

Analysis of the influence of Discipline on Increasing Employee performance at Bank XYZ, Makassar

Ferdinandus Sampe^{1*)}, Hendrikus Kadang²⁾, Wihalminus Sombo Layuk³⁾, Daniel Pakiding⁴⁾

^{1,2,3,4)} Management Department, Universitas Atma Jaya Makassar
Jl. Tanjung Alang No.23, Makassar
ferdisampe@yahoo.com^{1*)}

ABSTRACT

This study aims to examine and analyze the influence of discipline on the performance of employees of Bank XYZ Makassar. Using interviews and a set of questionnaire, data were collected. Data collection was carried out through interviews and questionnaires. Using simple random sampling, as many as 86 employees of XYZ were selected. The collected data were analyzed using SPSS version 24. The results reveal that level of discipline and employee performance are relatively high. Further assessment using regression analysis shows that employee discipline has positive significant influence on employee performance.

Keywords: bank, discipline, employee, performance

1. INTRODUCTION

Work discipline is essential for maintaining productivity and achieving success in any professional environment (Adanan et al., 2021; Alimudin et al., 2020; Budiawan et al., 2019). It involves cultivating habits that promote efficiency, focus, and a strong work ethic (Agussalim et al., 2022). Understanding the importance of punctuality, meeting deadlines, and maintaining a positive attitude towards work are all fundamental aspects of work discipline (Cen et al., 2024). Additionally, being organized, managing time effectively, and adhering to company policies and procedures are crucial in demonstrating dedication and responsibility in the workplace.

Developing a strong work discipline not only benefits individual employees, but also contributes to the overall success and productivity of a team or organization (Aprilia et al., 2023). By maintaining a high standard of work discipline, individuals can establish themselves as reliable and valuable assets within their respective fields (Easterby-Smith, 1997). Furthermore, it creates a work culture that prioritizes accountability, professionalism, and excellence, ultimately leading to positive outcomes for both employees and the company as a whole.

Maintaining strong work discipline provides several benefits for both individuals and the organization as a whole (Sampe, 2013). One of the key benefits is increased efficiency and productivity (Alam et al., 2020). When employees adhere to a disciplined approach to their work, they are able to accomplish tasks in a timely manner and with a high level of quality.

Furthermore, work discipline fosters a positive work environment (Austin et al., 2024). Employees who demonstrate discipline in their work habits often serve as positive role models for their colleagues, creating a culture of accountability and professionalism within the organization.

2. THEORETICAL REVIEW

2.1. Employee discipline

Employee discipline and employee performance have attracted many researchers to investigate the two variables (Alimudin et al., 2020; Gaol et al., 2020). The next section will be discussion about theories those embrace employee discipline and performance.

2.1.1. Employee discipline theories

Employee discipline theory is a critical aspect of organizational management (Kafila et al., 2020). Understanding the principles and concepts behind employee discipline is key to maintaining a productive and harmonious work environment.

One of the fundamental theories of employee discipline revolves around the concept of progressive discipline, which emphasizes a series of increasingly severe consequences for repeated violations (Iskamto et al., 2020). This approach aims to correct employee behavior through a systematic and fair process, ultimately leading to either improved performance or, in some cases, termination.

Another important theory of employee discipline is the reinforcement theory, which suggests that behavior can be shaped by the consequences that follow it (Blagoev et al., 2022). Positive reinforcement, such as rewards or recognition, can encourage desired behaviors, while negative reinforcement, such as reprimands or penalties, can discourage undesirable behaviors and promote compliance with organizational rules (Astuti et al., 2022). The theory of employee discipline highlights the role of organizational culture and leadership in shaping and enforcing discipline.

Reinforcement theory, also known as operant conditioning, is a key concept in behavioral psychology (Cui et al., 2024). It focuses on the idea that behavior is influenced by the consequences that follow it. According to this theory, behavior that is followed by positive consequences is more likely to be repeated, while behavior followed by negative consequences is less likely to be repeated.

