

Motivation, Discipline, and Employee Performance in The South Tangerang Fire and Rescue Service

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Abstract

This study aims to analyze the effect of motivation and work discipline on employee performance at the South Tangerang City Fire Department. The validity and reliability tests indicated that all indicators of motivation (X1), work discipline (X2), and performance (Y) were valid and reliable. The partial test (t-test) showed that motivation (tcount = 2.887; sig. 0.008) and work discipline (tcount = 2.160; sig. 0.000) have a positive and significant effect on performance. The coefficient of determination revealed that motivation explains 58.2% of performance variation, while work discipline explains 53.4%. Simultaneously, the F-test (Fcount = 24.374; sig. 0.000) confirmed that motivation and work discipline together significantly influence performance, with a contribution of 64.4%. Therefore, motivation and work discipline are proven to have a positive, strong, and significant effect on employee performance.

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INTRODUCTION

Employees with strong work motivation provide significant benefits and contribute to the smooth operation of a company. When employees are motivated, their performance and work discipline will likely improve. Conversely, a decline in motivation can hinder task execution, which in turn affects the company's overall productivity. Recently, public attention has increasingly focused on the performance of firefighters. According to data published on the satu data tangsel, 2024, there were 100 fire incidents recorded in South Tangerang City in 2024. The total response time for handling these

incidents was 1,024 minutes, resulting in an average response time of 10.24 minutes. The number of firefighters and the percentage meeting the national standard was 128,215 (59.53%) (Satu Data Tangsel, 2024). Based on these data, the author aims to further investigate the factors influencing the performance of firefighters in the South Tangerang City Fire and Rescue Service, particularly in relation to motivation and work discipline. Employee performance is often shaped by both internal and external motivational factors. Discipline is an essential attribute for firefighters, especially for those working in the field. As their responsibilities directly relate to public safety, firefighters are required to remain alert, prepared, and responsive when assisting the community in emergency situations.

According to Sugiyono (2019:38), as cited in (Tia Setiani S.Pd., 2023), research variables are essentially the characteristics, traits, or values inherent in individuals, objects, organizations, or activities. Researchers identify and specifically examine these variables because they exhibit certain variations, which ultimately allow conclusions to be drawn from the findings. The independent variable represents the core factor influencing a study. It is responsible for causing changes in the dependent variable. In the context of this study, the independent variables are Work Motivation (X1) and Work Discipline (X2). The dependent variable is the result of the influence of the independent variables. It is the primary focus of the change caused by the independent variables, and is also known as the criterion or outcome variable. In this study, Employee Performance (Y) is the dependent variable that will be measured and examined.

Motivation

According to Edy Sutrisno (2019) as cited in (Guntari, 2024), motivation is the primary driving factor underlying a specific activity. Therefore, it is often defined as the cause or stimulus behind a person's behavior. Maslow introduced the Need Hierarchy Theory to explain the different levels of human needs. In the workplace context, employees are also influenced by these needs. Maslow, as cited in (Dr. H. Muh Hizbul Muflihah, 2024), argued that humans must fulfill their basic needs to maintain physiological and psychological balance, driven by the desire to preserve well-being in life. These needs are classified into five levels:

- a) physiological needs,
- b) safety needs,

c) social needs,

d) esteem needs, and

e) self-actualization needs.

1. Discipline

Rivai (2011), as cited in (Unisma et al., n.d.), defined work discipline as a managerial tool used to communicate expectations to employees. Its purpose is to raise employee awareness and encourage compliance with company regulations. According to Rivai (2011:825), work discipline can be understood from four perspectives: *Retributive Discipline; Corrective Discipline; Individual Rights Perspective and Utilitarian Perspective*

Performance

Mangkunegara (2017:9), as cited in (Khaeruman, 2021), defined performance as derived from the term “Job Performance.” Employee performance reflects the results or achievements of work, both quantitative and qualitative, within a specific time frame (e.g., per hour), in completing tasks according to their responsibilities.

