



## DOES MENYAMA BRAYA MODERATE THE IMPACT OF DISCIPLINE AND WORK MOTIVATION ON LPD PERFORMANCE

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### Abstract

*The role of Village Credit Institutions (LPD) in Balinese society has a significant impact on advancing the economy. LPD performance in this study is the performance of LPD employees is believed to be influenced by the motivation and work discipline of employees. In addition, the culture of "menyama braya," a concept in Balinese society that emphasizes cooperation and mutual cooperation, is also believed to be able to strengthen employee motivation and work discipline in their performance at LPD. This study involved all LPD employees in Mengwi District as the population. The sampling method used was the purposive sampling sample technique and resulted in 129 respondents. The data analysis technique used was Moderated Regression Analysis (MRA). The results of the study showed that the menyama braya culture in LPD was able to strengthen the influence of employee discipline and work motivation on their performance. However, work discipline and motivation themselves did not directly have a significant impact on their performance. It is hoped that this finding can contribute to the development of human resources in LPD, by emphasizing the importance of strengthening the concept of local wisdom, namely the menyama braya culture, in the work lives of employees in LPD to improve their performance.*

### Abstrak

Peran Lembaga Perkreditan Desa (LPD) di masyarakat Bali memiliki dampak yang signifikan dalam memajukan ekonomi. Kinerja LPD dalam penelitian ini adalah kinerja karyawan LPD diyakini dipengaruhi oleh motivasi dan disiplin kerja dari para pegawai. Selain itu, budaya "menyama braya," sebuah konsep dalam masyarakat Bali yang menekankan kerjasama dan gotong royong, juga diyakini dapat memperkuat motivasi dan disiplin kerja pegawai dalam kinerja mereka di LPD. Penelitian ini melibatkan seluruh karyawan LPD di Kecamatan Mengwi sebagai populasi. Metode pengambilan sampel yang digunakan adalah teknik *purposive sampling* dan menghasilkan 129 responden. Teknik analisis data yang digunakan adalah *Moderated Regression Analysis* (MRA). Hasil penelitian menunjukkan bahwa budaya menyama braya di LPD mampu memperkuat pengaruh disiplin dan motivasi kerja karyawan terhadap kinerja mereka. Namun, disiplin dan motivasi kerja itu sendiri tidak secara langsung berdampak signifikan pada kinerja mereka. Diharapkan penemuan ini dapat memberikan kontribusi dalam pengembangan sumber daya manusia di LPD, dengan menekankan pentingnya memperkuat konsep kearifan lokal, yaitu budaya menyama braya, dalam kehidupan kerja para karyawan di LPD untuk meningkatkan kinerja mereka.

## INTRODUCTION

The Village Credit Institution (Lembaga Perkreditasi Desa or LPD) operates as a non-bank financial entity within traditional Balinese villages. LPDs possess distinct characteristics and notable disparities in comparison to other financial establishments (Putra et al., 2022). In essence, LPDs are formed based on social-religious and economic ties, creating various social goods, such as social trust in tradition and religious governance, a sense of togetherness and ownership towards LPDs, and their customary practices. Several elements of social capital should be reflected in the management of LPDs, such as honesty, integrity, solidarity, sense of ownership, sympathy and empathy, tolerance, generosity, participation, or equality. They originate and flourish within pakraman villages or traditional settlements, where their functionality and growth hinge upon the local customary community's sense of ownership and relevance to the LPD's presence (Suparman & Aristana, 2022). Situated within Badung Regency, Mengwi District serves as a crucial socio-economic hub, exerting influence over both physical and socio-economic transformations. A previous incident involved the Kapal Traditional Village LPD, accused of misappropriating approximately Rp 15 billion under the tenure of its former chairman. Allegations against the chairman included corruption, abuse of authority, legal infractions for personal gain or the benefit of others, embezzlement, and the provision of falsified financial records.

