

Research Articles

The Influence of Work Culture, Work Discipline and Job Satisfaction on The Performance of Indonesian Migrant Workers in Ishinomaki City Japan

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Abstract: Based on a survey from the Japan External Trade Organization in 2020, 55.8 percent of Japanese companies were dissatisfied with the productivity of Indonesian workers. This shows that there are factors that influence the dissatisfaction of Japanese companies with Indonesian migrant workers. Among them are due to differences in the level of discipline, work culture and level of job satisfaction possessed by Indonesian migrant workers. The purpose of this study was to determine the effect of work culture, work discipline and job satisfaction on the performance of Indonesian migrant workers in Ishinomaki City, Japan. This research is quantitative and qualitative research with data sources from primary data. The sampling technique used a simple random sampling method using the Slovin formula as many as 80 respondents. The data analysis technique used is multiple regression analysis, t test, F test and coefficient of determination (R²) test. The results showed that work culture and work discipline had a significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan, while job satisfaction had no significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan.

Keywords: Work Culture, Work Discipline, Job Satisfaction, Worker Performance.

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1. Background of the Problem

Indonesian Migrant Workers (PMI) are Indonesian citizens (WNI), both men and women who work in the fields of economic, social, scientific, professional sports and follow practices abroad by land, sea, air for a certain period of time based on a work agreement (Regulation of the Minister of Manpower No: 02 / Men / 1999; (Suryaputri, 2023).

According to the Placement Data of the Indonesian Migrant Workers Protection Agency (BP2MI) for the September 2023 Period, there were 215,779 PMI placements in both the formal and informal sectors. In September 2023, there were 10,852 PMI placements in the formal sector, while in the informal sector there were 13,560 placements. During the period January to September 2023, the number of placements in the formal sector amounted to 117,042 placements, and in the informal sector reached 98,737 placements. In the early months (January to August), it can be seen that the number of placements in the formal sector was higher than in the informal sector. However, in September 2023, there was a change with the number of placements of Indonesian Migrant Workers in the informal sector (44.5% of total placements) higher than the formal sector (55.5% of total placements).

Japan is a country that is quite active in receiving migrant workers from Indonesia. This is related to the advancement of industry in Japan but not accompanied by an increase in the number of available local workers. As a result, Japan must take labor from countries that have an excess amount of labor to be trained and given an understanding of language and culture in order to be able to adapt to the environment and residence in Japan. This difference in language and culture is a challenge for PMI in their daily lives both in the work environment and in their homes.

A high work ethic is part of the Japanese cultural concept where work is a value and not just for material gain. Quoted in Nihon Yoko Tate, (2010: 34) Work ethic is a value that is very important and more important than seeking profit (Tri Mulyani W, et, al., 2016). Sociologist Robert Bellah argues that the Japanese have a Bushido ethos (the ethos of the samurai = the way of the samurai) which is a basic character in Japanese work culture. The Bushido ethos is to decide correctly with the right attitude, to be brave and chivalrous, to be kind, generous and loving, polite and respectful, to be sincere, to act fairly, selflessly, to maintain honor, dignity and glory, to serve and be loyal. Japanese management which is based on "kaizen" (continuous incremental improvement process) is only possible if it is supported by such a work ethic (Syafiah S, et, al., 2018).

The value of work discipline in Japanese society is born from a life-oriented value which is then applied by Japanese companies in the work culture for the development of their business ventures. This means that the socio-economic strength of Japan is based on the disciplined attitude of its people. This attitude of discipline is applied to the world of work in Japanese companies. In Japanese companies there is a slogan known as the Five S Slogan, namely Seiri (concise), Seiton (neat), Seisho (clean), Seiketsu (care), and Shitsuke (diligent). The slogan was originally intended to improve and be effective in the production process in the company. (Tri Mulyani W, et, al., 2016).

In general, this work culture can also be found in companies in Indonesia. Indonesian people also have a strong work ethic, so it is easy to adapt to the work environment in Japan. However, issues of work culture and work discipline including punctuality, work safety, communication still require good adaptation in order to adjust to the world of work in Japan. Most of the migrant workers who work in Japan come from non-experienced workers (Pemangang) who need special training on Japanese language and work culture during the training period in Indonesia.

