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Effects of Preventive Discipline, Internal Work Environment, and Intrinsic Motivation on Employee Performance at Brebes Regency Regional Revenue Agency

1st Rizky Meliana Putri
Universitas Pancasakti Tegal
Tegal, Indonesia
rizkyputri4488@gmail.com

2nd Ahmad Hanfan
Universitas Pancasakti Tegal
Tegal, Indonesia
ahmadhanfan@yahoo.com

3rd Setyowati Subroto*
Universitas Pancasakti Tegal
Tegal, Indonesia
setyowati@upstegalac.id

Abstract

The purpose of this study is to examine how employee performance at the Regional Revenue Agency (BAPENDA) of Brebes Regency is affected by preventive discipline, the internal work environment, and intrinsic motivation. The main issues underlying this study are the decline in employee performance scores from 2023 to 2024 and the high level of employee tardiness between January and May 2025. The study adopted a quantitative approach involving all 48 employees of BAPENDA Brebes Regency. A census (saturated) sampling technique was used, meaning that every member of the population was included in the sample. Questionnaires were used to collect the data, which were analyzed using multiple linear regression with statistical software. The findings reveal that preventive discipline has a positive and significant effect on employee performance, with a regression coefficient of 0.347 and a significance level of 0.000. The internal work environment also has a positive and significant effect on employee performance, with a significance level of 0.000. Likewise, intrinsic motivation has a positive and significant effect on employee performance. Taken together, the three variables significantly influence employee performance, with a coefficient of determination (R^2) of 0.950, indicating that the model explains 95% of the variation in performance, while the remaining 5% is attributable to factors not examined in this study.

Keywords— *Preventive Discipline; Internal Work Environment; Intrinsic Motivation; Employee Performance; Regional Revenue Agency (BAPENDA)*

I. INTRODUCTION

Human resources are an essential component of every institution, as they act as the driving force and the managers of all other resources. Every organization is therefore responsible for recruiting, managing, motivating, and controlling its human resources appropriately in order to achieve significant development, bearing in mind that every individual has different characteristics, motivations, and emotions. Each person requires an approach tailored to his or her condition, so employees cannot be treated in the same way as other factors of production, because the characteristics and skills needed for job development differ (Zenita et al., 2021).

Employee performance refers to the achievements an individual attains in completing his or her tasks, measured against standards appropriate to the type of work. Performance is crucial for improving organizational efficiency in both the private sector and government institutions. Preventive discipline is an effort to guide employees to apply and comply with the work policies and regulations in force in the organization. Its main purpose is to foster self-control in every employee so that they can avoid violating organizational rules (Mangkunegara, 2020).

Handoko (2006) defines preventive discipline as a series of actions intended to encourage employees to comply with standards and regulations so that deviations can be prevented. It takes the form of various measures and policies designed to prevent violations in the organization or work environment. Therefore, to improve employee compliance with organizational rules, emphasis must be placed on the implementation of preventive discipline. In addition, a conducive internal work environment is an important foundation for optimal performance, sustainable growth, and long-term organizational continuity. According to Dolonseda and Watung (2019), the work environment can be used as a tool to measure the positive impact of a supportive work environment on employee performance. A supportive work environment is reflected in harmonious interactions among colleagues and between supervisors and subordinates, supported by adequate facilities and infrastructure. Conversely, suboptimal working conditions can make employees quickly feel stressed, lose enthusiasm for work, and arrive late at the office.

Motivation that comes from within individuals and drives them to achieve something is called intrinsic motivation. It plays an important role because it provides encouragement and enthusiasm to employees, which in turn affects their work performance (Mahfudiyanto, 2021). Such motivation arises when a person feels that the activity he or she performs is meaningful, relevant, or emotionally satisfying (Riyadi, 2022). In other words, intrinsic motivation drives people to act on the basis of personal desires, interests, or values, without coercion or external rewards.