In 2017, Article 21 and the existence of non-performing loans, which affect cash flow and can impact the quality of financial reports, were exemplified by the experienced Village Credit Institution (Lembaga Perkreditasi Desa or LPD) of Gulingan Traditional Village, Mengwi District, which began operations with clients. The LPD was unable to withdraw 25 million deposited in the LPD of Gulingan Traditional Village because, according to an LPD official, the LPD had run out of funds (PatroliPost.com, 2020). Employee performance entails tasks that enhance the quality of products and services (Anggara & Yadyana, 2019). Performance refers to what employees do or do not do. Thus, efficiency represents the manager's contribution to employees' achievement in reaching company goals; work efficiency, work effectiveness, and efficiency can be measured by their impact. Poor employee performance can affect the development of the organization or company. If the performance of the Village Credit Institution (LPD) continues to decline, it can lead to bankruptcy and the collapse of the LPD (Pandita et al., 2021). Therefore, it can be concluded that employee performance greatly influences work outcomes. Performance appraisal serves as the formal goal and assessment of individual or group performance. Hence, maximal organizational performance is crucial for the progress of LPDs. Public trust needs to be built through good financial performance, so that they are willing to place the funds they have with the institution (I. Putra & Manuari, 2024).

One factor that can influence organizational performance is discipline. Discipline refers to an individual's awareness and willingness to adhere to all organizational rules and social norms in place (Novinia et al., 2022). Work discipline is a tool used by managers to communicate with employees so that they are willing to adjust their behavior according to established rules. Discipline is closely related to ethics, so it is important to cultivate good things from an early age (Manuari & Devi, 2020). Discipline must be emphasized within an organization because without good work discipline from employees, it is difficult for the organization or company to achieve its goals. Studies by Ahmadi et al. (2019), Jufrizen and Hadi (2021), and Afandi and Bahri (2020) indicate that, unlike studies by Irawan et. al (2021) and Muna (2022), work discipline positively impacts employee performance. Additionally, a study in 2022 suggested that work discipline does not affect employee performance.

In addition to good work discipline, employees must have work motivation to achieve organizational goals. Motivation comes from the word "motive," which means drive. Motivation refers to the state that drives or causes someone to perform actions consciously (Gayatri et al., 2023). Work motivation is important for achieving efficiency as it is dynamic in improving work efficiency. Individuals with high work motivation strive to do their best in their work. This work motivation is directly related to the needs of employees. Essentially, an individual's work motive is expressed in the

desire to fulfill their living needs. Work motivation is depicted by measures such as responsibility in completing tasks, completing tasks with clear goals, feedback on work done, and working with incentives. The influence of motivation on outcomes can be expressed as a combination of motivation, skills, and employee opportunities. If work motivation is low, then employee performance will also be weak, even if their skills are good or opportunities are very good. Engaging in work where work motivation is important for producing both qualitative and quantitative employee performance. Without motivation, employee work outcomes cannot be achieved optimally, thus motivation is necessary to achieve organizational goals. Studies by Rivaldo and Ratnasari (2020), and Wahyudi (2019) state that motivation positively influences employee performance, unlike Hidayat (2021), who suggest that motivation does not affect employee performance.

Employee workload outside the workplace affects the work environment, and work-family conflict is considered a significant issue in today's business world, such as time allocation for work and traditional management becoming an obligation to act in many role tasks. In Balinese society, individuals work in their daily lives while still maintaining their existence as *braya*. Bali's customary requirements are very strong and require everyone who is married to participate in all customary affairs both in the village and in the Banjar. Balinese people must always be able to follow all the normal rules that govern their living environment in Bali so that time can be divided between normal tasks and work tasks. One's focus, who is also responsible for two tasks in the traditional environment, is also as a member of society.