On the other hand, the Japanese government plans to abolish the apprenticeship program and replace it with a new program similar to the Specific Skill Worker (SSW) program, Indonesia is expected to increase the placement of more skilled workers in Japan. Of the 14 work fields in SSW, Indonesia can be one of the main sending countries for caregivers, manufacturing industries related to machinery, electricity and electronics, agriculture, industrial food and beverage products, and fisheries.

Japan is a country known for its unique and diverse culture. In addition, the country known as the Land of the Rising Sun has a strong work ethic and work discipline. Other factors, such as job satisfaction with Japanese companies, are also of interest to us.

Japan is a country known for its unique and diverse culture. In addition, the country known as the Land of the Rising Sun has a strong work ethic and work discipline. Other factors, such as job satisfaction with Japanese companies, are also interesting to learn more about. Because there are differences in culture, discipline and job satisfaction between Indonesian citizens and Japanese citizens, which require greater adaptation to coexist and work together in the world of work. Indonesian migrant workers are needed in Japan, especially in Ishinomaki City, because Ishinomaki City is one of the cities that was devastated by the earthquake and tsunami that shook Japan in 2013. PMIs are needed in almost all sectors, especially fisheries and food processing, to rebuild the city and its industries.

In terms of performance based on a survey from the Japan External Trade Organization in 2020, 55.8 percent of Japanese companies were dissatisfied with the productivity of the Indonesian workforce. This means that more are dissatisfied than satisfied. This shows that there are factors that influence the dissatisfaction of Japanese companies with Indonesian migrant workers. Differences in the level of discipline, work culture, job satisfaction possessed by Indonesian migrant workers are indicated as factors causing the low satisfaction of Japanese companies with Indonesian workers so that PMI is unable to adapt to their work environment.

The purpose of this study is to determine the effect of work culture, work discipline and job satisfaction on the performance of Indonesian migrant workers in Ishinomaki City, Japan simultaneously.

2. Theoretical Studies

Employee Performance

Performance is the result of the work of employees in achieving the activities carried out by these employees to realize the goals, vision and mission of an organization. Therefore, the researcher concludes that the definition of performance is a result of the work of an employee in a process or implementation of tasks according to his responsibilities in a certain period that can affect the achievement of a particular organization. According to Mangkunegara (2017: 75). Performance indicators according to A.A Anwar Prabu Mangkunegara (2005, 10) include:

1. Loyalty to the rules.
2. Work achievement.
3. Responsibility
4. Obedience,
5. Honesty
6. Cooperation, is the ability to cooperate with others.
7. Initiative

Work Culture

According to Prabu Mangkunegara (2005: 179), work culture is an assumption or belief system, values and norms which are then developed into an organization and then made into behavioral guidelines for its members to anticipate problems of ectream adaptation and internal integrity. (Egi Radiansyah, 2022). Meanwhile, according to Schein (2010), suggests that culture is a pattern of fundamental assumptions learned by certain groups to overcome problems related to external adaptation and internal integrity (Ali et al., 2022). According to KEP MENPAN 2008, work culture indicators are as follows:

1. Habits
2. Regulation
3. Values (Egi Radiansyah, 2022).

Work Discipline

Work discipline is closely related to obedience and compliance at work. According to Hasibuan (2016), obedience is a person's willingness and understanding to comply with all regulations in industry and social and legal norms. Meanwhile, Afandi (2016) expresses his opinion that compliance is a tool used by management to change an attitude in order to increase understanding and willingness to carry out all legal regulations in industry and social norms (Mandira et.al., 2023). According to KEPMENPAN, 54: 2005, work discipline indicators are:

1. Comply with working hours
2. Carry out tasks
3. Completing tasks
4. Refuse inappropriate tasks
5. Coordinate

Job Satisfaction

Affandi (2018: 74) argues that job satisfaction is a positive attitude of employees consisting of feelings and behavior towards work through the assessment of one work unit as a form of appreciation in achieving an important value in a job (Makkira, et.al., 2022). Meanwhile, Nuraini (2013: 114) suggests that job satisfaction is the satisfaction enjoyed in carrying out work by getting praise, work results, placement, treatment, equipment and a good work environment atmosphere (Makkira, et.al., 2022). According to Afandi (2021), the indicators of job satisfaction are:

1. Work, the content of the work carried out by a person
2. Wages, the amount of pay a person receives as a result of his work based on the performance he has carried out.
3. Supervisor, as part of job direction and instruction.
4. Coworkers, . (Budi Santoso, et.al 2022).