Reinforcement can take the form of positive reinforcement, where a desirable stimulus is presented to increase the likelihood of a behavior, or negative reinforcement, where an undesirable stimulus is removed to increase the likelihood of a behavior (Avramelou et al., 2024). Punishment, on the other hand, involves presenting an undesirable stimulus to decrease the likelihood of a behavior, while extinction involves removing a desirable stimulus to decrease the likelihood of a behavior. Reinforcement theory operates on several key principles, including the schedule of reinforcement, which determines how often and under what conditions the reinforcement is delivered, and the magnitude of reinforcement, which refers to the strength or intensity of the reinforcement.

In the workplace, reinforcement theory is widely used to motivate employees and shape their behavior (van Steenbergen et al., 2023). Managers often employ positive reinforcement, such as providing praise, bonuses, or promotions, to encourage desirable employee behaviors. Negative reinforcement may be used by removing an unpleasant task or condition when an employee achieves a certain goal. Punishment, in the form of reprimands or demotions, may be used to discourage behaviors that are detrimental to the organization (Qiu et al., 2024). It's essential for managers to understand how to effectively apply the principles of reinforcement theory in the workplace to foster a positive and productive work environment.

Understanding the application of reinforcement theory in the workplace can help managers and organizations improve employee performance, motivation, and job satisfaction (Kastius & Schlosser, 2022). By leveraging the principles of reinforcement theory, organizations can create a culture that supports and reinforces behaviors that align with their goals and values. By using reinforcement effectively, individuals can shape and modify behaviors to achieve desired outcomes.

Another crucial aspect of employee discipline theory is the role of effective communication and conflict resolution (Ahmed et al., 2021). Understanding how to address disciplinary issues in a constructive and respectful manner is essential for both managers and employees. By implementing clear communication strategies and conflict resolution techniques, organizations can better handle disciplinary matters while preserving positive working relationships.

Implementing effective employee discipline strategies is crucial for maintaining a positive work environment and ensuring organizational productivity (Astriani et al., 2023). One key strategy is the use of clear and well-communicated performance expectations. By setting clear standards and communicating them to employees, organizations can establish a framework for measuring performance and addressing disciplinary issues when necessary.

Another important strategy is the creation of a fair and transparent disciplinary process (Alimudin et al., 2020). A well-defined process for handling disciplinary issues, including investigations, hearings, and appeals, can help ensure that employees are treated equitably and that decisions are based on evidence and fairness (Gaol et al., 2020). Additionally, providing consistent and ongoing training for managers and supervisors in handling disciplinary matters is essential. Equipping leaders with the skills and knowledge to address issues promptly and effectively can help prevent conflicts from escalating and contribute to a more positive work environment.

2.1.2. Key Concepts in Employee Discipline

There are at least three aspects in managing employee discipline (Alimudin et al., 2020; Arizavi & Choubsaz, 2021). The aspects are accountability and Fairness, due process, and continuous feedback and coaching.

Accountability and fairness are two fundamental concepts in employee discipline (Kafila et al., 2020). Employees must be held accountable for their actions and behavior, and the disciplinary process should be fair and consistent across the organization (Astriani et al., 2023). This ensures that all employees are treated equitably and that there is transparency in the enforcement of disciplinary measures.

Due process is another key concept in employee discipline, emphasizing the importance of following established procedures when addressing disciplinary issues (Aprilia et al., 2023). This includes providing employees with the opportunity to present their perspective, gathering relevant evidence, and ensuring that decisions are based on thorough and unbiased investigations.

Employee discipline should not be solely punitive in nature (Astuti et al., 2022). It should also involve continuous feedback and coaching to help employees understand their shortcomings and support them in improving their performance. This approach fosters a culture of continuous learning and development within the organization.

