

**THE MEASUREMENT OF EXCELLENT QUALITY SERVICE THROUGH WORK
MOTIVATION AND DISCIPLINE OF EMPLOYEE
(As empirical study at Balai PSDA Wilayah II Seputih Sekampung)**

Mirwan Karim

Economic and Business Faculty Lampung University

E-mail: mirwan.karim@yahoo.com

ABSTRACT

This research uses an endogenous latent variable of excellent quality service and exogenous variable of work motivation and work discipline of employee at Balai PSDA Region II Seputih Sekampung. The purpose of this study is to determine the effect of work motivation and work discipline on the excellent quality service. The analytical tool used in this research is structural equation modelling analysis. Based on the result of calculation using analysis tool found that exogenous latent variable of work motivation has no direct positive effect on the exogenous variable of work discipline. The exogenous latent variable of work motivation has no direct positive effect on the endogenous variable of excellent quality service. The exogenous latent variable of work discipline has a direct positive effect on the endogenous variable of excellent quality service. The findings of the comparative research results of these two variables, explaining that exogenous latent variables of work discipline give greater influence than exogenous latent variable of work motivation toward endogenous variable of excellent quality service.

Keywords: *excellent quality service, discipline, motivation*

A. INTRODUCTION

Local government has role and responsibility in the process of running authority and they are responsible to prepare the quality of human resources. The government identically works as government employees has a role in giving social services toward society. The public services is given by the government to the citizen in order to fulfill their duty (Handyaningrat, 2004).

The government apparatus is positioned as a public service that is obliged to provide the

best service to the community. To ensure the quality of service is required of employees who are experts in their fields of mastering the duties and work with discipline, sincere selfless. Such behavior does not form instantly and necessarily but through a long process and is influenced by strong work motivation and discipline (Hudnurkar, 2004).

The motivation and discipline of the apparatus become the center of attention in an effort to improve performance that affects the efficiency and effectiveness of the organization.

All aspects of work, authority, and control of the government apparatus need to be accompanied by motivation (Salleh, 2011). This is done so that the behavioral action of the apparatus is directed towards the achievement of the organization's objectives. In relation to the importance aspect of motivation to the apparatus, the local apparatus leader should be able to provide motivation in line with the characteristics of the apparatus. To provide the right motivation, the leadership of the local apparatus should constantly observe and understand the behavior of subordinates.

Employee behavior, work motivation and work discipline that must be given and cultivated in all government apparatus can determine the excellent quality service to the community (Oluseyi & Ayo, 2009). Through the motivation and discipline of good work, people can feel the optimal quality of the government apparatus in accordance with the basic task of governance is community service.

Motivation is one factor that can support the achievement of maximum performance, because the motivation is the internal state of someone who activates and directs his behavior to a certain target (Steers, 2012). There is a very close relationship between high work motivation and discipline. When employees are happy in their work, they generally have discipline. Conversely, if their work morale or their spirits are low, then they can perform into bad habits. They may not even be polite to the boss. They generally agree with his orders, but with displeasure (Veithzal, 2008).

Excellent service provided by employees to the public can affect the image of the organization. Good service which is given continuously by employees in serving the needs of customers, will have a positive effect on the organization. On the other hand, less friendly service, or less sympathetic service to the community, can adversely affect the

organization's image (Mwaniki & Gathenya, 2015).

Motivation owned by employees, both motivation in work and motivation in completing tasks that have been outlined by the organization, can result in a person's performance decreased and unproductive (Zafar, 2014; Heizer & Render 2006). The performance of the organization will be systematically disrupted and decreased which can interfere with the steps to achieve organizational goals.

Decline in the quality of services provided by employees in serving the community, can be caused by many factors, both internally and externally. Internal factors can be shaped directly by work environment factors, incentives, moral responsibilities, and psychological factors derived from within the employee that can affect the discipline and motivation of employees (Onanda, 2015). Whereas, external factors which come from unhealthy conditions such as competition among organizations can affect to the condition of employees.

Based on the description, this research is conducted to measure the latent variable of work motivation, work discipline, and excellent service through construction that can be measured and obtained by customer's answer to the instrument made and provide answers for the manifest variable.

B. THEORETICAL DESCRIPTION

1. Motivation Work

Motivation can be interpreted differently by each person based on place and circumstances respectively. This term and concept of motivation is used to illustrate the impulse or relationship between hope and purpose (Zafar, 2014). A person or organization that wants to achieve the goal must pay attention to the motivation that exists within a person.

Motivation is as a state in a person's person who has energy, activity or motion

directly channeling behavior toward purpose (Heizer & Render, 2011). Meanwhile, according to Baba (2015) defines motivation as an inner statement of power, to act or to move and even directly or through behavioral channels toward the target. In other words 'motivation' is a general sense in the form of a need for encouragement, desire and other power data that exist in common (Baba, 2015).

Motivation can drive a person's attitude and behavior. Motivation is simple because people are motivated or motivated to behave in a particular way that leads to rewards (Dessler, 2004). Meanwhile, according to (Onanda, 2015) states that motivation is often interpreted by the term encouragement, encouragement or energy is the motion of the soul and body to do so that motivation is a driving force that moves humans to behave, and in perbuatanya it has a specific purpose.