Indicators and Dimensions of Motivation

Work motivation indicators can be explained within the theoretical framework of work motivation. According to Abraham Maslow (2021), as cited in (Andi Irfan et al., 2023), several key indicators reflect an individual's level of motivation in a professional context. These indicators are as follows: **Job Satisfaction** ; A reflection of the degree to which individuals feel satisfied with both the intrinsic and extrinsic aspects of their work and the overall work environment. **Employee Engagement**; Refers to the level of emotional and behavioral connection that employees have toward their assigned tasks and the organization as a whole. **Recognition and Appreciation**; The extent to which employees’ contributions, achievements, and efforts are acknowledged and valued by management. **Job Autonomy**; The degree of freedom granted to employees in managing and determining their approach to tasks and responsibilities. **Clarity of Goals and Expectations**; A comprehensive understanding by employees regarding organizational goals, performance targets, and the expectations set for them. **Career Ambition**. The presence of an intrinsic drive or desire within employees to attain higher positions within the organizational hierarchy.

Indicators and Dimensions of Discipline

Based on the opinion of Hasibuan (2016), as cited in the journal by (Diana & Rahmat, 2022), there are several factors that influence employee discipline within an organizational environment.

These indicators include: **Goals and Abilities**; Clear objectives and the individual's capacity to carry out tasks significantly affect the level of discipline. Therefore, organizational goals need to be explained in a detailed and realistic manner so they can be easily understood and achieved by all employees. **Leadership Role Model**; The attitudes and behaviors of leaders play a crucial role in shaping employee discipline. A supervisor who can serve as a role model will indirectly provide an example for subordinates to follow in performing their duties. **Supervision and Control (Waskat)**; Effective internal supervision serves to prevent errors, correct mistakes, maintain discipline, improve performance, and create a strong internal control system within the organization. **Disciplinary Sanctions**; When imposing disciplinary measures, it is important to consider whether the violation constitutes a minor or major offense. Penalties should be communicated to employees prior to the start of their work. Fair and appropriate enforcement fosters a control system among employees, encouraging them to be more cautious and aware of company regulations. **Interpersonal Relationships** Creating a workplace grounded in humanistic principles fosters a harmonious and comfortable environment. A positive atmosphere enhances employee performance and promotes healthy relationships between subordinates and superiors, in contrast to environments marked by high levels of discrimination and seniority. The provision of rewards, including salaries and welfare facilities, contributes to the level of employee discipline. Proper compensation can foster motivation, enhance job satisfaction, and strengthen employee loyalty to the organization and their work. **Fairness**; The application of fairness principles in the workplace encourages the development of disciplined behavior.

Every individual has a need to be treated fairly and equally, without discriminatory practices or differential treatment among employees. **Supervision and Control (Waskat)**; Effective internal supervision serves to prevent errors, correct mistakes, maintain discipline, improve performance, and create a strong internal control system within the organization. **Disciplinary Sanctions**; When imposing disciplinary measures, it is important to consider whether the violation constitutes a minor or major offense. Penalties should be communicated to employees prior to the start of their work. Fair and appropriate enforcement fosters a control system among employees, encouraging them to be more cautious and aware of company regulations. **Interpersonal Relationships** Creating a workplace grounded in humanistic principles fosters a harmonious and comfortable environment. A positive atmosphere enhances employee performance and promotes healthy relationships between subordinates and superiors, in contrast to environments marked by high levels of discrimination and seniority.

Performance Assessment Indicators

According to Abraham Maslow (2021), as cited in (Andi Irfan et al., 2023), several key indicators can

a) Productivity and Target Achievement

Refers to how efficiently and effectively employees complete their tasks and achieve performance targets.

b) Quality of Work Output

Assesses the level of accuracy, sophistication, and quality of the products or services delivered by employees

c) Attendance and Consistency

Measures the frequency of employee attendance and their consistency in fulfilling job responsibilities.

Innovation and Creativity

Reflects employees' ability to generate new ideas and contribute innovative solutions within the organization.

d) Employee Satisfaction

Indicates the extent to which the organization meets or exceeds employee expectations.