In details, there are six aspects of discipline (Alexandri & Pragiwani, 2019). The discipline aspects are:

1. Purpose and ability, the goals to be achieved must be clear and set in ideal. Jobs that are charged to employees must be in accordance with the ability of the employee concerned, so that employees work earnestly and discipline in doing it (Alimudin et al., 2020). However, if the work is beyond its capabilities, the seriousness and discipline of employees will be low.
2. Exemplary Leadership plays a role in determining employee discipline because leaders are role models and role models by their subordinates (Benevides, Sampe & Kamase, 2014). Leaders must set a good, disciplined, honest and fair example. With good leadership, the discipline of subordinates will also be good. If the leader's example is not good (less disciplined), the subordinates will be less disciplined.
3. Remuneration in form of salaries and other employee benefits also influence the discipline of employees because remuneration will provide satisfaction and enjoyment

of employees for their work (Kulikowski & Sedlak, 2023). If employees love their work, their discipline will be better. To realize good employee discipline, the company must provide remuneration for those who receive less of their living needs and their families. So, remuneration plays an important role in creating employee discipline.

4. Justice contributes to the realization of employee discipline, because of the ego and human nature that always wants to be treated the same as other human beings (Iskamto et al., 2020). Managers who are competent in the lead always try to be fair to all their subordinates. With good justice will create good discipline too.
5. The assertiveness of the leader in taking action will affect employee discipline (Sampe, 2020). The leader must be brave and firm, acting to punish any employee who is not disciplined. Leaders who dare to act decisively in applying penalties for disciplined employees will be respected by their subordinates. Thus, the leader will be able to maintain the discipline of company employees.
6. Harmonious human relations among fellow employees contribute to good discipline in a company (Abuzaid et al., 2022). Relationships both vertical and horizontal which consist of direct single relationships, direct group relationships, and cross relationships should be harmonious. Company managers try to create a harmonious atmosphere of human relations among all their employees. The creation of a harmonious human relationship will create a comfortable working environment and atmosphere. This will motivate good discipline in the company. So, employee discipline will be created if human relations in the organization are good.

2.2. Employee Performance

Employee performance is a critical factor in the success of any organization (Abdelwahed & Doghan, 2023). High-performing employees not only contribute to the achievement of company goals but also set a standard for others to follow. Understanding the importance of employee performance involves recognizing that it has a direct impact on productivity, customer satisfaction, and overall business growth (Abbasi & Zamani-Miandashti, 2013). By continually striving to improve employee performance, organizations can create a culture of excellence and drive success in today's competitive business environment.

Organizations that prioritize employee performance often experience higher levels of employee engagement and retention (Abdelwahed & Doghan, 2023). When employees feel recognized and valued for their contributions, they are more likely to remain dedicated and motivated in their roles. Additionally, strong employee performance can lead to increased innovation and creativity within the organization, as employees are encouraged to think critically and offer new ideas to drive the business forward.

Moreover, a focus on employee performance encourages ongoing professional development and training, as organizations seek to provide their employees with the tools and resources to excel in their roles (Cen et al., 2024). This not only benefits the individual employees but also strengthens the overall skill set of the workforce, leading to a more competitive and adaptable organization.

2.1. Employee Performance theories

There are three main theories in employee performance (Budiawan et al., 2019). The theories are expectancy theory, goal-setting theory and equity theory.

One of the prominent theories of employee performance is the Expectancy Theory. This theory suggests that an individual's motivation to exert a certain level of effort is influenced by their belief that their efforts will lead to a certain level of performance, and that this performance will lead to specific outcomes (Iskamto et al., 2020). In other words, employees are motivated to

perform well when they believe that their hard work will result in a desirable outcome, such as a promotion, recognition, or a bonus.

Another significant theory is the Goal-Setting Theory, which emphasizes the importance of setting clear and specific goals to drive employee performance (Cen et al., 2024). According to this theory, setting challenging yet achievable goals can motivate employees to work towards them, leading to higher levels of performance (Abidi et al., 2023). This theory also highlights the significance of providing regular feedback and support to employees as they strive to accomplish their goals.