For the Menyama Braya community in Bali, besides the indigenous wisdom that forms the ethical cornerstone in constructing social bonds, it represents the most invaluable asset in life and serves as the route to attaining enduring tranquility and accord. This indigenous wisdom underscores the concept of familial unity, urging individuals to regard others as kin. In contemporary times, societies grapple with a plethora of social conflicts and divergences from societal norms within the social fabric. Menyama braya stands as one of the indigenous insights of Balinese culture, perpetually serving as a conduit in social interactions. Nevertheless, maintaining equality necessitates sacrifices in work discipline when it intersects with work hours. Menyama braya is perceived to moderate the impact of discipline on performance. In instances where employees exhibit willingness to work, their work motivation is disrupted due to reprimands for lacking menyama braya, potentially diminishing employee efficacy and organizational efficiency. Menyama braya is a way of life that acknowledges that all humans are siblings or a way of life that treats others as one's own siblings. With the presence of the menyama braya culture, it is believed to strengthen the relationship between work discipline and performance.

Several studies have served as references for this research. Afandi and Bahri (2020) found that work discipline, leadership, and motivation have a significant positive effect on employee performance. Ahmadi et al. (2019) concluded that job characteristics and work discipline simultaneously have a significant positive effect on employee performance. Andayani and Tirtayasa (2019) found that leadership, organizational culture, and motivation have a significant positive effect on employee performance. Atmadja et al. (2018) atdiscovered that the implementation of Good Corporate Governance and the protection of *awig-awig* (local regulations) affect LPD performance, and the *menyama braya* culture serves as a moderator between the influence of Good Corporate Governance and the protection of *awig-awig* on LPD performance. The novelty of this research lies in the absence of studies that examine the effect of work discipline and work motivation on employee performance with *menyama braya* (local wisdom) as a moderator. The *menyama braya* tradition is deeply rooted in Bali (especially in Mengwi), and since the location is a local financial institution owned by the local community, the concept of *menyama braya* is still strongly embraced by the local employees in carrying out their daily tasks, including at the workplace.

Moreover, Menyama braya is posited to moderate the effect of motivation on performance. In light of the preceding exposition on the phenomenon and the incongruity in previous research findings, there is a compelling need for a reassessment of the Influence of Menyama Braya Culture on the

Relationship between Work Discipline and Employee Motivation on the Performance of Village Credit Institutions (LPDs) in Mengwi District. As such, the hypotheses that can be formulated from this research are as follows (H<sub>1</sub>) Work discipline has a positive and significant influence on employee performance, (H<sub>2</sub>) Motivation has a positive and significant influence on employee performance, (H<sub>3</sub>) Menyama braya can moderate the relationship between work discipline and employee performance, (H<sub>4</sub>) Menyama braya can moderate the relationship between employee motivation and performance.

## METHODS

The study is conducted at Village Credit Institutions in the Mengwi District, Badung Regency, aiming to examine the impact of the Menyama Braya culture on work discipline and employee motivation on the performance of these institutions. The research participants consist of employees from Village Credit Institutions in the Mengwi District. Based on data from the Village Credit Institution Empowerment Agency (LPPLD) of Badung Regency in 2019, out of 37 LPDs in Mengwi District, 29 LPDs were in a healthy condition, 5 LPDs were fairly healthy, and 3 LPDs were in a critical condition (LPD Gulingan, LPD Kapal, and LPD Semate).

Mengwi District was selected as the research location because it is one of the districts in Badung Regency (Badung is the regency with the highest revenue in Bali). Mengwi District, as a socio-economic buffer area, influences changes both physically and socio-economically. However, there are issues with the LPD (village credit institution) in Mengwi, particularly the previous case in LPD Desa Adat Kapal, where the former head of the LPD allegedly embezzled up to Rp 15 billion, involving corruption, abuse of power, misuse of authority, and violation of laws for personal gain or the benefit of others, as well as embezzlement and falsifying financial management documents (Bali Tribune, 2018). Another case involved non-performing loans at the LPD Desa Adat Gulingan, Mengwi District. The initial chronology revealed that fraud had occurred when customers were unable to withdraw their funds from LPD Desa Adat Gulingan due to the LPD running out of money (PatroliPost.com, 2020).