3. Research Methods

This research uses quantitative and qualitative research. The type and source of data collected in this study are primary data. Primary data is data that is collected directly by researchers, through observation, interviews or questionnaires. This data is collected using direct observation techniques through distributing questionnaires to the population. The population in this study is the Ishinomaki City Fisheries Apprenticeship Council, there are 380 Indonesian Migrant Workers working in Ishinomaki city. The sampling technique used a simple random sampling technique method. The sample of this study used the Slovin formula with a sample size of 80 respondents. Data collection techniques using questionnaires, observations, literature studies, and interviews. Data analysis techniques using reliability test, multicollinearity, normality test, Heteroscedasticity Test with multiple linear regression analysis, t test, f test, and coefficient of determination.

4. Results and Discussion

Reliability Test

Reliability test is used to test the reliability of the questionnaire. The questionnaire is said to be reliable / reliable if the respondent's answer is consistent over time. The questionnaire is reliable if the Cronbach Alpha value is > 0.60 .

Table 1. Reliability Test Results

Reliability Statistics		
Butir Pernyataan	Cronbach's Alpha	N of Items
Work culture (X1)	0,791	5
Work discipline (X2)	0,848	5
Job satisfaction (X3)	0,760	5
Performance (Y)	0,822	5
Source: primary data processed 2025		

Source: primary data processed 2025

The reliability test results from the table above obtained a Cronbach Alpha value for the work culture variable (X1) of 0.791, work discipline (X2) of 0.848, job satisfaction (X3) of 0.760, and performance (Y) 0.822 > 0.60 , so the questionnaire of work culture variables (X1), work discipline (X2), job satisfaction (X3) and performance (Y) is reliable.

Multicollinearity Test

Multicollinearity testing can be seen through the tolerance value and the Variance Inflation Factor (VIF) value, if the tolerance value > 0.10 and the VIF value < 10 , it can be said that there is no multicollinearity. Based on the results of the analysis, the multicollinearity test results are as follows:

Table 2. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work culture	0.936	1.068
	Work discipline	0.990	1.010
	Job satisfaction	0.933	1.072
a. Dependent Variable: Performance			

Based on the multicollinearity test results, it is known that the tolerance value X1 (work culture) = 0.936, X2 (work discipline) = 0.990 and X3 (job satisfaction) = 0.933 > 0.10 and the VIF value X1 (work culture) = 1.068, X2 (work discipline) = 1.010 and X3 (job satisfaction) = 1.072 < 10 . This shows that there is no multicollinearity or the regression model passes the multicollinearity test.

Autocorrelation Test

The autocorrelation test is intended to test whether there is a high correlation between residuals. If there is no correlation between residuals, it is said that the residuals are random or random. The statistical test used to detect autocorrelation is the Runs Test. The test criteria

are if the P value > 0.05, then there is no autocorrelation, otherwise if the p value ≤ 0.05 then there is autocorrelation. The autocorrelation test in this study used SPSS with the following results:

Table 3. Auocorrelation Test Results

Runs Test	
	<i>Unstandardized Residual</i>
Test Value^a	-.18456
Cases < Test Value	48
Cases \geq Test Value	49
Total Cases	97
Number of Runs	48
Z	-.305
Asymp. Sig. (2-tailed)	0.760
a. Median	
Source: primary data processed 2025	

The results of the autocorrelation test with the Runs Test can be seen that the Asymp Sig (2-tailed) value is $0.760 > 0.05$, this means that there is no autocorrelation (not exposed to autocorrelation).