Statistical data on employee performance measurement at the Regional Revenue Agency (BAPENDA) of Brebes Regency for 2023–2024 show that the overall improvement in employee performance declined in 2024 compared with the previous year, indicating that more effective strategies are needed. Attendance data from January to May 2025 also show a fairly high number of late arrivals, which suggests that the decline in performance is caused by a lack of employee discipline and that preventive discipline strategies need to be evaluated and improved.

A preliminary survey in 2025 further indicates problems in the internal work environment and in intrinsic motivation. Most respondents were dissatisfied with, or insufficiently supported by, the work atmosphere, collaboration among employees, and working conditions, and most felt insufficiently motivated with regard to self-development, career opportunities, and the drive to achieve high performance. These conditions point to the need to improve the work environment and the human resource management system, particularly competency development, career opportunities, and the reward system.

BAPENDA Brebes Regency is a local government agency whose duties and authority include collecting and managing taxes, levies, tax revenue sharing, allocation funds, and other sources of regional revenue.

An organization with a well-ordered work ethic is able to improve performance, maintain work quality, and build a good reputation. Good preventive discipline also strongly influences performance because it helps build harmonious interaction among colleagues, fosters self-motivation, and creates positive and productive working conditions.

A review of previous studies shows that findings on the effects of preventive discipline, the internal work environment, and intrinsic motivation on employee performance are still inconsistent. Research on discipline also tends to focus on corrective discipline, so studies on preventive discipline remain limited. Moreover, the research units in earlier studies were mostly institutions or companies with different characteristics, so their results are not necessarily relevant to the present object of research. Studies that examine all three variables simultaneously are also still rare. This study therefore plays an important role in filling this research gap.

BAPENDA Brebes Regency is committed to implementing and developing a good and efficient management system in order to improve employee professionalism and achieve optimal performance. Based on the background and research gap described above, this study investigates the effects of preventive discipline, the internal work environment, and intrinsic motivation on employee performance at the Regional Revenue Agency of Brebes Regency.

A. Theoretical Review

Performance is the result of work or the achievement attained by an employee in accordance with job demands, in terms of both the quality produced when carrying out tasks in line with responsibilities and the quantity of work completed in line with the employee's function (Bangun, 2012). It is an individual's achievement measured against standards relevant to the specific job and is very important for organizational efficiency in both the private sector and government institutions (Mangkunegara, 2020).

Preventive discipline is an effort to encourage employees to apply and follow the organization's work policies and regulations, with the main objective of fostering self-control so that employees can protect themselves from breaching company rules (Mangkunegara, 2020). A good internal work environment, reflected in harmonious interaction among colleagues, supervisors, and subordinates and supported by adequate facilities and infrastructure, is the foundation for maximum organizational performance, growth, and long-term sustainability (Dolonseda & Watung, 2019).

Intrinsic motivation is a driving force that originates from within a person and spurs him or her to achieve, which in turn affects performance (Ulifah & Mahfudiyanto, 2021). It drives individuals to act in accordance with their own desires, interests, or values, without coercion or external rewards (Siagian, 2004), and creates alignment between organizational goals and personal goals.

II. METHOD

Quantitative research is understood as a research method based on positivist thinking (Sugiono, 2018). This approach is used to study a particular population or sample by collecting data with research instruments and analyzing the data quantitatively or statistically. The population of this study comprises all employees of the Regional Revenue Agency of Brebes Regency, totaling 48 employees. The sample was taken using the saturated sampling technique, which is a non-probability sampling technique in which essentially all members of the population are used as the sample. Accordingly, all 48 employees of the agency constitute both the population and the sample of this study.

The methodological procedure comprised validity testing, reliability testing, descriptive statistical analysis, normality testing, multicollinearity testing, heteroscedasticity testing, multiple linear regression analysis, the individual t-test, the simultaneous F-test, and determination of the coefficient of determination. All analyses were performed using SPSS.