METHOD

Sample and Population

The population of this study consists of all field firefighters in the South Tangerang City Fire and Rescue Service, totaling 200 personnel. This includes only firefighters (excluding rescue staff and administrative employees) working across morning, afternoon, and night shifts. The sample size was determined using Arikunto's (2010) guideline, as cited in (Chandra Sari, n.d.), which suggests that if the population exceeds 100, a sample of 10–15% is sufficient. Following this guideline, the researcher selected 15% of the total population, resulting in a sample of 30 respondents.

Data Collection Techniques

1. Questionnaire

Questionnaires were distributed to members of the South Tangerang City Fire Department via WhatsApp through the department's administrative staff.

2. Observation

Observations were conducted by visiting the office directly and interacting with the employees.

3. Interview

The interview technique was carried out simultaneously with environmental observations at the South Tangerang City Fire Department office, involving members of the fire department's Call Center unit.

4. Documentation

Documentation was carried out using credible software applications such as Google Forms

and Google Spreadsheets. Interview sessions were documented through audio recordings using a voice recording application.

Data Analysis Techniques

5. Data Quality Tests

a. Validity Test

According to Sugiyono (2019), as cited in (Tia Setiani S.Pd., 2023), the validity test measures the extent to which an instrument or questionnaire accurately evaluates the intended variable.

b. Reliability Test

Sugiyono (2019) explained that reliability testing assesses the consistency of measurement results when applied repeatedly to the same object using the same instrument. A reliable instrument produces stable and consistent data.

6. Classical Assumption Tests

According to Sugiyono (2019), classical assumption testing ensures that the regression model used meets theoretical feasibility and produces valid, reliable estimations.

a. Normality Test: Determines whether data distribution follows a normal distribution.

b. Multicollinearity Test: Detects high correlations among independent variables.

c. Heteroscedasticity Test: Identifies inefficiencies in the model, which can bias estimation.

This study used both residual scatterplots and the Glejser test.

7. Hypothesis Testing

Sugiyono (2019) stated that hypothesis testing evaluates whether research assumptions can be accepted or rejected based on empirical evidence.

a. t-Test: Assesses the partial effect of independent variables on the dependent variable.

b. F-Test: Examines the simultaneous effect of all independent variables on the dependent variable.

8. Multiple Linear Regression Test

According to Sugiyono (2019), as cited in (Tia Setiani S.Pd., 2023), statistical methods are used to predict the influence of two or more independent variables on a dependent variable. Predicts the impact of two or more independent variables on the dependent variable.

9. Coefficient of Determination (R^2)

The interpretation of the Coefficient of Determination (R^2), according to Sugiyono (2019), as cited in (Tia Setiani S.Pd., 2023), is that the Coefficient of Determination (R^2) measures the proportion of variation in the dependent variable that can be explained by the independent variables. An R^2 value approaching 1 indicates a better-fitting model, whereas a value closer to 0 indicates a low explanatory power of the model. Measures the proportion of variance in the dependent variable explained by independent variables. Values closer to 1 indicate stronger explanatory power.

RESULTS AND DISCUSSION

a. Characteristics Based on Gender

Table 1. Respondent Characteristics by Gender

Gender	Number of Respondents	Percentage
Male	30	100%
Total	30	100%

From the table above, it can be seen that all 30 respondents from the South Tangerang City Fire Department are male, representing 100%.

b. Characteristics Based on Age

Table 2. Respondent Characteristics by Age

Age Range	Number of Respondents	Percentage
25–30	11	36.7%
31–35	10	33.3%
36–40	5	16.7%
41+	4	13.3%
Total	30	100%

From the table above, it can be concluded that the majority of respondents are aged 25–30 years (36.7% or 11 people), followed by 31–35 years (33.3% or 10 people), 36–40 years (16.7% or 5 people), and over 41 years (13.3% or 4 people).

c. Characteristics Based on Job Position

Table 3. Respondent Characteristics by Job Position

Job Position	Number of Respondents	Percentage
Fire Department Member	30	100%
Total	30	100%

As shown in the table, 100% (30 respondents) who filled out the questionnaire are members of the fire department.