Equity Theory is another essential perspective in understanding employee performance (Blagoev et al., 2022). This theory focuses on the concept of fairness in the workplace. Employees compare their inputs (such as effort, experience, and skills) and outputs (such as salary, recognition, and benefits) with those of their colleagues. If they perceive an imbalance, it can negatively impact their motivation and performance. Therefore, organizations must strive to maintain a sense of fairness and equity to enhance employee performance.

2.2. Key Benefits of High Employee Performance

High employee performance brings a multitude of benefits to an organization (Astuti et al., 2022). Firstly, it contributes to the achievement of company goals and objectives. When employees consistently perform at a high level, they play a significant role in driving the business forward and achieving desired outcomes. This not only enhances productivity but also fosters a culture of excellence within the organization.

High employee performance positively impacts customer satisfaction (Blagoev et al., 2022). Employees who excel in their roles are better equipped to deliver exceptional service and meet the needs of customers effectively. This, in turn, leads to increased customer loyalty and satisfaction, which are crucial for the long-term success of any business.

High employee performance is closely linked to increased innovation and creativity. When employees feel valued and recognized for their contributions, they are more likely to proactively engage in problem-solving and idea generation (Abuzaid et al., 2022). This fosters a culture of continuous improvement and innovation, which is essential for staying competitive in today's dynamic business environment. Organizations benefit from higher levels of employee engagement and retention when they prioritize and recognize high performance (Abdeldayem et al., 2022). Engaged employees are more committed to their work and are likely to stay with the organization, reducing turnover costs and maintaining institutional knowledge and expertise within the company.

2.3. Influence of Employee Discipline on Performance

Employee discipline plays a critical role in shaping employee performance within an organization (Gaol et al., 2020). When employees adhere to a set of rules and regulations, it creates a structured and conducive work environment that fosters productivity and efficiency. Discipline also helps in minimizing instances of absenteeism, tardiness, and misconduct, leading to a more focused and dedicated workforce.

Effective discipline measures can positively impact employee morale and motivation (Iskamto et al., 2020). When employees feel that the organization is fair and consistent in enforcing discipline, they are more likely to be engaged and committed to their roles. This, in turn, can lead to improved job satisfaction and overall performance. By implementing a fair and transparent disciplinary system, organizations can create a culture of accountability and responsibility among their employees (Abbasi & Zamani-Miandashti, 2013). This can contribute to a more harmonious work environment and ultimately lead to enhanced individual and collective performance.

Discipline in the workplace not only sets the stage for improved employee performance but also directly impacts productivity (Kafila et al., 2020). When rules and expectations are clearly communicated and consistently enforced, employees are more likely to stay focused on their tasks and contribute to the overall goals of the organization.

Consistent discipline also fosters a sense of fairness and trust among employees (Agussalim et al., 2022). Knowing that everyone is held to the same standards can boost morale and create a positive work culture where employees feel valued and supported.

Effective discipline can help identify areas for improvement and provide opportunities for coaching and development (Alimudin et al., 2020). By addressing issues promptly and constructively, employees can grow and enhance their skills, ultimately leading to higher levels of performance.

3. RESEARCH METHODS

The study used descriptive quantitative method. It was intended to assess quantitative relationship between employee discipline and employee performance.

3.1. Variables of the study

The definition of variables used in writing this essay are as follows:

1. Work Discipline, work discipline is the awareness and willingness of someone to obey all applicable company rules and social norms and realize their duties and responsibilities. Measured using a Likert scale, with the weight score strongly disagree = 1, disagree = 2, doubt = 3, agree = 4, and strongly disagree = 5.
2. Employee performance, employee achievement is the result of work achieved by someone in carrying out the duties and responsibilities given to him. Measured using scale which is the weight of the score strongly disagree = 1, disagree = 2, doubt = 3, agree = 4, and strongly agree = 5.

3.2. Method of collecting data

The data collection method used to obtain the best information and data is by using a questionnaire (Abutabenjeh & Jaradat, 2018). The type of data used in this study is qualitative data which is transformed into quantitative by giving weight to each respondent's answer and the data source that will be the material of analysis in this study is primary data which is data obtained directly from the respondent's response to the item statement submitted in questionnaire.