The data collection method used a questionnaire, the questionnaire was distributed to all respondents who were the samples of this study. Based on data sources from the Badung Regency LPLPD, all LPD employees in Mengwi District were 306 people, so the sampling technique used in this study was the purposive sample technique and the sample in this study was 129 respondents who held positions as employees in the service officer. The fund and credit service division was chosen as a sample because these employees have quite high mobility and work pressure so that they often have quite low performance and motivation and of course they are the spearhead of LPD who directly serve the community.

Data analysis in this study used Moderated Regression Analysis (MRA) or interaction test, which is a special form of multiple linear regression that includes interaction terms (multiplication of two or more independent variables). Moderated Regression Analysis (MRA) was carried out using SPSS (Statistical Program for Social Science) to comprehensively understand how the Menyama Braya culture affects the relationship between work discipline and employee motivation on the performance of Village Credit Institutions in Mengwi District. The general form of the regression equation in this study is as follows:

$$EP = \alpha + \beta_1WD + \beta_2EM + \beta_3WD*MB + \beta_4EM*MB + e \dots (1)$$

Where:

- EP is the dependent variable (in this case, the employee's performance of Village Credit Institutions in the Mengwi District).
- WD is the first independent variable (work discipline).
- EM is the second independent variable (employee motivation).
- MB is the moderate variable (menyama braya)

- $\beta_1, \beta_2, \beta_3, \beta_4$  are regression coefficients.
- $\varepsilon$  is the error term.

Measurement or indicators of each variable in this study are the first independent variable work discipline (the indicators are attendance, obedience to obligations and work regulations, obedience to work standards, high level of alertness and ethical work), the second independent variable is motivation (the indicators are physical needs, needs for safety, social needs, needs for appreciation and needs for self-realization). Indicators of the dependent variable of employee performance are quality, quantity, implementation of tasks and responsibilities and indicators for the moderating variable *menyama braya* are prioritizing relationships, brotherhood by respecting each other, and helping each other in joy and sorrow, upholding the principle of mutual cooperation, establishing cooperation for both common interests and individual interests, caring and maintaining solidarity with others, seeking relationships because they feel they need each other, making decisions based on mutual agreement and increasing tolerance in life. These indicators are what the author uses as a reference in constructing statements in the questionnaire for respondents.

## RESULTS AND DISCUSSION

In this research, the questionnaire was directly administered to respondents who utilized the accounting information system at the Village Credit Institution in the Mengwi District. Total of 129 questionnaires were distributed, all of which were returned, resulting in a 100% response rate. Therefore, the number of questionnaires used in the research was also 129. For descriptive data, please see the table below:

**Table 1.**  
**Respondent's Characteristics**

<b>NUMBER</b>	<b>CRITERIA</b>	<b>TOTAL</b>	<b>(%)</b>
	Gender		
1	a. Male	76	58,91
	b. Female	53	41,08
	<b>Total</b>	<b>129</b>	<b>100 %</b>
	Age		
2	a. <21 year	43	33,33
	b. 21– 30 year	38	29,46
	c. 30 - 40 year	48	37,21
	<b>Total</b>	<b>129</b>	<b>100 %</b>
	Education		
3	a. High School	52	40,31
	b. Diploma	29	22,48
	c. Bachelor	48	37,21
	d. Master	-	-
	<b>Total</b>	<b>129</b>	<b>100 %</b>
	Length of work		
4	a. 1-5 year	41	31,78
	b. 6-10 year	38	29,46
	c. >10 year	50	38,76
	<b>TOTAL</b>	<b>129</b>	<b>100 %</b>

Source: Primary data, 2023

Among the respondents, there were 76 male and 53 female participants. Regarding age distribution, there were 43 respondents aged below 21 years, 38 respondents aged between 21 and 30 years, and 48 respondents aged between 30 and 40 years. In terms of educational background, 52 respondents had a high school education, 29 had a diploma, and 48 had a bachelor's degree. There were no respondents with any other educational qualifications. Regarding length of work experience, 41 respondents had worked for 1-5 years, 38 respondents had worked for 6-10 years, and 50 respondents had worked for more than 10 years.