Motivation is a positive effort to mobilize and direct human resources (HR) to be productive, successfully achieve the desired goals. Motivation is also a necessity and as an incentive to be able to direct and drive the potential of human resources towards the desired goals (Tan & Nasurdin, 2011). Thus, motivation is very important given to each employee to stimulate or encourage employee morale. Work motivation is generally understood as one of the driving tools that make the individual work in accordance with the wishes of the institution or organization with voluntary and full of sincerity (Setiawan, 2015).

Understanding motivation is the willingness to strive maximally to achieve organizational goals conditioned by the ability to attempt to satisfy some individual needs (Robbins & Coulter, 2005). Some other management experts put more emphasis on encouragement and in individuals to explain the notion of motivation. As disclosed (Handoko, 2012), motivation is a personal

circumstance of a person that encourages the desire of individuals to perform certain activities in order to achieve goals. For the organization or company, motivate the work of employees or an employee is very important because, employees who work diligently contribute to an effective institution or company, so the company will grow rapidly.

The encouragement that can cause a person to take action is called motivation. Motivation is derived from a Latin word "*movere*" which means impulse or move. Motivation in management is aimed only at its human resources, and its special subordinates (Hasibuan, 2002). Motivation focuses on how to direct the power and potential of subordinates to cooperate productively, successfully achieve and realize goals which has been specified. Motivation is an activity that leads, distributes, and maintains human behavior (Handoko, 2012).

This motivation is an important subject for managers because by definition the manager must work well and through others (Richard M, 2005, Manzoor, 2014). Managers need to understand people with certain behaviors, so content can influence it to work in accordance with what the organization goals. Motivation can also be said as a boost in a person, can create relationships with the organization and is an effort and organization in moving employees to work to achieve the expected results or production together (Saleem, et al., 2010; Rukhmani, 2010).

Motivation is an influence, a force that gives rise to behavioral influences. Thus we can replace the word "influence" to "motivate" in the leader's connection. (Moekijat, 2008; Setiawan, 2015). When we accept, understand motivation as an influence, and understand that most and the effect on human behavior is the fulfillment of basic needs, then the question is "which is this basic need" (Moekijat, 2008).

Success or failure in achieving organizational goals is largely determined by

employee factors. Because it is the most valuable resource among the various resources of an organization. Motivation is a state within the individual that elicits, directs, and maintains behavior (Jatmiko, et al., 2015). In other words according to (Kartono, 2011; Ranihusna, 2010) is the encouragement to a person to do something, with the driving force here is meant: a natural urge to satisfy the needs of life and a tendency to survive.

Based on some opinions above, it can synthesize that motivation is a boost in a person and its relationship with the organization and is an organizational effort to mobilize employees in work to achieve maximum results, performance recognition, always complete the task, responsible, good development, working conditions which is always good, the relationship between employees is always awake and provide work in accordance with expectations.

2. Work Discipline

Discipline is every individual and group that ensures compliance with orders and takes the initiative to take the necessary action in the absence of an order (Veithzal, 2008). In addition, the discipline can be regarded as a management action to give spirit to the implementation of operating standards, this is the training that leads to efforts to justify and involve knowledge of attitudes and behaviors of employees so there is a willingness in the employees to lead the cooperation and better achievement (Zhao & Kuo, 2015).

Discipline can improve one's performance. Since discipline is an attitude of respect, and obedience, the rule which is applied both written and unwritten should be able to comply with. If he violates the duties and authorities given to him, he possibly accept sanctions (Istijanto, 2006; Sastrohadiwirjo, 2003). Discipline itself is defined as the willingness of someone who arises with his

own consciousness to follow the rules that apply to the organization (Simba, et al., 2016). Employee discipline has been clearly defined that the obligation must be obeyed by every employee as a form of discipline that should be implemented to employees to achieve organizational goals.

Work discipline is the willingness of one's willingness to comply and abide by all the norms surrounding the rules. Work discipline also requires sanctions namely the certainty and necessity of imposed penalty to anyone who dared to violate or ignore the rules that have been determined (Saydam, 2005). On the basis of a review of the employee's discipline, it can be concluded that employee discipline is an attitude of employees, employee behavior, and deeds of employees in accordance with the rules, both written and unwritten (J. Stevenson & Chuong, 2014).

This implies that the discipline of employees is closely related to the obedience and compliance of an employee to the existing employment regulation with the basis of awareness and pleasure, and is a phenomenon in order to realize the orderly cooperatives, so that will facilitate the achievement of the cooperative objectives concerned.

Basically, many indicators affect the level of discipline of an organization's employees. The goals to be achieved must be clear and ideally defined and challenging enough for the employee's ability (Hasibuan, S.P., 2012). This means that the work that is charged to the employee must be in accordance with the ability of the employee concerned in order for the employee work seriously and discipline in working on it.

Some disciplines, such as preventive discipline, are carried out to encourage employees to follow standards and rules so that frauds can be prevented. Corrective discipline is an activity undertaken to deal with violations of the rules and to try to avoid further violations

(Saydam, 2005; Handoko (2012). The benefits of corrective discipline include giving heavier penalties for repeated violations. The goal is to provide an opportunity for employees to take corrective action before more serious penalties are implemented. The modern disciplinary approach, finding new needs or needs beyond punishment (Mangkunegara, 2001). This approach assumes modern discipline is a way of avoiding the form of punishment physically protecting large accusations to be passed on to the applicable punishment process (Eli B. & Lloyd, 2014). Decisions that are all against errors or prejudices must be corrected by conducting an extension process by obtaining the facts.