Heteroscedasticity Test

The heteroscedasticity test aims to find out whether in the regression model there is an inequality of variance and residuals from one observation to another, it is called homoscedasticity and if it is different it is called heteroscedasticity. The criteria for this test are if the p value > 0.05 then there is no heteroscedasticity, otherwise if the p value ≤ 0.05 then heteroscedasticity occurs. The results of the heteroscedasticity test using the Glejser test are as follows:

Table 4. Heteroscedasticity Test Results

Coefficients^a						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		B	Std. Error	Beta		
1	<i>(Constant)</i>	1.052	1.362		0.772	0.442
	Work culture	0.009	0.049	0.021	0.195	0.846
	Work discipline	0.010	0.028	0.036	0.344	0.731
	Job satisfaction	0.029	0.051	0.062	0.580	0.564
a. Dependent Variable: ABSRES_1						
Source: primary data processed 2025						

The results of the heteroscedasticity test show that the p value (significance) of the variable X1 (work culture) = $0.846 > 0.05$, X2 (work discipline) = $0.731 < 0.05$ and X3 (job satisfaction) = $0.564 > 0.05$ means that there is no heteroscedasticity (passes the heteroscedasticity test).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.569	2.116		2.160	0.033
	Work culture	0.738	0.075	0.729	9.794	0.000
	Work discipline	0.039	0.043	0.065	0.904	0.368
	Job satisfaction	0.038	0.079	-0.036	-0.486	0.628
a. Dependent Variable: Performance						
Source: primary data processed 2025						

These results can be translated into the following equation:

$$Y = 4.569 + 0.738 X_1 + 0.039 X_2 + 0.038 X_3 + e$$

The linear regression results obtained can be interpreted as follows:

- a. Constant (a) = 4.569 is positive, meaning that if the independent variables (work culture, work discipline, and job satisfaction) are constant then performance is positive.
- b. $b_1 = 0.738$ Work culture has a positive effect on performance, meaning that if performance increases, the performance of Indonesian migrant workers in Ishinomaki City, Japan will increase with the assumption that variables X_2 (work discipline) and X_3 (job satisfaction) are considered constant / fixed.
- c. $b_2 = 0.039$ Work discipline has a positive effect on performance, it means that if work discipline on performance increases or gets better, the performance of Indonesian migrant workers in Ishinomaki City, Japan will increase, assuming variables X_1 (work culture) and X_3 (job satisfaction) are considered constant / fixed.
- d. $b_3 = 0.038$ job satisfaction has a positive effect on performance, meaning that if the job satisfaction variable increases, the performance of Indonesian migrant workers in Ishinomaki City, Japan will increase assuming the variables X_1 (work culture) and X_2 (work discipline) are considered constant / fixed.

Test t (Significance Test)

This analysis is intended to analyse the significance of the influence of independent variables (work culture, work discipline, and job satisfaction) on the dependent variable (performance) partially. The results of the t test can be seen in the following table:

Table 7. Result of t test

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
		B	Std. Error	Beta		
1	<i>(Constant)</i>	4.569	2.116		2.160	0.033
	Work culture	0.738	0.075	0.729	9.794	0.000
	Work discipline	0.039	0.043	0.065	1.904	0.008
	Job satisfaction	0.038	0.079	0.036	0.486	0.628
A. Dependent Variable: Performance						
Source: primary data processed 2025						

Conclusion

- a. The results of the t test of the effect of work culture variables obtained a t value of 9.988 with a p value (0.000) < 0.05, so H_0 is rejected H_a is accepted, meaning that work culture variables have a significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan, so that H_1 is proven correct.
- b. The results of the t test of the effect of work discipline variables obtained a t value of 1.986 with a p value (0.008) > 0.05, so H_0 is rejected H_a is accepted, meaning that work discipline variables have a significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan, so H_2 is proven to be true.

- c. The t test results of the effect of job satisfaction variables obtained a t value of 0.405 with a p value (0.628) > 0.05, so H_0 is accepted H_a is rejected, meaning that the job satisfaction variable has an insignificant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan so that H_3 is not proven to be true.

F test (model accuracy)

The F test is intended to test the accuracy of the model used to predict the effect of independent variables X1 (work culture), X2 (work discipline) and X3 (job satisfaction) on the dependent variable (performance). The results of the model accuracy test can be seen as follows:

Table 8. F Test Results

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	459.789	3	153.263	33.291	.000^b
	Residual	428.150	93	4.604		
	Total	887.938	96			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Kepuasan kerja, Budaya kerja, Disiplin kerja						
Source: primary data processed 2025						

Determine Conclusion

The results of the model accuracy test obtained the calculated F value of 33.291 with a p value of 0.000 < 0.05, then H_0 is rejected and H_a is accepted, meaning that the model used is appropriate to predict the effect of the independent variables X1 (work culture), X2 (work discipline) and X3 (job satisfaction) on the dependent variable (performance).