d. Characteristics Based on Educational Background

Table 4. Respondent Characteristics by Education Level

Education Level	Number of Respondents	Percentage
High School/Vocational School	22	73.3%
Diploma (D3)	2	6.7%
Bachelor’s Degree (S1)	6	20%
Total	30	100%

From the table above, 73.3% (22 respondents) have completed high school or vocational education, 6.7% (2 respondents) hold a diploma (D3), and 20% (6 respondents) hold a bachelor's degree (S1).

e. Characteristics Based on Length of Employment

Table 5. Respondent Characteristics by Years of Service

Years of Service	Number of Respondents	Percentage
1–5 Years	2	6.7%
6–10 Years	18	60%
11–15 Years	10	33.3%
Total	30	100%

From the table above, it can be concluded that 6.7% (2 respondents) have worked at the South Tangerang City Fire Department for 1–5 years, 60% (18 respondents) for 6–10 years, and 33.3% (10 respondents) for 11–15 years.

2. Data Quality Test

A. Validity Test

Table 6. Validity Test Results – Variable X1 (Motivation)

No	Question	Total Correlation	R table	Remark
1	I feel motivated to work because my role is important to society.	0,671	0.3610	VALID
2	I feel proud to be part of the fire department team.	0,655	0.3610	VALID
3	I am always enthusiastic when carrying out my duties, even in emergency situations.	0,552	0.3610	VALID
4	I feel motivated to work because my role is important to society.	0,469	0.3610	VALID
5	Praise or recognition from my supervisor motivates me to work harder.	0,710	0.3610	VALID
6	I work diligently because I feel this job aligns with my personal values and life goals.	0,667	0.3610	VALID
7	I feel motivated when I receive training or personal development opportunities from the institution.	0,818	0.3610	VALID
8	I remain enthusiastic about work despite facing high risks in the field.	0,562	0.3610	VALID
9	Incentives or allowances provided by the institution increase my work motivation.	0,712	0.3610	VALID

All question items for the motivation variable (X1) have **corrected item-total correlation (r count) > r table (0.3610)**, indicating that all items are **VALID**

Table 7. Validity Test Results – Variable X2 (Discipline)

No	Question	Total Correlation	R table	Remark
1	I always arrive on time during shift changes.	0,655	0.3610	VALID
2	I comply with the dress code by wearing the complete uniform every time I am on duty.	0,517	0.3610	VALID
3	I follow my supervisor's instructions without delay or objection.	0,741	0.3610	VALID
4	I consistently complete tasks on time and in accordance with the SOP.	0,596	0.3610	VALID
5	I am disciplined in attending mandatory training or morning assemblies.	0,786	0.3610	VALID
6	I believe discipline is very important in maintaining the readiness of the fire department team.	0,767	0.3610	VALID
7	I have been absent without permission while on duty.	0,362	0.3610	VALID
8	I consider my colleagues' level of work discipline to be quite high.	0,651	0.3610	VALID
9	I feel that my supervisor's leadership greatly influences my work discipline.	0,679	0.3610	VALID

All items related to the discipline variable (X2) are **VALID** as each r count exceeds the r table value of 0.3610.

Table 8. Validity Test Results – Variable Y (Performance)

No	Question	Total Correlation	R table	Remark
1	I am capable of completing firefighting tasks quickly and accurately.	0,828	0.3610	VALID
2	I feel proud to be part of the fire department team.	0,803	0.3610	VALID
3	I am always enthusiastic when carrying out my duties, even in emergency situations.	0,737	0.3610	VALID
4	I feel motivated to work because my role is important to society.	0,727	0.3610	VALID
5	Praise or recognition from my supervisor motivates me to work harder.	0,710	0.3610	VALID
6	I work diligently because I feel this job aligns with my personal values and life goals.	0,778	0.3610	VALID
7	I feel motivated when I receive training or personal development opportunities from the institution.	0,662	0.3610	VALID
8	I remain enthusiastic about work despite facing high risks in the field.	0,659	0.3610	VALID
9	Incentives or allowances provided by the institution increase my work motivation.	0,428	0.3610	VALID
10	I feel appreciated and recognized by my teammates.	0,709	0.3610	VALID

All question items for the performance variable (Y) are also declared **VALID** since $r_{\text{count}} > r_{\text{table}}$ (0.3610).