Approach to discipline with tradition, which is the way of punishment. This assumption assumes discipline is done by superiors to subordinates, and there is never a review when it has been decided (Hudnurkar et al., 2004). Discipline is a punishment for a violation, its implementation must be carried out in accordance with the degree of violation, The effect of penalties for giving lessons to violations and to other employees. The disciplined approach must be accepted and understood by all employees (Salleh, 2011). Discipline is not a punishment but constitutes the formation of behavior, discipline is directed to conduct better behavior and is responsible for its rules.

Based on the above description, it can be synthesized that the discipline of work is a means of avoiding or imposing penalties for violations, in which the implementation is in accordance with the degree of violation. Work discipline must be accepted and understood by all employees in order to establish better behavior so that employees are responsible for the rules by providing obedience provisions following work methods, work procedures, and task-carrying techniques.

3. Excellent Quality Service

Excellent service consists of the word service and excellent. Etymologically, service is the framework of trying to serve the needs of others " (Dahlan, et al., 1995; Ramseook M., 2010). Service is essentially an activity offered to consumers or customers served, which are intangible and can not be owned. The definition of excellent service is often disclosed by business people, is in the excellent service book (Barata, 2003). Understanding or the definition of excellent service mentioned above can be said all true because the definition of excellent service above is expressed by various businesses in different fields. However, in an excellent service definition, at least the similarity lies in the purpose of service, which is satisfying the customer.

Success in developing and implementing excellent service is inseparable and ability in the selection of the concept approach. The concept of excellent service (Barata, 2003), namely to develop excellent service by aligning attitudes, attention, action, ability, appearance, and accountability. According to (Tjiptono, 2008), excellent service is the maximum effort that can be provided by service officers from a service industry service companies to meet customer expectations and needs to achieve satisfaction.

Excellent service consists of the word service and excellent. Etymologically, service is the framework of trying to serve the needs of others " (Dahlan, et al., 1995; Ramseook M., 2010). Service is essentially an activity offered to consumers or customers served, which are intangible and can not be owned. The definition of excellent service is often disclosed by business people, is in the excellent service book (Barata, 2003). Understanding or the definition of excellent service mentioned above can be said all true because the definition of excellent service above is expressed by various businesses in different fields. However, in an excellent service definition, at least the similarity lies in

the purpose of service, which is satisfying the customer.

Success in developing and implementing excellent service is inseparable and ability in the selection of the concept approach. The concept of excellent service (Barata, 2003), namely to develop excellent service by aligning attitudes, attention, action, ability, appearance, and accountability. According to (Tjiptono, 2008), excellent service is the maximum effort that can be provided by service officers from a service industry service companies to meet customer expectations and needs to achieve satisfaction.

As mentioned earlier that internal customers are people who are involved in the process of producing goods and or services produced by the company. The quality of ima services can be influenced by several factors. (Dwiyanto et. al., 2010) identify factors that affect the quality of excellent service include the authority of discersion, attitude-oriented to change, organizational culture, motivation, coordination, organizational ethics, work discipline, incentive system, and spirit of cooperation.

State Administration Institutions mean *governance* is the process of organizing state power by implementing the provision of *public goods and services*. One of the main tasks of government in the administration is to provide services to the community or its people, either directly or indirectly. The service activities basically involve the fulfillment of a right. This activity is attached to everyone, either individually or in groups (organizations), and done universally.

It is mentioned that: service is deed, the way things are served, and what it means to serve here is the obligation to provide everything that people need, such as society, guests, etc (Tjiptono, 2008). From the above understanding can be said that a service is an

act or a way of the obligation to provide the needs and needs of others.

Provision of public services by the government apparatus to the public is the embodiment and function of the state apparatus, in order to create a uniform pattern and the step of public service by the government apparatus needs a general basis in the form of guidelines governance of public services (Felix, 2017). This guideline is an elaboration of matters that need to be addressed in public service operating procedures provided by government agencies both at central and regional levels openly and transparently.

The essence of public services is to improve the quality and productivity of the tasks and functions of the government in the field of public services, to encourage the effectiveness of system and service management so that public services can be implemented more effectively, to encourage the growth of pre-service creativity, and the role of society in development and in efforts to improve the welfare of the wider community (Felix, 2017).

The principle of public service is carried out in an integrated series of simple activities. (open, smooth, precise, complete, reasonable and affordable) therefore, it must contain the basic elements of service.

Based on the theory, the authors assume or synthesize, whether excellent quality service can affect the image of the organization. With excellent quality service will make people feel satisfied and loyal to the organization, the only way to maintain the organization approached and remembered by the community is by developing the best service pattern with a good job performance reference, recognition, a challenging work, responsible, growth, and work situation.

C. METHODOLOGY

The type of research includes primary and secondary data, while data collection methods include primary data achieved and respondents who numbered 220 by using the questionnaire as a research instrument with closed questions. The number of questions and each variable includes work motivation variables as many as 17 questions, variable discipline work as many as 21 questions, and variable quality of service excellence as many as 19 questions.

Qualitative data that can be quantified to facilitate the calculation by giving the value of the questionnaire based on ranking or Likert Scale with the weight of the value. Qualitative data can then be quantified to facilitate the calculation by using the Likert scale (Nazir, 2013).

Data collection is done by reading, citing both directly and indirectly from books, scientific literature and directly related to the topic being studied and also the existence of reference material and data at sekampung watering units.

Population and Sample

The population is a generalization region consisting and objects/subjects that have certain qualities and characteristics, set by the researchers to be studied and two then drawn conclusions (Nazir, 2013). The sample is the part and the number and characteristics possessed by that population (Istijanto, 2006). Thus the meaning of the sample is the part taken of the population.