The population in this study were employees at Bank XYZ Makassar. The whole employees were 110 employees. Using simple random sampling techniques, 86 employees were selected to be the study respondents.

3.3. Analysis Method

The Analysis Method used is Descriptive Analysis, Validity Test, Reliability Test, Simple Regression Analysis, and hypothesis test.

4. RESULT AND DISCUSSION

This section will be started with descriptive statistics prior to validity and hypothesis test.

4.1. Descriptive statistic

Nine indicators were used to measure work discipline. Descriptive results for the employee discipline are presented in table 1 below.

Table 1: Descriptive result for employee discipline

No	Variables / Indicators	Mean	Std. Dev
	Work Discipline		
1	Always present on time to the office	3.572	0.873
2	Always actively working during working hours	3.590	1.078
3	Use office inventory for service purposes solely	3.536	0.812
4	Always pay attention to the neatness of clothes	3.241	0.918
5	Always maintain behavior at work	3.253	0.716
6	Trying not to delay completing additional tasks	3.535	1.211
7	Feel comfortable working when following the rules that apply in the company	3.412	0.618
8	Always follow the leader's instructions to work carefully	3.495	0.916
9	Always strive to follow the rules that apply in the company	3.308	0.819

Source: Analysis of collected data

The table 1 reveals that mean range for employee discipline are between 3.241 and 3.59. In 1 to 5 point scale, the mean reveal relatively high intensity of employee discipline. Variations of respondent's response are between 0.618 and 1.211. The results indicate low variations of response response.

Similar to employee discipline, nine indicators were used to assess employee performance. The results are presented in table 2 below.

Table 2: Descriptive results of employee performance

No	Variables / Indicators	Mean	Std. Dev
	Employee performance		
1	Every work given is completed on time	4.072	0.685
2	Have the skills needed to complete each job	4.059	0.816
3	Has initiatives to develop the company	4.001	0.916
4	The work is neat and clean	4.241	1.217
5	Trying to be professional at work	3.993	0.919
6	Produce reliable quality work	4.035	1.977
7	Customers feel satisfied with the services provided	4.012	0.908
8	Amount of Bank XYZ customers increase every year	4.095	0.913
9	Credit distribution increases every year	4.308	1.318

Source: Analysis of collected data for the study

The table 2 reveals that mean range for employee performance are between 3.993 and 4.308. In 1 to 5 points scale, the mean reveal relatively high intensity of employee performance. For the

employee performance, variations of respondent's response are between 0.685 and 1.977. The results indicate low variations of respondent's response.

4.2. Validity and reliability

4.2.1. Validity Test

Validity testing is used to measure the validity or validity of a questionnaire and examine the extent to which the accuracy of the grating device can reveal the concept or symptoms being measured. Validity test is done by comparing the value of r count with r table for the significance level of 5%. If r count $>$ r table, the question or indicator is declared valid, and vice versa, count $<$ r table, then the question or indicator is declared invalid (Ghozali: 2005). The rabel value with degree of free or $df = n-2$ where $n = 86$ is 0.2120.

4.2.2. Reliability Test

Reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. The method used to test reliability is the Cronbach's Alpha method found in the SPSS program. The Cronbach's Alpha method is very suitable for using scales in the form of scales (eg 1-5). In reliability testing, the variable is said to be reliable if the value of Cronbach's Alpha is $>$ 0.60 (Ghozali: 2005). The results of the reliability tests for each variable can be seen in table 5.5 below:

Table 3: Reliability analysis

Variabel	Cronbach's Alpha	Decision
Work Discipline	0,687	Reliable
Work performance	0,663	Reliable

Source: Analysis data for the study

The reliability test results show that all variables have a pretty high Alpha coefficient which is above 0.60 so that it can be said that all measuring concepts of each variable from the questionnaire are reliable so that the items in each variable are then feasible and reliable used as a measuring instrument.

