


THE INTEGRAL ROLE OF MOTIVATION, DISCIPLINE, AND WORK ENVIRONMENT IN IMPROVING EMPLOYEE PERFORMANCE IN SURABAYA PLANTATIONS

Levina Zahirah Hidayati¹, Vera Firdaus², Sumartik³
Muhammadiyah University of Sidoarjo

| Article Info | ABSTRACT |
|--|--|
| <p>Article history: Received Sep 15, 2024 Revised Sep 18, 2024 Accepted Sep 21, 2024</p> <p>Keywords: work motivation, work discipline, work environment, employee performance</p> | <p>General Background: Human Resources (HR) significantly impact organizational performance, influencing overall productivity and success. Specific Background: This study investigates the effect of work motivation, work discipline, and work environment on employee performance at PT Kebun Sayur Surabaya. Existing literature suggests that while HR development is crucial, specific factors influencing employee performance remain underexplored. Knowledge Gap: Previous research has often overlooked the combined effects of these factors on performance, particularly in the context of Indonesian companies. Aims: This study aims to provide a comprehensive analysis of how work motivation, work discipline, and work environment impact employee performance at PT Kebun Sayur Surabaya. Results: Utilizing quantitative methods and SmartPLS 3.2.8, the study finds that work motivation, work discipline, and work environment each have a significant positive effect on employee performance. The study highlights that employees' performance improves with enhanced motivation, strict discipline, and a supportive work environment. Novelty: The study's novelty lies in its integrated approach, using total sampling of all employees to analyze these three variables collectively in a specific organizational context. Implications: The findings suggest that PT Kebun Sayur Surabaya should focus on strengthening work motivation, reinforcing discipline, and improving the work environment to boost employee performance. Implementing effective HR strategies based on these factors can drive organizational growth and success.</p> <p style="text-align: right;">This is an open-access article under the CC-BY 4.0 license.</p>  |

Corresponding Author:
Vera Firdaus

Muhammadiyah University of Sidoarjo

Email: verafirdaus@umsida.ac.id

DOI : <https://doi.org/10.61796/ijblps.v1i9.192>

INTRODUCTION

PT Kebun Sayur Surabaya is a company that focuses on the agricultural sector, especially plantations. Where the agricultural sector is one of the largest sectors of

employment for the Indonesian people, based on BPS data (2023) [1] as many as 9.51% of people aged 15-24 years, 72.78% of people aged 25-59 years and 17.72% of people aged 60 years and over who work in the agricultural sector, especially plantations[1].

With the passage of time and the increasing number of Indonesian population which reached 273 million people with a percentage increase of 1.25% each year.

One of the human resources that is very influential in the running of a company is employee performance. Performance (job performance) is a real thing and an achievement made by employees on the task in the company. Performance is also the achievement of an employee in an organization that can increase company productivity[2]. Work discipline that needs to be improved so that the productivity of PT Kebun Sayur Surabaya continues to grow and can achieve company goals. In addition, the work environment is very influential on employee performance, starting from the cleanliness of the workplace, lighting and facilities that must be obtained by employees of PT Kebun Sayur Surabaya.

Every employee has their own motivation to continue carrying out the work they do. Which motivation itself is a form of encouragement for someone to continue carrying out their duties and work[3]. Motivation is needed to support the behavior of employees and organizations to be active in carrying out their duties and work. With the motivation that arises from outside and inside the employee creates an achievement resulting from his performance. (Handoko and Rambe, 2018) say that employee performance is something that must exist in an organization for the progress and achievement of the goals, objectives, vision, and mission of an organization[3].

To achieve company goals by producing high quality vegetables and fruit, of course, PT Kebun Sayur Surabaya must first pay attention to the human resources who work in it. Where employees are able to work hard, loyal and responsible and have high discipline towards the tasks and work given which in turn can achieve optimal performance so that it has a positive impact on the performance of the agency[4]. Which discipline itself is every individual and also a group that ensures compliance with "orders" and takes the initiative to take the necessary actions if there is no "order". And work discipline is the application of management to reinforce and implement organizational guidelines[5].

The work environment refers to the conditions, atmosphere, and elements around the place where a person or group works[6]. The work environment is divided into two, namely physical and non-physical. The physical work environment is everything that has a physical form in the workplace that can affect employee tasks either directly or indirectly. Meanwhile, the non-physical work environment is a condition of working relationships, both related to superiors and related to coworkers, or related to subordinates[7]. The work environment is one of the influences on the course of the company's operations, because the work environment is a condition, situation and condition that can cause high morale in achieving the expected performance [8].