Sampling can be done by setting the target of the population (Hair, 2006). The target population is all users of water resources facilities Region II Seputih Sekampung in Metro City. The sample used is 220 respondents. The sampling technique is used

Accidental Sampling technique. It is done when the sample found while waiting for service from the officer at the research location.

Analysis of Structural Equation Modeling

To examine the effect of exogenous latent variables on endogenous latent variables used structural equation modeling analysis method (Kline, 2005; Wijayanto, 2008). This method of analysis is an extension of structural equation modeling analysis, to estimate the causality relationship between predefined variables based on theory. Structural equation modeling analysis itself cannot determine causal relationships and also can not be used as a substitution for researchers to see the relationship of causality between variables. The causality relationship between variables has been established with the model based on theoretical foundations. Path coefficients are standardized from the regression coefficients (Ghozali & Fuad, 2005). Path coefficient is calculated by making two structural equations such equations showing hypothesized relationships (Sekaran, 2006).

In the analysis, there are two equations, namely the analysis step which describe the research hypothesis into the form of a diagram called the path diagram by displaying each of the manifest variables (Ferron & Melinda R. 2007). People are not able to isolate the influence relationship in purely meaning that there are many occasions that affect it, but the *conceptual framework* can only be described as some observable effect. Other variables that can not be described (cannot be measured) are shown by a particular variable called a residue and given a symbol with e.

D. RESEARCH RESULTS

1. Test Requirements Analysis of Normality

with the requirement that each variable must have a normal relationship.

The results of this test are used to determine the relationship between variables,

Table 1. Summary of Test Requirements of the Normality

No.	Error Estimated Regression	Statistic	df	Sig.	Decision	Conclusion
1.	X ₁	0,090	220	0,000	Ho Acceptable	Normal
2.	Y ₁	0,096	220	0,000	Ho Acceptable	Normal
3.	Y ₁	0,092	220	0,000	Ho Acceptable	Normal

2. Test Requirements Homogeneity Analysis

with the requirement that each variable must have a homogeneous relationship.

The results of this test are used to determine the relationship between variables,

Table 2. Summary of Test Requirements of the Normality

No.	Error Estimated Regression	Statistic	df	Sig.	Decision	Conclusion
1.	X ₁	0,090	220	0,000	Ho Acceptable	Normal
2.	Y ₁	0,096	220	0,000	Ho Acceptable	Normal
3.	Y ₁	0,092	220	0,000	Ho Acceptable	Normal

3. Test Requirements Analysis of Linearity and Regression Significance

with the requirement that each variable must have a significant linear and regression relationship

The results of this test are used to determine the relationship between variables,

Table 3. Summary of Test of Requirements and Significance Linearity Regression

No.	Variable	$\alpha=0,1$			Linearity Regression
		B	Sig.	T _{table}	
1.	Y ₁ on X ₁	0,047	0,488	0,695	Linearity and Significant
2.	Y ₂ on X ₁	0,051	0,430	0,790	Linearity and Significant
3.	Y ₂ on Y ₁	0,337	0,000	5,271	Linearity and Significant

4. Result of Line Coefficient Calculation,

t_{value}

After the analysis test is done, next is to calculate and test each path coefficient as presented in the following table:

Table 4. Summary of Results of the Path Coefficients

No.	Variable	Path Coefficient (ρ)		Decision	Conclusion
		SLF*	t_{value}		
1.	Y_1 on X_1	0,04	0,50	Acceptable	Unsignificant
2.	Y_2 on X_1	-0,06	-0,84	Acceptable	Unsignificant
3.	Y_2 on Y_1	0,37	4,50	Unacceptable	Significant

* Standardized Loading Factor

Sub-Structure Line Coefficient 1

The model of the coefficient analysis of sub-structure 1 is expressed in terms of the equation $Y_1 = \beta_{21}X_1 + \epsilon_1$. This test will provide decision-making hypothesis test 1

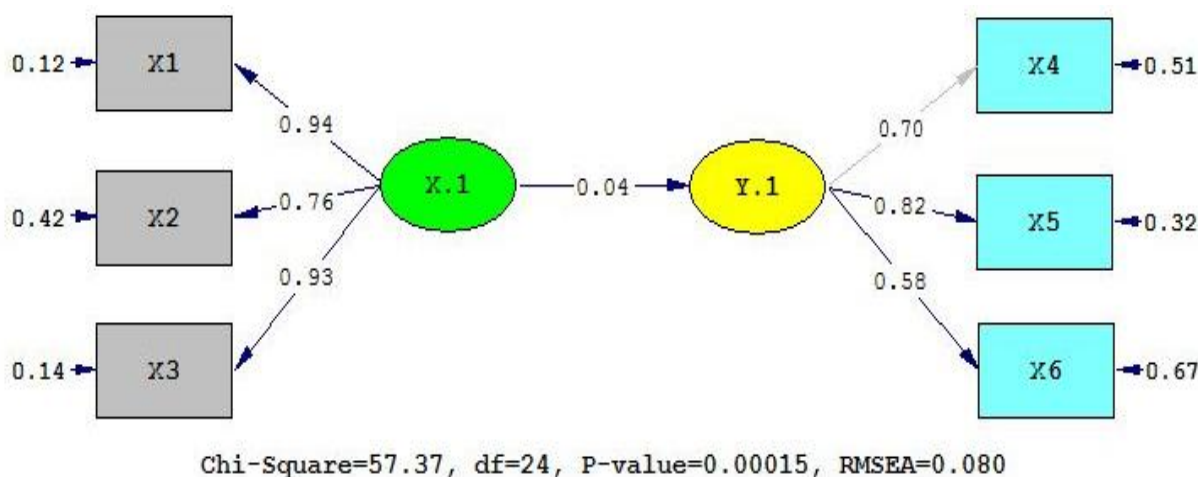


Figure 1. Sub-Structure Line Coefficient 1

Based on sub-structural test 1, path coefficient (β_{31}) was obtained 0,04 and $t_{value} = 0,50 < t_{table} (0,05: 220) = 1,97$ hence H_0 accepted and β_{31} path coefficient is not significant.