4.2.3. Simple Regression Analysis and Correlation

Regression analysis is an analysis that aims to measure the extent of the influence of work discipline (X) on work performance (Y) according to , while correlation analysis aims to see how far the relationship of work discipline (X) to employee performance (Y) The following results from SPSS can be seen in table 4 below.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Std Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,709	2,293		6,850	0,000
X	0,597	0,062	0,724	9,607	0,000

Source: Data analysis

In table 4 can be seen the value of tcount of 9.607 and a significance value of 0.000. This means that the significance level of tcount of 0,000 is smaller than 0.05 which means that H_0 is

rejected and H_a is accepted. This means that work discipline has a significant influence on work performance.

4.3. Discussion

The study support the previous study results that discipline positively impact employee performance (Astriani et al., 2023; Cen et al., 2024). When employees feel that the organization is fair and consistent in enforcing discipline, they are more likely to be engaged and committed to their roles. This, in turn, can lead to improved job satisfaction and overall performance. By implementing a fair and transparent disciplinary system, organizations can create a culture of accountability and responsibility among their employees. This can contribute to a more harmonious work environment and ultimately lead to enhanced individual and collective performance.

Discipline in the workplace not only sets the stage for improved employee performance but also directly impacts productivity. When rules and expectations are clearly communicated and consistently enforced, employees are more likely to stay focused on their tasks and contribute to the overall goals of the organization. Consistent discipline also fosters a sense of fairness and trust among employees. Knowing that everyone is held to the same standards can boost morale and create a positive work culture where employees feel valued and supported. Effective discipline can help identify areas for improvement and provide opportunities for coaching and development. By addressing issues promptly and constructively, employees can grow and enhance their skills, ultimately leading to higher levels of performance.

5. CONCLUSION

This study found that the discipline of employees at Bank XYZ is quite high. This can be seen from the responses of respondents who on average agree or strongly agree with statement items. Thus the work performance of employees, the study found that the work performance of employees was quite high. From the results of regression analysis and the t test with the SPSS program, it can be seen that there is a significant positive influence of employee discipline on work performance.

Based on the research findings, it is suggested that the company should enforce work discipline to improve work performance of its employees. For future studies are expected to be able to add other variables that can affect employee performance in order to help companies achieve their goals.

REFERENCES

- Abbasi, E., & Zamani-Miandashti, N. (2013). The role of transformational leadership, organizational culture and organizational learning in improving the performance of Iranian agricultural faculties. *Higher Education*, 66(4), 505–519. Scopus. <https://doi.org/10.1007/s10734-013-9618-8>
- Abdeldayem, M. M., Aldulaimi, S. H., & Baqi, A. (2022). *Supplementary Measurement of Financial and Non-Financial Performance: Does Balance Score Card Matter?* 368–371. Scopus. <https://doi.org/10.1109/ICETISIS55481.2022.9888810>
- Abdelwahed, N. A. A., & Doghnan, M. A. A. (2023). Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society. *Societies*, 13(3), 65. <https://doi.org/10.3390/soc13030065>
- Abidi, N., Yanamandra, R., Nair, H. K. G., Al Nasar, M. R., & Khassawneh, O. (2023). *Impact of IoT and Recourse Based View on Digital Business: The Role of Strategic Thinking Leadership*. 2nd International Conference on Business Analytics for Technology and Security, ICBATS 2023. Scopus. <https://doi.org/10.1109/ICBATS57792.2023.10111305>