This research is intended to examine the importance of motivation, discipline and work environment on the performance of employees of PT Kebun Sayur Surabaya in order to realize the vision and mission of the company. The increasing discipline of employees at work makes PT Kebun Sayur Surabaya stronger in the face of competition in the business world. With the creation of consistent employees who continue to uphold and improve the quality of their work can support and improve the quality of the company in every process of implementing activities in the company. Therefore, improving employee performance is an important task for a company leader, because the success of an organization or company depends on the human resources in it.

This study is motivated by differences in respondents where performance in research [9] using medical or service personnel respondents, in contrast to this study which focuses on productive labor. This difference in work standards is the gap research in this study. In this study using the gap in previous research using the performance of plantation employees in the Surabaya area. Differences that are also a gap in previous research [2] using proportional probability sampling techniques in sampling. Whereas in this study using total sampling technique with data collection obtained from the results of questionnaire calculations using a Likert scale. Further development is in variable indicators, in previous research [2];[9] there is no mention of what indicators are contained in each variable. But in this study, it will be developed and specified what indicators are in the variable. Another difference that becomes a gap in this research is that in previous studies[10] used the SPSS Statistical Package for the Social Sciences program in data processing. While in this study using SmartPLS.

METHODS

This study uses quantitative methods to determine the effect of Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) on Employee Performance (Y) at PT Kebun Sayur Surabaya. Quantitative method is a research method that is scientific and objective, where the data generated is in the form of scores and numbers or statements which are then analyzed statistically. The research method used in this research is the method of distributing questionnaires to employees. The population in this study were employees of PT Kebun Sayur Surabaya totaling 147 respondents. Data collection was carried out in this study on Gayung Kebonsari street XI/15, Surabaya. The sampling technique used in sampling in this study is total sampling. The sample itself is the total and characteristics possessed by the population[24].

Data sources in this study used primary and secondary data. Which primary data is obtained from the first source, namely employees of PT. Kebun Sayur Surabaya itself by filling out a questionnaire which is then called a respondent, and secondary data is data that supports journals and books and media that are relevant to the research topic[25]. The analysis technique used in this study used the SmartPLS 3.2.8 program. The data

analysis techniques used are model measurement (Outer model) and structural model measurement (Inner model).

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive description is used to determine the description of respondents' answers based on the results of distributing questionnaires on the elements in each variable.

Description of respondents based on gender

The identity of respondents according to gender can be seen in table 1, it can be seen that out of 147 respondents:

Table 1 Characteristics of respondents based on gender

| Gender | Total | Percentage (%) |
|--------------|------------|----------------|
| Male | 87 | 59,2% |
| Female | 60 | 40,8% |
| Total | 147 | 100% |

Source: data processed

Based on table 1, it is known that around 87 respondents are male and around 60 respondents are female. This shows that plantation employees in Surabaya have a not too far difference between male and female respondents.

Description of respondents by age group.

A description of the characteristics of respondents based on age group is presented in Table 2:

Table 2 characteristics of respondents based on age group

| Age | Total | Percentage |
|--------------|------------|-------------|
| 15-20 Years | 10 | 6,8% |
| 21-30 Years | 64 | 43,5% |
| 31-40 Years | 41 | 27,9% |
| 41-50 Years | 24 | 16,3% |
| >50 Years | 8 | 5,4% |
| Total | 147 | 100% |

Source : data processed

Based on table 2, it is known that the characteristics of respondents at the age of 15-20 years have a total of 10 respondents, 21-30 years of age 64 years, 31-40 years of age 41 years, 41-50 years 24 respondents and respondents with ages above 50 years with

a total of 8 respondents. This shows that the respondents with the largest number are respondents with an age range of 21-30 years with 64 respondents.

Description of respondents based on last education.

A description of the characteristics of respondents based on their latest education is presented in Table 3:

Table 3 Characteristics of respondents based on last education.

| Last education | Total | Percentage |
|-----------------------|--------------|-------------------|
| SD | 1 | 0,7% |
| SMP | 14 | 9,5% |
| SMA/SMK | 81 | 55,1% |
| D3 | 12 | 8,2% |
| S1 | 39 | 26,5% |
| Total | 147 | 100% |

Source : data processed

Based on table 3, it can be seen that the characteristics of respondents with the last education of elementary school are only 1 respondent, junior high school 14 respondents, high school / vocational high school 81 respondents, D3 12 respondents and S1 39 respondents, and it can be concluded that the respondents who dominate Surabaya plantations are in the last education in high school / vocational high school as many as 81 respondents.