Sub-Structure Line Coefficient 2

The model of the coefficient analysis of the sub-structure path 2 is expressed in terms of equations $Y_2 = \beta_{31}X_1 + \beta_{32}Y_1 + \epsilon_2$. This test will provide decision-making test hypotheses 2 and 3.

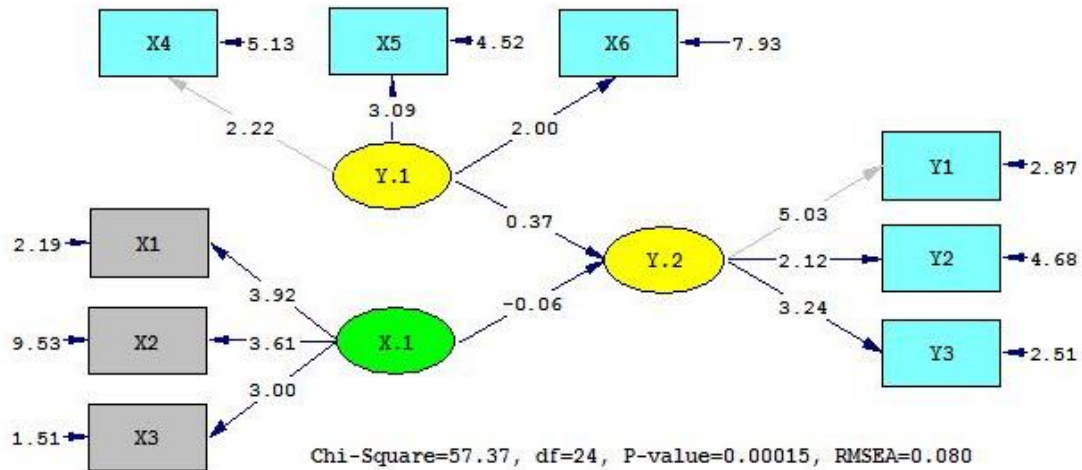


Figure 2. Sub-Structure Line Coefficient 2

Based on sub-structure 2 testing, the path coefficient was obtained (β_{31}) amount -0,06 and $t_{value} = -0,84 < t_{table(0,05;220)} = 1,97$, then H_0 accepted and path coefficient β_{31} is insignificant. Path coefficient (β_{32}) amount 0,37 and $t_{value} = 4,50 > t_{table(0,05;220)} = 1,97$, then H_0 is rejected and β_{32} path coefficient is significant.

Based on the calculation of path coefficient and t-value for hypothesis testing

purposes, it shows that two path coefficients $> 0,05$ and $t-value < 1,97$, so H_0 is rejected and one lane is significant.

Overall the standardized solution path diagram in each variable through the Linear Structural Relationship program is described as follows:

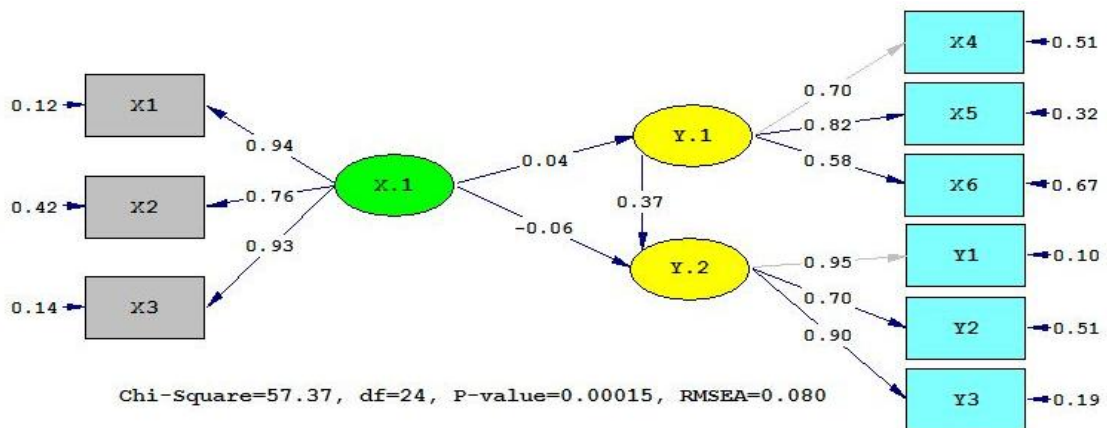


Figure 3. Standardized Solution Path Diagram

Based on Figure 3, the path diagram of the standardized solution, in addition to direct influence (direct), there is a total and indirect influence between exogenous variables (X) with endogenous variables (Y). Based on the linear output of structural relationship about the standardized total effect shows that: (1) the

effect value (effect) of X_1 to Y_2 , and Y_1 to Y_2 is equal to the direct effect of each variable, since it is not mediated by other variables (variable intervening), (2) the effect value (effect) X_1 , and Y_1 to Y_2 is also equal to the sum of the direct effect of the variable, since it is not mediated by the intervening variable, (3) indirect effect X_1 to

Y_2 through Y_1 amount $0,06 \times 0,37 = 0,0222$, because of other variable (intervening variable) that is Y_1 equal to $0,37$, whereas its total influence is $0,04 + 0,37 = 0,41$.