III. RESULTS AND DISCUSSION

A. Validity Test

Table I presents the results of the validity test of the questionnaire items for each variable. All question items of the performance variable (items 1–12), the preventive discipline variable (items 1–14), the internal work environment variable (items 1–10), and the intrinsic motivation variable (items 1–10) are declared valid. This conclusion is based on calculated *r* values that exceed the *r* table value (0.361) and significance values (Sig.) of 0.000, which are smaller than 0.05. The questionnaire can therefore be used to measure all four variables.

TABLE I. VALIDITY TEST RESULTS (CALCULATED *r* VALUES PER ITEM)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Performance	0.88 8	0.86 0	0.82 1	0.85 1	0.74 5	0.79 5	0.71 6	0.85 0	0.84 9	0.83 3	0.87 9	0.77 4	-	-
Preventive Discipline	0.79 4	0.81 0	0.74 9	0.68 6	0.84 3	0.71 5	0.80 8	0.87 3	0.79 0	0.65 7	0.75 6	0.82 3	0.78 3	0.93 2
Internal Work Environment	0.86 5	0.81 6	0.89 7	0.81 2	0.92 1	0.88 9	0.74 1	0.77 1	0.88 9	0.91 7	-	-	-	-
Intrinsic Motivation	0.92 6	0.86 6	0.89 5	0.84 4	0.78 1	0.76 7	0.85 3	0.87 3	0.90 2	0.92 1	-	-	-	-

Note: columns are questionnaire items 1–14. *r* table = 0.361 and Sig. = 0.000 (< 0.05) for all items; all items are valid. Source: SPSS output, 2025.

B. Reliability Test

Based on the reliability analysis of the questionnaires for performance, preventive discipline, internal work environment, and intrinsic motivation (Table II), all instruments are declared reliable. This conclusion is based on Cronbach's alpha values of 0.955, 0.952, 0.958, and 0.962, respectively, all of which exceed the critical value of 0.6.

TABLE II. RELIABILITY TEST RESULTS

No.	Variable	Cronbach's Alpha	Critical Value	Criterion
1	Performance	0.955	0.6	Reliable
2	Preventive Discipline	0.952	0.6	Reliable
3	Internal Work Environment	0.958	0.6	Reliable
4	Intrinsic Motivation	0.962	0.6	Reliable

Source: SPSS output, 2025.

C. Descriptive Statistics

Table III presents the descriptive statistics of the variables studied, namely the number of samples (N), the minimum and maximum values, the mean, and the standard deviation. The mean performance score is 51.65 with a standard deviation of 4.91, indicating a fairly good level of performance among respondents. The mean preventive discipline score is 59.71 with a standard deviation of 5.95, indicating that most respondents have a relatively high level of preventive discipline. The mean internal work environment score is 42.25 with a standard deviation of 4.24, indicating that respondents' perceptions of the internal work

environment vary. The mean intrinsic motivation score is 42.71 with a standard deviation of 4.85, indicating a moderate level of intrinsic motivation among respondents.

TABLE III. DESCRIPTIVE STATISTICS

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Preventive Discipline	48	45.00	70.00	59.71	5.95
Internal Work Environment	48	31.00	50.00	42.25	4.24
Intrinsic Motivation	48	27.00	50.00	42.71	4.85
Performance	48	37.00	60.00	51.65	4.91
Valid N (listwise)	48				

Source: SPSS output, 2025.

D. Normality Test

As shown in Table IV, the asymptotic significance (Asymp. Sig., 2-tailed) of the Kolmogorov-Smirnov test is 0.200, which exceeds the common significance threshold of 0.05. It can therefore be concluded that the residuals are normally distributed, meaning that the normality assumption of the regression analysis is met.

TABLE IV. ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST

Statistic	Unstandardized Residual
N	48
Normal parameters: Mean	0.0000000
Normal parameters: Std. Deviation	0.97768541
Most extreme differences: Absolute	0.074
Most extreme differences: Positive	0.074
Most extreme differences: Negative	-0.070
Test statistic	0.074
Asymp. Sig. (2-tailed)	0.200

Source: SPSS output, 2025.

