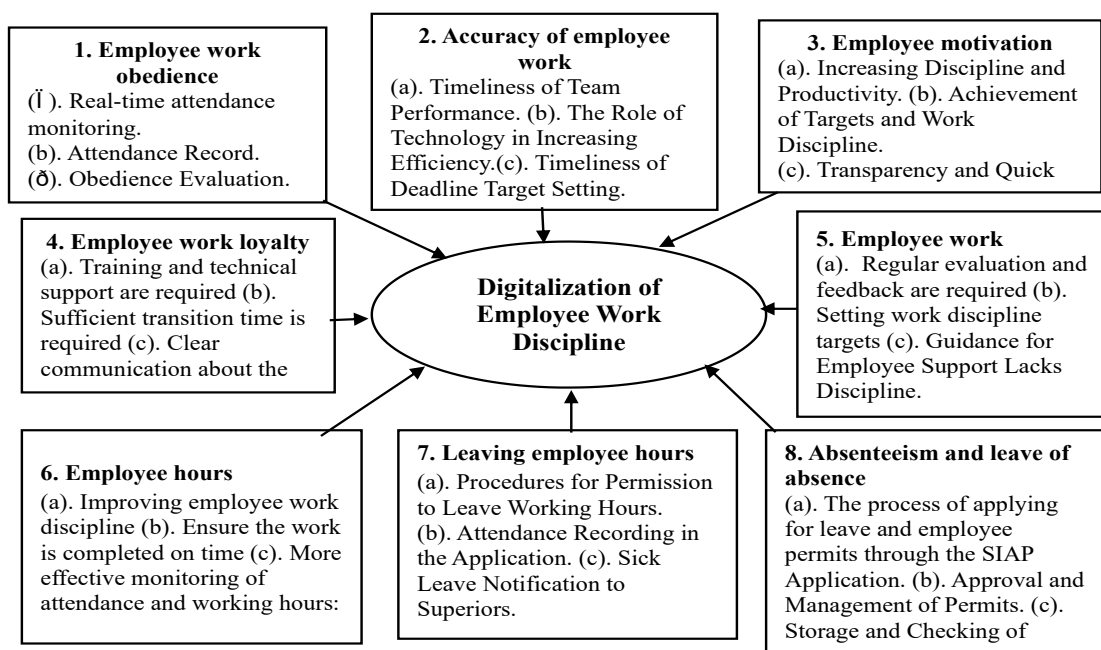


Figure 4 Digitalization of Employee Work Discipline Assessment Model

5. Conclusion

The conclusion of this study shows that the implementation of the SIAP digital application at Manpower and Transmigration Office has a positive impact on improving employee work discipline. This application makes it easy to monitor attendance, working hours, permits, and leave in real time and supports the management of benefits and task completion. The PARE app increases employee motivation through transparency of assessments, quick feedback, and reminders to avoid delays, which encourages discipline and productivity. Clear training and communication support strengthen employee loyalty and work discipline. Overall, this application improves employee efficiency, motivation, and performance, in accordance with the findings of previous research on the influence of digital technology on employee discipline and work efficiency.

6. Implications Conclusion

The implications of this study show that the implementation of digital applications such as SIAP and PARE is effective in improving employee discipline and performance. Digitalization makes it easier to monitor attendance, permissions, and tasks, which has an impact on productivity and accountability. Clear training and communication are essential to improve employee adaptation, while periodic evaluations ensure the system remains effective. Overall, digital technology can strengthen HR management and encourage better employee performance.

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Conflict of Interest

The authors declare no conflict of interest regarding the publication of this paper.

Author Contribution

The authors confirm contributions to the paper as follows: **study conception and design:** SDP, UMDf and ER; **data collection:** SDP, UMDf and ER; **analysis and interpretation of results:** SDP, UMDf and ER; **draft manuscript preparation:** SDP, UMDf and ER. All authors reviewed the results and approved the final version of the manuscript.

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