Description of the total effect of exogenous variables (X) on the endogenous

variable (Y) above shows that X1 has no significant effect on Y1 and Y2, due to the intervening (mediation) variable Y1 has a greater influence value than the variable not mediated by variable other.

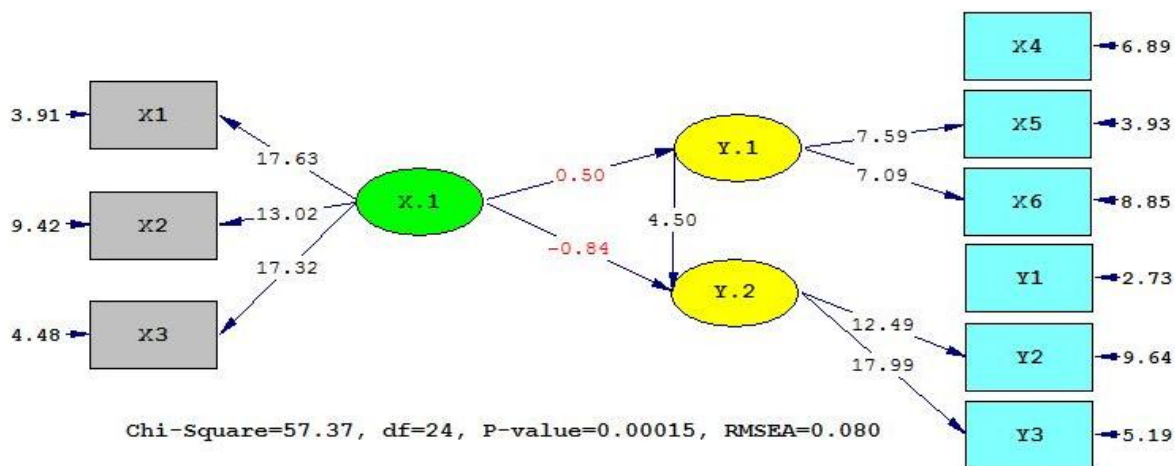


Figure 4. T-value diagram

E. DISCUSSION

The results of the study found that motivation had no direct positive effect on work discipline. This means that every improvement of employee achievement, job recognition, responsibility, and working conditions, no direct influence on the following methods of work, work procedures, cooperative techniques, leadership, salary, penalties, and harmony of working relationships. This does not support research (Rozalia, 2015), which concluded that the motivation of work affects the discipline of work.

The result of the study found that work discipline had a direct positive effect on the excellent quality service. This means that any improvement of employee achievement, job recognition, responsibility, and working conditions, can have a direct positive effect on employee performance, job recognition, responsibility, working conditions, employee creativity, and employee relationships. The findings of this study support the research Pangarso & Susanti, (2016) which concluded

that there is the influence of work discipline to the excellent quality service.

The results of the study found that motivation had no direct positive effect on excellent service. This means that there is encouragement in a person and organization, and there are organizational efforts to mobilize employees in working to achieve maximum results, performance recognition, always complete the task, responsible, good development, working conditions are always good, the relationship between employees are always built and provide job in line with expectations, has no significant effect on benchmarking of good work performance, recognition, challenging work, responsibility, growth, and work situation.

F. CONCLUSION

Based on the findings described above, it can be summarized as follows:

1. There is no direct positive effect of motivation on work discipline. This suggests that variations in changes that

occur in motivation, will not cause changes to the rise and fall of the level of work discipline of an employee significantly. The implications and findings of this study as follows: If there is an improvement of employee achievement, job recognition, responsibility, and working conditions, no significant effect on compliance to follow work methods, work procedures, cooperative techniques, leadership spirit, penalty sanctions, and harmony work relationship.

2. There is no direct positive influence of motivation to excellent service. This suggests that the variations in changes that occur in motivation, will not cause a significant change in the ups and downs of an employee's excellent service level. The implications and findings show that if the quality of motivation is improved, such as the determination of salary according to the level of education, the giving of bonuses, the provision of social security and others, then the level of work performance will not improve.
3. There is a direct positive influence of work discipline to excellent service. This suggests that variations in changes that occur at the level of motivation will cause changes to the rise and fall of an employee's work service level. The implications and findings indicate that if the quality of motivation is improved, such as providing guidance to employees, conducting job training, and always advising subordinates, the level of service will not improve.

G. SUGGESTION

Based on the conclusion above, the suggestion can be described to optimize the influence of motivation and work discipline as follows:

1. In order for employees to be motivated, should be more organized in managing work time, maintain working conditions conducive, more regular in managing the time between lunch hours, work breaks, or in maintaining physical conditions at work.
2. Employees should interact more with other employees so that attendance can be received well by other employees.
3. Employees should be more empathetic, so employees feel getting recognition and appreciation that can support his ability to work.
4. Employees should be more timely in the work, for example entering the office early, go home on time.
5. Employees must increase compliance by complying with office rules, including wearing uniforms on schedule.