The histogram in Fig. 1 (shown below with the scatterplot) shows a bell-shaped distribution, which is characteristic of a normal distribution, and the distribution appears fairly balanced around the central value. No significant outliers are clearly visible, so it can be concluded that the standardized residuals of the regression model approximate a normal distribution. In the Normal P-P Plot, the data points (shown as circles) lie around or right along the diagonal line, which also indicates that the residuals of the regression model approximate a normal distribution.

E. Multicollinearity Test

Based on the collinearity statistics in Table V, the preventive discipline variable has a tolerance value of 0.201 (> 0.10) and a VIF of 4.981 (< 10), indicating that it has no significant multicollinearity problem. The internal work environment variable has a tolerance of 0.335 (> 0.10) and a VIF of 2.984 (< 10), and the

intrinsic motivation variable has a tolerance of 0.328 (> 0.10) and a VIF of 3.046 (< 10). These values show that none of the independent variables suffers from multicollinearity.

TABLE V. MULTIPLE LINEAR REGRESSION, T-TEST, AND COLLINEARITY STATISTICS

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	15.071	0.885		17.019	0.000		
Preventive Discipline	0.347	0.050	0.525	6.973	0.000	0.201	4.981
Internal Work Environment	0.202	0.046	0.255	4.370	0.000	0.335	2.984
Intrinsic Motivation	0.184	0.041	0.266	4.522	0.000	0.328	3.046

Dependent variable: Performance. Source: SPSS output, 2025.

F. Heteroscedasticity Test

The scatterplot in Fig. 2 shows that the data points are scattered randomly above and below zero on the Y-axis. No clear geometric pattern is visible, such as points forming a wave, narrowing (like a fan), or concentrating in one particular location. Because the points are scattered without a clear pattern, the regression model does not suffer from heteroscedasticity. This is a positive finding, as it shows that the variance of the residuals remains consistent from one observation to another (homoscedasticity).

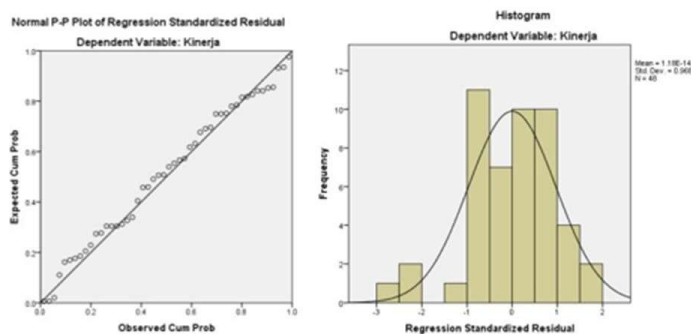


Fig. 1. **Histogram and Normal P-P Plot of Regression Standardized Residuals**

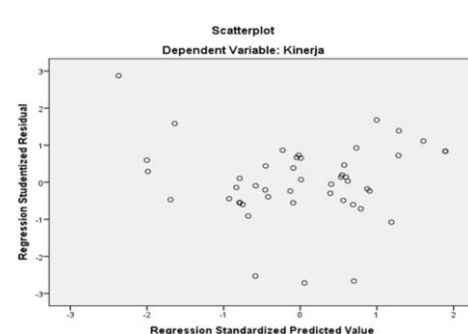


Fig. 2. **Scatterplot of Regression Studentized Residuals**

Dependent variable: Performance (labeled “Kinerja” in the SPSS output).

G. Multiple Linear Regression Analysis

The regression results in Table V show a constant of 15.071 with a significance level of 0.000, which means that even without considering the effects of the independent variables (preventive discipline, internal work environment, and intrinsic motivation), the performance variable has a value of 15.071. Holding all other variables constant, every one-unit increase in preventive discipline increases performance by 0.347 units ($B = 0.347$), every one-unit increase in the internal work environment increases performance by 0.202 units ($B = 0.202$), and every one-unit increase in intrinsic motivation increases performance by 0.184 units ($B = 0.184$). All three coefficients have a significance value (Sig.) of 0.000, below the 0.05 threshold, indicating statistically significant effects on employee performance at BAPENDA Brebes Regency.