Conclusion: All indicators from variables X1, X2, and Y have passed the validity test, showing strong construct validity for the instrument used

Reliability Test

Table 9. Reliability Test Results

No	Variable	Cronbach's Alpha	Threshold	Description
1	X1 (Motivation)	0.878	0.60	RELIABLE
2	X2 (Discipline)	0.778	0.60	RELIABLE
3	Y (Performance)	0.908	0.60	RELIABLE

Conclusion: Based on the results in the table above, it is concluded that all research variables (X1, X2, and Y) are **RELIABLE**, as their Cronbach's Alpha values exceed the threshold of 0.60.

2. Normality Test

a) Kolmogorov-Smirnov (K-S) Test

Table 10. Results of Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.05124113
Most Extreme Differences	Absolute	.161
	Positive	.161
	Negative	-.128
Test Statistic		.161
Asymp. Sig. (2-tailed)		.046 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the test results above, the Asymp. Sig value is 0.046, which is greater than 0.05. Therefore, it can be concluded that the residual data is normally distributed and meets the classical assumption of normality.

b) Multicollinearity Test

Table 11. Results of Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	-4.691	7.045			-.666	.511		
	TOTALx1	.640	.222	.492		2.887	.008	.456	2.195
	TOTALx2	.443	.205	.368		2.160	.040	.456	2.195

a. Dependent Variable: TOTALy

The Tolerance value for the Motivation variable (X1) is $0.492 \geq 0.100$, and the Tolerance value for Discipline (X2) is $0.368 \geq 0.100$, indicating no multicollinearity. The VIF value for the Motivation variable (X1) is $2.195 \leq 10.0$ and for the Discipline variable (X2) is $2.195 \leq 10.0$, confirming no multicollinearity. Hence, Motivation and Discipline do not interfere with each other statistically (i.e., they are not overlapping), indicating the absence of multicollinearity.

c) Heteroscedasticity Test

1. Scatterplot Test

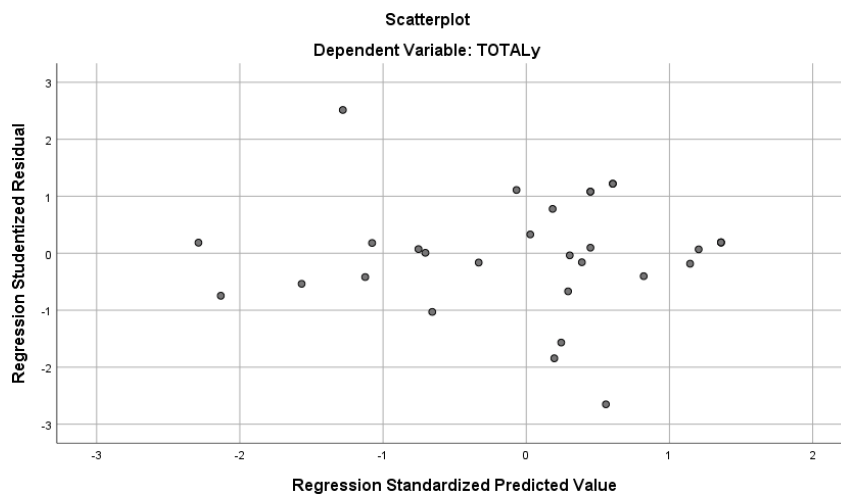


Figure 1. Results of Heteroscedasticity Test using SPSS Scatterplot

The scatterplot points are randomly spread around the horizontal axis (zero line) and do not form a specific pattern. Therefore, it can be concluded that there is no heteroscedasticity in the regression model.

2. Glejser Test

Table 11. Results of Glejser Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.543	4.962		.513	.612
	TOTALx1	.095	.156	.172	.609	.548
	TOTALx2	-.113	.144	-.220	-.780	.442

a. Dependent Variable: abs_1

Based on the findings, all independent variables have significance values greater than 0.05 (Motivation: 0.548 and Discipline: 0.442). Thus, it can be concluded that there are no indications of heteroscedasticity.