REFERENCES

- Baba, Ali. (2015). Effect Of Remuneration And Achievement Motivation To Be Sar Center Employee Performance Industries Results Plantation Makassar. *Journal of Economics and Sustainable Development*. Vol. 6, No. 5, h. 217-224.
- Barata, Atep Adya. (2003). *Dasar-dasar Pelayanan Prima*. Jakarta: Gramedia Pustaka.
- Bunawan. (1996). *Pengantar Manajemen Operasi*. Jakarta: Gunadarma.
- Dahlan, Alwi, dkk. (1995). *Kamus Besar Bahasa Indonesia*. Jakarta: Balai Pustaka.
- Dessler, Garry. (2004). *Manajemen Sumber Daya manusia*. Jakarta: Mancana Jaya Cemerlang.

- Dwiyanto, Agus. (2000). *Reformasi Birokrasi Publik*. Yogyakarta: Gadjah Mada University Press.
- Eli B. Cohen & Scott J. Lloyd. (2014). Informing Science: Volume 17, 2014. Cite as: Cohen, E., & Lloyd, S. (2014). Disciplinary evolution and the rise of the transdiscipline. *Informing Science: The International Journal of an Emerging Transdiscipline*. 17, 189-215. Retrieved from. University of Rhode Island Kingston, RI, USA.
- Felix, Rubogora. (2017). Service Quality and Customer Satisfaction in Selected Banks in Rwanda. *Journal of Business & Financial Affairs*. DOI: 10.4172/2167-0234.1000246.
- Ferron, John M. & Hess, Melinda R. (2007). Estimation in SEM: A Concrete Example. *Journal of Educational and Behavioral Statistics*. Vol. 32, No.1, pp. 110-120.
- Ghozali, I & Fuad. (2005). *Structural Equation Modeling (Teori, Konsep dan Aplikasi dengan Program LISREL 8.54)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J.F. JR., Anderson, R.E, Tatham, R.L. & Black, W.C. (2006). *Multivariate Data Analysis*. Six Edition. New Jersey: Pearson Educational, Inc.
- Handyaningrat, Soewarno. (2004). *Administrasi Pemerintahan dalam Pembangunan Nasional*. Jakarta: CV. Haji Mas Agung.
- Handoko, Hani. (2012), *Manajemen Personalial & Sumberdaya Manusia*. Edisi kedua. Yogyakarta: BPF.
- Hasibuan S. P., Malayu (2012). *Manajemen Sumber Daya Manusia*. cetakan keenam belas. Jakarta: PT. Bumi Aksara.
- Heizer, J. & Render, B. 2011. *Operations Management. Tenth Edition*. Pearson, New Jersey, USA.
- Heizer, Jay & Barry Render. (2006). *Operations Management: Manajemen Operasi*. Buku 1, Edisi 7, (Terjemahan, Dwi Anoeграhwati Setyoningsih & Indra Almahdy). Jakarta: Salemba Empat.
- Hudnurkar, Manoj, et al., (2004). Development of a balanced-scorecard based supplier collaborative performance index. (Indian Institute of Management Lucknow Lucknow India). *International Journal of Productivity and Performance Management*. ISSN: 1741-0401.
- Istijanto. (2006). *Riset Sumber Daya Manusia*. Jakarta: PT. Gramedia Pustaka Utama.
- J. Stevenson, William & Sum Chee Chuong. (2014). *Operations Management an Asian Perspective: Manajemen operasi Perspektif Asia*. (Terjemahan, Diana Angelica, David Wijaya, Hirson Kurnia). Jakarta: Salemba Empat.
- Jatmiko, Enggar Dwi, Bambang Swasto, Gunawan Eko N. (2015). Pengaruh Motivasi Kerja Dan Komitmen Organisasional Terhadap Kinerja Karyawan (Studi Pada Karyawan Kompartemen Pabrik II PT. Petrokimia Gresik). *Jurnal Administrasi Bisnis (JAB)*. Vol. 21 No. 1 April. Jurusan Administrasi Bisnis Fakultas Ilmu Administrasi Universitas Brawijaya Malang.