H. Partial Test (t-Test)

The t-test results in Table V show that all three variables have significance values (0.000) below 0.05 and calculated t values greater than the table value of 1.680: preventive discipline (6.973), the internal work environment (4.370), and intrinsic motivation (4.522). Each variable therefore has a significant partial effect on performance at the Regional Revenue Agency of Brebes Regency (BAPENDA).

I. Simultaneous Test (F-Test)

Table VI shows that the significance value of the F-test (0.000) is less than 0.05 and the calculated F value is greater than the F table value ($278.107 > 2.812$). It can therefore be concluded that preventive discipline, the internal work environment, and intrinsic motivation jointly have a significant effect on performance at the Regional Revenue Agency (BAPENDA) of Brebes.

TABLE VI. ANOVA (SIMULTANEOUS F-TEST)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	851.877	3	283.959	278.107	0.000
Residual	44.926	44	1.021		
Total	896.803	47			

Dependent variable: Performance. Predictors: (Constant), Intrinsic Motivation, Internal Work Environment, Preventive Discipline. Source: SPSS output, 2025.

J. Coefficient of Determination

Table VII presents the coefficient of determination, which is used to test the effect of preventive discipline, the internal work environment, and intrinsic motivation on performance. The Adjusted R Square value of 0.946 means that 94.6% of the variation in performance can be explained jointly by preventive discipline, the internal work environment, and intrinsic motivation. The remaining 5.4% is explained by other factors outside the model that were not examined in this study.

TABLE VII. MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.975	0.950	0.946	1.01047	1.540

Predictors: (Constant), Intrinsic Motivation, Internal Work Environment, Preventive Discipline. Dependent variable: Performance. Source: SPSS output, 2025.

K. Effect of Preventive Discipline on Employee Performance

Hypothesis 1 states that preventive discipline affects employee performance at the Regional Revenue Agency of Brebes Regency. With a significance value of 0.000 and a calculated t greater than the table value ($6.973 > 1.680$), H_0 is rejected and H_1 is accepted. This means that preventive discipline (X1) partially has a significant effect on performance (Y) at BAPENDA Brebes. This is because of a lack of discipline: between January and May there was a high number of cases in the 1–5 minute lateness category, totaling 178 recorded cases of employees arriving late at the office. This finding is in line with Deterrence and Expectancy theory, in which preventive discipline increases the perceived risk and negative consequences of inappropriate behavior (Deterrence) and can strengthen individuals' belief that consistent and disciplined effort will lead to good performance (Expectancy). The finding is also consistent with previous studies by Ahmad Firman and Bater (2023) and Puspitasari and Prahiawan (2018).

Theoretically, the results support Deterrence and Expectancy theory: effective preventive discipline creates a high perception of the risk of breaking rules, which in turn encourages employees to be more

disciplined and strengthens their belief that consistent effort will lead to good performance. Practically, BAPENDA needs to regularly communicate its rules and work procedures to all employees and ensure that everyone understands the consequences of violations; supervise the implementation of rules and procedures consistently and impose firm and fair sanctions for violations; and periodically evaluate the effectiveness of rules and procedures and revise them where necessary to ensure their relevance and effectiveness.

L. Effect of Internal Work Environment on Employee Performance

Hypothesis 2 states that the internal work environment (X2) affects employee performance at the Regional Revenue Agency of Brebes Regency (Y). With a significance value of 0.000 and a calculated t greater than the table value ($4.370 > 1.680$), H_0 is rejected and H_2 is accepted, meaning that the internal work environment partially has a significant effect on performance at BAPENDA Brebes. This is because the work atmosphere, collaboration, and working conditions of employees are not well supported by their work environment. The finding is in line with Organizational and Human Relations theory, in which a good internal work environment facilitates communication, cooperation, and social support, thereby creating a positive and motivating atmosphere that increases job satisfaction and performance. It is also consistent with previous studies by Potu et al. (2021) and Rismayanti et al. (2023).