**Table 2.**  
**Coefficient of Determination Results (R<sup>2</sup>)**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 <sup>a</sup>	.741	.731	1.557

a. Predictors: (Constant), M2, WD, MB, M1, EM  
b. Dependent Variable: Employee Performance

Source: Data Processed, 2023

Based on Table 2, the coefficient of determination test results show that the coefficient of determination (Adjusted R square) is 0.731 or 73.1%. This means that variations in the ups and downs of Employee Performance are 73.1% influenced by work discipline, work motivation and a culture of equality. The remaining 26.9% is influenced by other variables outside the research model.

According to the findings presented in Table 2, the coefficient of determination (Adjusted R square) indicates a value of 0.731, equivalent to 73.1%. This suggests that approximately 73.1% of the fluctuations observed in the dependent variable (employee's performance of LPD) can be attributed to variations in work discipline, work motivation, and a culture of equality. The remaining 26.9% of the variability in the dependent variable is likely influenced by factors not included in the research model.

**Table 3.**  
**Moderated Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig
(Constant)	4.460	1.548		2.881	.005
WD	.084	.053	.101	1.580	.117
EM	.007	.105	.008	.066	.948
MB	.105	.064	.183	1.657	.100
M1	.005	.002	.354	3.241	.002
M2	.005	.002	.299	2.439	.016

Source: Data Processed, 2023

Based on the description provided, the moderate regression analysis conducted in the research aimed to measure the influence of the independent variable on the dependent variable, as outlined (Ghozali, 2018, p. 96). This analysis was utilized to determine the direction of the relationship between the independent variable and the dependent variable, whether the independent variable exhibited a positive or negative association. From Table 3, the equation for moderate regression analysis can be formulated as follows:

$$EP = 4,460 + 0,084WD + 0,007EM + 0,005WD*MB + 0,005EM*MB + e$$

The analysis of the test results reveals that the work discipline variable exhibits a computed t value of 1.580, accompanied by a significance value of 0.117, exceeding the predetermined alpha of 0.05. Additionally, direction of coefficient demonstrates a positive trend. Consequently, the rejection of H1 indicates that there is no discernible impact of work discipline on employee performance at the Village Credit Institution in Mengwi District.

According to the test outcomes, it is evident that the work motivation variable yields a calculated t value of 0.066, alongside a significance value of 0.948, surpassing the predetermined alpha threshold of 0.05. Additionally, the direction of coefficient demonstrates a positive orientation. Consequently, the refutation of H2 suggests that there is no observable influence of work motivation on employee performance at Village Credit Institutions in the Mengwi District.

The test findings reveal that the work discipline variable, moderated by a culture of equality, yields a value of 3.241 with a significance value of 0.002, below the threshold of 0.05. Moreover, the direction of coefficient denotes a positive trend. Consequently, the acceptance of H3 suggests that work discipline, coupled with a culture of equality, can indeed moderate employee performance at Village Credit Institutions in the Mengwi District.

The examination outcomes indicate that the work motivation variable, moderated by a culture of equality, registers a value of 2.439 with a significance level of 0.016, falling below the 0.05 threshold. Furthermore, the direction of coefficient exhibits a positive correlation. Thus, the confirmation of H4 implies that work motivation, in conjunction with a culture of equality, can indeed moderate employee performance at Village Credit Institutions in the Mengwi District.

The discussion regarding the summarized results begins with the examination of the first hypothesis, which posits that work discipline positively influences employee performance at the Village Credit Institution in Mengwi District. However, the t-test results, revealing a calculated t value of 1.580 and a significance value of 0.117, exceeding the alpha threshold of 0.05, along with a positive direction of coefficient, lead to the rejection of H1. This rejection signifies that work discipline does not impact employee performance significantly at the mentioned institution. The findings suggest an absence of adequate evidence to support the notion that work discipline entirely shapes employee performance. This conclusion is underscored by observable occurrences, such as a noticeable decline in employee discipline levels, leading to repercussions on performance. Instances include tardiness, misuse of break hours for personal matters, early departures, and non-adherence to office hours, all potentially detrimental to performance. The results of this research are supported by research by Irawan (2021) and Muna (2022) which states that work discipline has no effect on employee performance.