-
-
- Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Teaching Public Administration*, 36(3), 237–258. Scopus. <https://doi.org/10.1177/0144739418775787>
- Abuzaid, A. N., Al-Haraisa, Y. E., & Alateeq, M. M. (2022). Relationship Between Conflict Management and Employees' Commitment: The Mediating Role of Work Motivations. *Corporate Governance and Organizational Behavior Review*, 6(3), 163–172. Scopus. <https://doi.org/10.22495/cgobrv6i3p15>
- Adanan, N. Q. A., Turan, F. M., & Johan, K. (2021). *Industrial Sustainability Policy and Standards-Related on Management Discipline of SMEs Industry in Malaysia: A Conceptual Framework*. 46, 25–32. Scopus. https://doi.org/10.1007/978-981-15-9505-9_3
- Agussalim, M., Yanti, N., & Hussin, M. (2022). THE ROLE OF TRAINING, DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: A PLS-SEM APPROACH. *International Journal of eBusiness and eGovernment Studies*, 14(4), 1–21. Scopus. <https://doi.org/10.34109/ijebeg.202214200>
- Ahmed, Z., Nathaniel, S. P., & Shahbaz, M. (2021). The criticality of information and communication technology and human capital in environmental sustainability: Evidence from Latin American and Caribbean countries. *Journal of Cleaner Production*, 286. Scopus. <https://doi.org/10.1016/j.jclepro.2020.125529>
- Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The effects of wages and welfare facilities on employee productivity: Mediating role of employee work motivation. *Australasian Accounting, Business and Finance Journal*, 14(4), 38–60. Scopus. <https://doi.org/10.14453/aabfj.v14i4.4>
- Alexandri, M. B., & Pragiwani, M. (2019). The effect of competence and discipline of work on motivation and its impact on performance of forensic checkers at puslabfor bareskrim Indonesia national police (POLRI). *Academy of Strategic Management Journal*, 18(4). Scopus. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85078876703&partnerID=40&md5=2c2e4751b0ed6e904e97387e3eff2542>
- Alimudin, A., Sukoco, A., Prebawa, A. A., Dhaniarti, I., & Hartono, Z. Z. Z. (2020). *Strategy model to build employee discipline*. 0(March), 1969–1977. Scopus. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85088928960&partnerID=40&md5=9d25310b3268ad4b6c1d0258eca5a4a6>
- Aprilia, R., Turmudhi, A., Purwasih, R., Maimunah, S., & Yunggoli, S. (2023). Work Productivity: Compensation, Communication and Work Discipline. In *Lecture Notes on Data Engineering and Communications Technologies* (Vol. 182, pp. 349–360). Scopus. https://doi.org/10.1007/978-3-031-40971-4_33
- Arizavi, S., & Choubsaz, Y. (2021). Citation practices in research article introductions: The interplay between disciplines and research methodologies. *International Journal of Applied Linguistics (United Kingdom)*, 31(3), 383–405. Scopus. <https://doi.org/10.1111/ijal.12337>
- Astriani, F., Wibisono, C., & Kenedi, J. (2023). The influence of work discipline, motivation, and compensation, on employee performance through competence at Health Centers. *Environment and Social Psychology*, 8(2). Scopus. <https://doi.org/10.54517/esp.v8i2.1738>
- Astuti, S., Iswanto, A., Wandani, W. A., Syahrydan, T., & Tubagus Mochammad Dhanadi, R. N. A. (2022). The Influence Of Discipline On Employee Performance In The Time Of The Covid-19 Pandemic At The Leuwigajah Village Office South Cimahi District Cimahi City. *Res Militaris*, 12(2), 7486–7492. Scopus.