Theoretically, the results support Organizational and Human Relations theory. Practically, BAPENDA needs to create effective communication channels between management and employees and among employees, encouraging open dialogue and constructive feedback; form solid and effective work teams and facilitate team-building activities to improve cooperation and team cohesion; and strengthen social support by creating a mutually supportive and respectful work environment, as well as giving rewards and recognition for work achievements.

M. Effect of Intrinsic Motivation on Employee Performance

Hypothesis 3 states that intrinsic motivation (X3) affects employee performance at the Regional Revenue Agency of Brebes Regency (Y). With a significance value of 0.000 and a calculated t greater than the table value ($4.522 > 1.680$), H_0 is rejected and H_3 is accepted, meaning that intrinsic motivation partially has a significant effect on performance. This finding is in line with Cognitive Evaluation and Expectancy theory: a work environment that supports autonomy and provides positive feedback can increase intrinsic motivation (Cognitive Evaluation), which strengthens individuals' belief that their efforts will produce good performance and that they will be rewarded for it (Expectancy). It is also consistent with previous studies by Firmansyah and Mahardhika (2018) and Ginting and Syamsuri (2021).

Theoretically, the results support Cognitive Evaluation and Expectancy theory. Practically, employees should be given autonomy in carrying out their tasks and be involved in decision-making relevant to their work; they should receive regular positive feedback, have their work achievements acknowledged and appreciated, and be given opportunities to develop their competencies through training and career development.

N. Simultaneous Effect of Preventive Discipline, Internal Work Environment, and Intrinsic Motivation on Employee Performance

Overall, the results theoretically support an integrative model in which preventive discipline, the internal work environment, and intrinsic motivation interact and jointly influence performance. Practically, BAPENDA needs to adopt a holistic approach to improving employee performance, paying attention to all factors that affect it, including preventive discipline, the internal work environment, and intrinsic motivation. It must ensure that policies and programs related to these three factors are implemented consistently and sustainably, evaluate their effectiveness periodically, and use the evaluation results to make improvements and adjustments.

O. Comparison

The results show that proactive disciplinary measures, the internal work environment, and intrinsic motivation each significantly influence performance at BAPENDA Brebes Regency, and that, taken together, they significantly determine it.

IV. CONCLUSIONS

To improve employee performance, BAPENDA can take several steps. For preventive discipline, it is recommended to prepare easy-to-understand guidelines and communicate them regularly, to use a digital attendance system with prior notification before sanctions are applied, and to give rewards to employees who consistently comply with the rules. Regarding the internal work environment, it is important to improve basic facilities such as air conditioning, work equipment, and internet access; to create two-way communication channels (such as suggestion boxes and open meetings) with prompt responses; and to hold team-building activities every three months and encourage healthy competition. Regarding intrinsic motivation, employees should be given the freedom to carry out tasks in accordance with procedures, offered appropriate training and career development opportunities, and given concrete feedback while linking their work to regional development goals. Overall, a “Optimal Performance” program that combines these three elements should be created, its effectiveness evaluated every six months with adjustments made when necessary, and managers trained to become supportive and motivating leaders. With consistent implementation, employee performance is expected to improve and regional revenue targets to be achieved.

To improve future studies, it is suggested that the sample be extended beyond the Regional Revenue Agency (BAPENDA) of Brebes Regency to include regional revenue agencies in other parts of Central Java, which would produce more generalizable results. In addition, introducing further independent factors that may affect performance, such as salary, management style, or task workload, could promote a more comprehensive understanding of the relationships involved. Combining quantitative and qualitative techniques is also an option for future research, for example by combining in-depth interviews with staff or supervisors to investigate the reasons behind the quantitative data collected. Furthermore, exploring more complex regression methods such as hierarchical or moderated regression could help identify the elements that change how preventive measures, the work environment, and personal drive influence performance. By taking these steps, future studies are expected to provide a more complete perspective on the variables that influence the effectiveness of BAPENDA staff.

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