Test Coefficient of Determination (R^2)

This analysis is used to determine how much contribution the independent variables (work culture, work discipline, and job satisfaction) make to the dependent variable (performance) expressed in percentage. The coefficient of determination (R^2) is calculated using the SPSS program. The results of the coefficient of determination test can be seen in the following table:

Tabel 9. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,720^a	0,518	0,503	2,113
a. Predictors: (Constant), Kepuasan kerja, Budaya kerja, Disiplin kerja				
Source: primary data processed 2025				

The coefficient of determination (Adjust R^2) of 0.415 means that the magnitude of the contribution of the independent influence of X1 (work culture), X2 (work discipline) and X3 (job satisfaction) on Y (performance) is 50.3%. The rest (100% - 50.3%) = 49.7 is influenced by other variables not examined, for example, salary, work environment etc.

5. Discussion

Effect of work culture on performance

The results showed that work culture has a significant effect on performance in Indonesian migrant worker services in Ishinomaki City, Japan with a t value of 9.794 with a p value $(0.000) < 0.05$, so that H1 is proven correct. The results of this study are in accordance with the theory which states that work culture is an important aspect for companies to improve performance. The implication is that in order for work culture to improve performance on Indonesian migrant workers in Ishinomaki City, Japan, leaders on Indonesian migrant workers in Ishinomaki City, Japan should further improve the ability to control subordinates so that employees increasingly help each other when coworkers have difficulty at work. Leaders at Indonesian migrant workers in Ishinomaki City, Japan should always have the ability to motivate so that employees will always make plans before doing the work given by the leadership.

The results of this study are in accordance with previous research conducted by (Nur Adinda et al., 2023) Where he found that there was a positive and significant influence between work discipline and employee performance of PT Antam Tbk (UBPE) Pongkor.

The effect of work discipline on performance

The results showed that work discipline had an insignificant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan with a t value of 1.904 with a p value $(0.008) > 0.05$, so H2 was proven correct. This research is in line with the theory conveyed by Fatihudin & Firmansyah, (2019: 34) that good work discipline can create good performance. The implication is that in order for work discipline to improve performance on Indonesian migrant workers in Ishinomaki City, Japan, Indonesian migrant workers in Ishinomaki City, Japan should further improve the disciplined work atmosphere by making strict rules so that employees are getting better at work.

The research is in line with research conducted by Lisnawati, Rosa, Yunita & Hartati (2020) which states that work discipline has an insignificant effect on performance.

The effect of work discipline on performance

The results showed that job satisfaction had an insignificant effect on shopping performance in Indonesian migrant worker services in Ishinomaki City, Japan with a t value of 0.486 with a p value $(0.628) > 0.05$, so H3 was not proven correct. This research is not in line with the theory conveyed by Indrasari (2019: 69) that job satisfaction can improve performance. The implication is that in order for job satisfaction to improve performance on Indonesian migrant workers in Ishinomaki City, Japan, employees of Indonesian migrant workers in Ishinomaki City, Japan should further increase work awareness by always doing work on self-awareness. Employees of Indonesian migrant workers in Ishinomaki City, Japan should always pay attention to their employees by providing facilities that support work and salaries in accordance with existing regulations.

The results of the study are in line with research conducted by Wartono (2020), which states that job satisfaction has an insignificant effect on performance.

6. Conclusions and Suggestions

Based on the results of the study, it can be concluded as follows:

- a. Work culture has a significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan.

- b. Work discipline has a significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan.
- c. Job satisfaction has no significant effect on the performance of Indonesian migrant workers in Ishinomaki City, Japan.

Furthermore, suggestions for PT. Sentral Bra Makmur are suggested:

- a. Indonesian migrant workers in Ishinomaki City, Japan should improve the performance of Indonesian migrant workers in Ishinomaki City, Japan, so work discipline needs to be improved.
- b. Indonesian migrant workers in Ishinomaki City, Japan should improve performance by providing employees with a work culture that supports performance.
- c. Indonesian migrant workers in Ishinomaki City, Japan should always increase job satisfaction by increasing employee loyalty (loyalty) so that performance increases

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