-
-
- Austin, S. C., McIntosh, K., & Girvan, E. J. (2024). National patterns of vulnerable decision points in school discipline. *Journal of School Psychology, 102*. Scopus. <https://doi.org/10.1016/j.jsp.2023.101259>
- Avramelou, L., Nousi, P., Passalis, N., & Tefas, A. (2024). Deep reinforcement learning for financial trading using multi-modal features. *Expert Systems with Applications, 238*. Scopus. <https://doi.org/10.1016/j.eswa.2023.121849>
- Benevides, Paula Rosa de Araujo, Sampe, F., & Kamase, R. (2014). Pengaruh gaya kepemimpinan pada kinerja karyawan pada PT Adinata di Makassar. *Jurnal Sistem Informasi Manajemen Dan Akuntansi, 12(2)*, 65–83.
- Blagoev, V., Shustova, E., & Protas, N. (2022). Work motivation of bank employees in case of implementing AI and robots in the bank activities: Comparative analysis of Russia and Kazakhstan. *Ikonomicheski Izsledvania, 31(7)*, 63–80. Scopus.
- Budiawan, A., Sofyandi, R. H., & Saefudin, N. (2019). The effect of organizational culture and work discipline against employees performance polytechnic “x” bandung. *Journal of Advanced Research in Dynamical and Control Systems, 11(3 Special Issue)*, 1–8. Scopus.
- Cen, C. C., Cahyadi, W., Candrasa, L., & Cahyadi, L. (2024). The Effect of Work Productivity and Work Discipline on PTPN III Employee Performance at Kebun Tanah Raja Serdang Bedagai North Sumatra With Compensation as a Moderating Variable. *Quality - Access to Success, 25(200)*, 160–169. Scopus. <https://doi.org/10.47750/QAS/25.200.17>
- Cui, T., Du, N., Yang, X., & Ding, S. (2024). Multi-period portfolio optimization using a deep reinforcement learning hyper-heuristic approach. *Technological Forecasting and Social Change, 198*. Scopus. <https://doi.org/10.1016/j.techfore.2023.122944>
- Easterby-Smith, M. (1997). Disciplines of organizational learning: Contributions and critiques. *Human Relations, 50(9)*, 1085–1113. Scopus. <https://doi.org/10.1177/001872679705000903>
- Gaol, J. L., Ichsan, R. N., & Hutabarat, L. (2020). The effect of working atmosphere and discipline toward employee work productivity in pt. Duta margalestar indomedan. *Journal of Advanced Research in Dynamical and Control Systems, 12(6)*, 554–564. Scopus. <https://doi.org/10.5373/JARDCS/V12I6/S20201063>
- Iskamto, D., Karim, K., & Bon, A. T. (2020). *Impact of employee satisfaction on work discipline in government office in indonesia. August*. Scopus. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85096535638&partnerID=40&md5=dcca5f4e69eb2726d231c4dec8e15beb>
- Kafila, R. N., Puspitasari, P., & Wulandari, R. D. (2020). The Correlation between Work Barrier with Employee’s Discipline on Occupational Safety and Health. *Indonesian Journal of Occupational Safety and Health, 9(2)*, 142–153. Scopus. <https://doi.org/10.20473/ijosh.v9i2.2020.142-153>
- Kastius, A., & Schlosser, R. (2022). Dynamic pricing under competition using reinforcement learning. *Journal of Revenue and Pricing Management, 21(1)*, 50–63. <https://doi.org/10.1057/s41272-021-00285-3>
- Kulikowski, K., & Sedlak, P. (2023). Is there more to compensation than money? The empirical study of dimensionality of the total rewards model and its implications for entrepreneurship. *Entrepreneurial Business and Economics Review, 11(3)*, 77–91. Scopus. <https://doi.org/10.15678/EBER.2023.110305>
- Qiu, Y., Liu, R., & Lee, R. S. T. (2024). The design and implementation of a deep reinforcement learning and quantum finance theory-inspired portfolio investment management system. *Expert Systems with Applications, 238*. Scopus. <https://doi.org/10.1016/j.eswa.2023.122243>
- Sampe, F. (2013). Employee Empowerment For Small Retailer in Makassar Municipality – South Sulawesi Indonesia. *Jurnal Sistem Informasi Manajemen Dan Akuntansi, 11(2)*, 17–35.

-
-
- Sampe, F. (2020). Human Resource general practices and human resource outcomes in Indonesian SMEs – a preliminary empirical study during the Covid-19 pandemic. *2nd ICITEAS 2020 Conjunction with 2nd ICLBS 2020, November*.
- van Steenbergen, R., Mes, M., & van Heeswijk, W. (2023). Reinforcement learning for humanitarian relief distribution with trucks and UAVs under travel time uncertainty. *Transportation Research Part C: Emerging Technologies*, 157. Scopus. <https://doi.org/10.1016/j.trc.2023.104401>