The second hypothesis posits that work motivation positively influences employee performance at Village Credit Institutions in Mengwi District. However, the t-test results yield a calculated t value of 0.066 and a significance value of 0.948, surpassing the alpha threshold of 0.05, alongside a positive direction of coefficient, leading to the rejection of H2. This rejection indicates that work motivation does not impact employee performance significantly at the mentioned institutions. The absence of a discernible effect of motivation on performance implies that its magnitude does not correlate with employee performance. Motivation, defined as the impetus or state directing an individual's efforts and intentions toward a specific objective, in this study pertains to external sources such as peer influence or workplace conditions. Notably, employees may not consistently strive to optimize their performance due to intrinsic motivational deficiencies, suggesting that motivation is not the predominant factor in enhancing employee performance. Moreover, the research identifies a lack of recognition and appreciation for employees' efforts within the financing department, as evidenced by respondent feedback. This aligns with findings by Hidayat (2021) which states that work motivation has no effect on employee performance.

The third hypothesis posits that when the work discipline variable is moderated by a culture of equality, it strengthens the association with employee performance, evidenced by a calculated t value of 3.241 and a significance value of 0.002, below the 0.05 threshold, with a positive direction of coefficient. Consequently, H3 is validated, indicating that a culture of equality enhances the relationship between work discipline and employee performance. Work discipline holds paramount importance within a company as it serves as a tool to shape employees' character and facilitate the delivery of quality performance. Its application not only aids in accomplishing organizational objectives but also fosters employee morale and enthusiasm for work. The Balinese concept of "Menyama braya," rooted in the acknowledgment of interdependence within communities, society, and the natural environment, underscores the importance of maintaining harmonious relations. Employees, guided by this principle of equality, strive to conform and collaborate in the workplace to achieve organizational goals. Thus, individuals who adhere to work discipline and are influenced by a culture of equality are motivated to contribute to the realization of the organization's vision and mission through exemplary performance.



The fourth hypothesis suggests that when the work motivation variable is moderated by a culture of equality, it enhances the association with employee performance, demonstrated by a calculated t value of 2.439 and a significance value of 0.016, below the 0.05 threshold, accompanied by a positive direction of coefficient. Consequently, H4 is affirmed, indicating that a culture of equality bolsters the link between work motivation and employee performance. Motivation plays a pivotal role in enhancing the performance of company employees. Individual motivation stems from the fulfillment of needs, particularly the desire to attain goals set forth by the company. "Menyama braya" epitomizes the nodes of unity, fostering bonds of togetherness grounded in a sense of shared belonging and familial spirit. The ethos of equality serves as a sturdy foundation to mitigate conflicts and disputes, leveraging elements of mutual support, empathy, and nurturing. Several factors underpin the emergence of motivation, including acknowledgment from the company and recognition for exemplary performance.

## CONCLUSIONS AND SUGGESTIONS

This study employs moderate regression analysis techniques, utilizing a sample of 129 respondent comprising employees from the LPD in Mengwi District. Based on the analysis results and preceding discussions, the following conclusions emerge: Work discipline and motivation do not significantly impact employee performance. However, a culture of equality serves as a moderator, enhancing the relationship between work discipline and performance, as well as between employee motivation and performance.

Suggestions for improvement include emphasizing the cultivation of a culture of equality within the LPD in Mengwi sub-district to enhance employee performance. The coefficient of determination (Adjusted R square) stands at 0.731 or 73.1%, indicating that 73.1% of the variations in employee performance are influenced by work discipline, work motivation, and a culture of equality. The remaining 26.9% is attributed to external variables not encompassed within the research model. Hence, future studies may explore the integration or addition of other variables presumed to impact employee performance.

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