2. Multiple Linear Regression Test

Table 12. Results of Multiple Linear Regression Test

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-4.691	7.045		-.666	.511
	TOTALx1	.640	.222	.492	2.887	.008
	TOTALx2	.443	.205	.368	2.160	.040

a. Dependent Variable: TOTALy

According to the table, the Motivation variable (X1) has a beta coefficient of 0.640, t-value = 2.887, and significance = 0.008. Since the significance value is less than 0.05, the effect is statistically significant. Meanwhile, the Discipline variable (X2) has a beta of 0.443, t = 2.160, and significance = 0.040, which also indicates a statistically significant effect.

3. Hypothesis Testing

1. t-Test

Table 13. Results of t-Test

		Coefficients^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-4.691	7.045		-.666	.511		
	TOTALx1	.640	.222	.492	2.887	.008	.456	2.195
	TOTALx2	.443	.205	.368	2.160	.040	.456	2.195

a. Dependent Variable: TOTALy

Interpretation:

1. t-count = 2.887 (> t-table 2.05183) and Sig. = 0.008 (< 0.05) indicate a significant effect of motivation on performance.
2. t-count = 2.160 (> t-table 2.05183) and Sig. = 0.000 (< 0.05) indicate a significant effect of discipline on performance.
3. The coefficient B = 0.640 indicates that the effect of motivation on performance is greater than

that of discipline.

2. F-Test

Table 14. Results of F-Test

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	487.475	2	243.737	24.374	.000 ^b
	Residual	269.992	27	10.000		
	Total	757.467	29			

a. Dependent Variable: TOTALy

b. Predictors: (Constant), TOTALx2, TOTALx1

F-count = 24.374 > F-table = 3.35 at a significance level of 5% ($\alpha = 0.05$) with $df_1 = 2$ and $df_2 = 27$. The significance value is 0.000, which is smaller than 0.05. Therefore, motivation and discipline simultaneously have a significant effect on the performance of employees at the South Tangerang City Fire Department.

Partial Determination Coefficient Test

Table 15. Partial Determination Coefficient for X1 (Motivation)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.567	3.36286

a. Predictors: (Constant), TOTALx1

b. Dependent Variable: TOTALy

Table Partial Determination Coefficient for X1 (Motivation) $R = 0.763$ (76.3%) indicates a strong relationship between motivation and performance. $R^2 = 0.582$ means that 58.2% of the variation in performance is explained by motivation. Thus, motivation has a strong, positive, and significant influence on performance.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.534	.517	3.55241

a. Predictors: (Constant), TOTALx2
 b. Dependent Variable: TOTALy

Table Partial Determination Coefficient for X2 (Discipline) $R = 0.730$ (73%) suggests a strong relationship between discipline and performance. $R^2 = 0.534$ implies that 53.4% of the variation in performance can be explained by discipline. The remaining percentage is explained by other factors. Hence, discipline has a strong, positive, and significant influence on performance.

4. Simultaneous Determination Coefficient Test

Table 17. Simultaneous Determination Coefficient for Y (Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.644	.617	3.16223

a. Predictors: (Constant), TOTALx2, TOTALx1
 b. Dependent Variable: TOTALy

$R = 0.802$ (80.2%) indicates a strong relationship between motivation and discipline and employee performance.

$R^2 = 0.644$ (64.4%) shows that 64.4% of the variation in performance is explained simultaneously by motivation and discipline. This confirms that motivation and discipline have a strong, positive, and significant effect on performance when considered together.

CONCLUSION

1. Based on the analysis and discussion above, this study concludes that **motivation and work discipline significantly influence the performance** of employees at the South Tangerang City Fire Department.

2. Simultaneously, both variables show a strong relationship ($R = 0.802$; $R^2 = 0.644$) with a significance level of $0.000 < 0.05$, indicating that **64.4% of the variation in performance can be explained by motivation and discipline.**
3. Individually, motivation has a significant effect ($p = 0.008 < 0.05$) and discipline also has a significant effect ($p = 0.040 < 0.05$), both showing **positive relationships.**
4. Therefore, motivation and discipline are important determinants in improving employee performance.

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