- Kartono, Kartini. (2011). *Pemimpin dan Kepemimpinan*. Jakarta: PT. Rajawali Grafindo Persada.
- Kline, Rex B. (2005). *Principle and Practice of Structural Equation Modeling*. Second Edition. New York: The Guilford Press.
- Mangkunegara, Anwar Prabu. (2001). *Manajemen Sumber Daya Manusia*. Bandung: PT Refika Rosdakarya.
- Manzoor, Quratul-Ain. (2014). Impact of Employees Motivation on Organizational Effectiveness. Department of Management Sciences, The Islamia University of Bahawalpur, Bahawalpur. *European Journal of Business and Management*. SSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol 3, No. 3.
- Mwaniki, Rose & Jane Gathenya. (2015). Role of Human Resource Management Functions On Organizational Performance with reference to Kenya Power & Lighting Company – Nairobi West Region. *International Journal of Academic Research in Business and Social Sciences*. School of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology. April, Vol. 5, No. 4. SSN: 2222-6990.
- Nazir, Moh. (2013). *“Metode Penelitian”*. Bogor:Ghalia Indonesia.
- Oluseyi, S., & Ayo, H. T., (2009). Influence of Work Motivation, Leadership Effectiveness and time Management on Employees’ Performance in some Selected Industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*. 16, 7-17.
- Onanda, Belly. (2015). The Effects of Motivation on Job Performance A Case Study of KCB Coast Region. *International Journal of Scientific and Research*. Publications, Volume 5, Issue 9, September. ISSN 2250-3153.
- Pangarso, Astadi & Putri Intan Susanti. (2016). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Di Biro Pelayanan Sosial Dasar Sekretariat Daerah Provinsi Jawa Barat. *Jurnal Manajemen Teori Dan Terapan*. Tahun 9. No. 2, Agustus. Universitas Telkom.
- Ramseook M., Prabha, Soolakshna D. Lukea-Bhiwajee & Perunjodi Naidoo. (2010). Service Quality In The Public Service. *International Journal Of Management And Marketing Research*. Volume 3. Number 1, 2010. University of Technology, Mauritius.
- Ranihusna, Desti. 2010. Efek Rantai Motivasi Pada Kinerja Karyawan PT. MNC Sky Vision (Indovision) Semarang. *Jurnal Dinamika Manajemen*. I (2), 90-103.
- Richard M., Steers. (2005). *Efektivitas Organisasi*. (Terjemahan). Jakarta: Erlangga.
- Robbins, Stephen, P. & Mary Coulter. (2005). *Manajemen*. PT INDEKS Kelompok Gramedia. Jakarta.
- Rozalia, Nur Avni, Hamida Nayati Utami, Ika Ruhana. (2015). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. (Studi Kasus Pada Karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis (Jab)*. Vol. 26 No. 2

- September. Fakultas Ilmu Administrasi Universitas Brawijaya Malang.
- Rukhmani, K., Ramesh, M., & Jayakrishnan, J., (2010). Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences*. 15 (3), 365-369.
- Saleem, Rizwan, Azeem Mahmood, Asif Mahmood. (2010). Effect of Work Motivation on Job Satisfaction in Mobile Telecommunication Service Organizations of Pakistan. *International Journal of Business and Management*. Vol. 5, No. 11; November 2010. Mohammad Ali Jinnah University, Islamabad, Pakistan.
- Salleh, Fauzilah. (2011). The Effect of Motivation on Job Performance of State Government Employees in Malaysia. Fauzilah Salleh, Department of Finance and Banking, Faculty of Business Management and Accountancy Gong Badak Campus, Sultan Zainal Abidin University 21300 Kuala Terengganu, Terengganu Malaysia. *International Journal of Humanities and Social Science*. Vol. 1 No. 4; April.
- Sastrohadiwiryono, B. Siswanto. (2003). *Manajemen Tenaga Kerja Indonesia*. Edisi 2. Jakarta: PT. Bumi Aksara.
- Saydam, Gouzali (2005). *Manajemen Sumber daya Manusia: Suatu pendekatan Mikro*. Jakarta: Djambaran.
- Sekaran, U. (2006). Metodologi Penelitian untuk Bisnis 2 (Edisi 4). Jakarta: Salemba Empat.
- Setiawan, Kiki Cahaya. (2015). *Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Level Pelaksana Di Divisi Operasi PT. Pusri Palembang*. PSIKIS-Jurnal Psikologi Islami Vol. 1 No. 2 (2015) 43-53. Fakultas Ushuluddin dan Pemikiran Islam Universitas Islam Negeri Raden Fatah Palembang.
- Simba, Nicholas Odoyo, John Odwar Agak & Eric K. Kabuka. Impact of Discipline on Academic Performance of Pupils in Public Primary Schools in Muhoroni Sub-County, Kenya. *Journal of Education and Practice*. ISSN 2222-1735 (Paper) ISSN 2222-288X (Online). Vol.7, No.6, 2016. Department of Educational Psychology, Maseno University, P.O. Box 333, Maseno, Kenya.
- Steers, M. Richard. (1980). *Efektivitas Orang Kaidah Tingkah Laku*. Terjemahan Dra. Magdalena Jamin. Jakarta: Ghalia.
- Tan, Cheng Ling & Aizzat Mohd Nasurdin. (2011). Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectiveness|| Universiti Sains Malaysia, Penang, Malaysia. ©Academic Publishing International Ltd Reference this paper as: *The Electronic Journal of Knowledge Management*. Volume 9 Issue 2 (pp155-167). ISSN 1479-4411.
- Tjiptono, Fandy. 2008. *Strategi Pemasaran*. Edisi 3. Yogyakarta: ANDI.
- Veithzal, Rivai (2008). *Manajemen Sumber Daya Manusia Untuk Perusahaan: dari Teori dan Praktik*. Jakarta: PT. Raja Grafindo Persada.

- Wijayanto, Setyo Hari. (2008). *Structural Equation Modeling dengan LISREL 8.8*. Yogyakarta: Graha Ilmu.
- Zafar, Nida. (2014). Determinants of Employee Motivation and its impact on Knowledge Transfer and Job Satisfaction. Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan. ISSN. *International Journal of Human Resource Studies*. 2162-3058. 2014, Vol. 4, No. 3.
- Zhao, Rui & Yi-Lung Kuo. (2015). The Role of Self-discipline in Predicting Achievement for 10th Graders. *International Journal of Intelligent technologies and applied statistics*. Vol. 8, no. 1 (2015) pp. 61-70, DOI: 10.6148/IJITAS.2015.0801.05. School of Education, Durham University, Durham, U. K. & Applied Psychology, Beijing Normal University-Hong Kong Baptist University United International College Zhūhǎi City, China.