Description of respondents based on length of work.

A description of the characteristics of respondents based on their length of work is presented in table 4:

Table 4 characteristics of respondents based on length of work

| Length of Service | Total | Percentage |
|--------------------------|--------------|-------------------|
| <1 Year | 43 | 29,3% |
| 1-5 Years | 62 | 42,2% |
| 6-10 Years | 42 | 28,6% |
| Total | 147 | 100% |

Source : data processed

Based on table 4, it is known that the characteristics of respondents with less than 1 year of work are 43 respondents, 1-5 years of work are 62 respondents and 6-10 years of work are 42 years. Respondents who dominate with the number of respondents 62, namely with a vulnerable time of 6-10 years of work.

Description of respondents based on employment status.

A description of the characteristics of respondents based on employment is presented in Table 5:

Table 5 Characteristics of respondents based on employment status.

| Employment Status | Total | Percentage |
|----------------------|------------|-------------|
| Permanent employees | 87 | 59,2% |
| Contract employee | 22 | 15% |
| Casual employee | 17 | 11,6% |
| Piece-rate employees | 3 | 2% |
| Interns | 18 | 12,3% |
| Total | 147 | 100% |

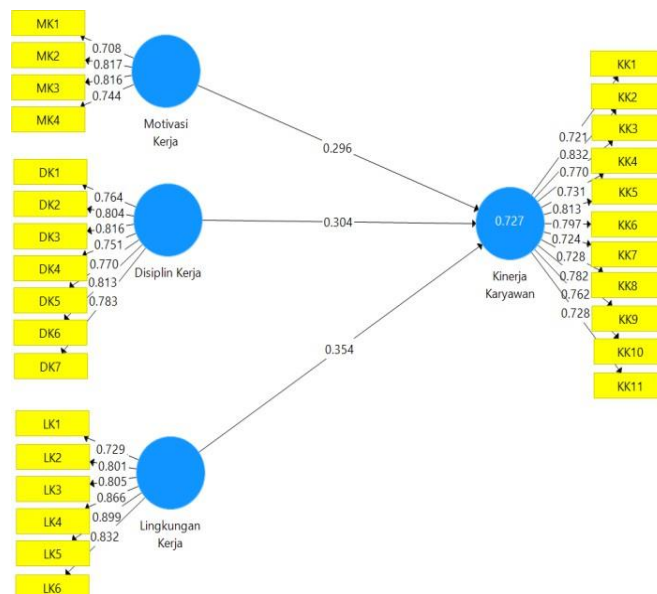
Source : data processed

Based on table 5, it is known that the characteristics of respondents with employment status as permanent employees are 87 respondents, contract employees 22 respondents, casual employees 17 respondents, piecework employees 3 respondents and apprentices 18 respondents. Which has the largest number of respondent characteristics based on employment status, namely permanent employees with 87 respondents.

Measurement Model Testing Results (Outer Model)

Analysis in this study uses Partial Least Square (PLS). The Outer Model test starts with the PLS Algorithm found in the figure below. From the output results, the analysis can then be evaluated with the measurement model (outer model) by testing convergent validity, discriminant validity and reliability.

Image 1 PLS Algorithm



Source: SmartPLS output results

Convergent Validity Testing Results

Convergent Validity in the measurement model using reflective indicators based on the loading factor. With a loading factor value of more than 0.7, it is declared an ideal or valid measure as an indicator in measuring constructs, if the value of 0.5 - 0.6 is still acceptable, but if the value is below 0.5, it must be removed from the model. Based on data calculations using the PLS Algorithm, the loading factor value is shown in the following table:

Table 6 Loading Factor

| | Work Motivation | Work Discipline | Work Environment | Employee Performance |
|-----|--------------------|--------------------|---------------------|-------------------------|
| MK1 | 0.708 | | | |
| MK2 | 0.817 | | | |
| MK3 | 0.816 | | | |
| MK4 | 0.744 | | | |
| DK1 | | 0.764 | | |
| DK2 | | 0.804 | | |
| DK3 | | 0.816 | | |
| DK4 | | 0.751 | | |
| DK5 | | 0.770 | | |
| DK6 | | 0.813 | | |
| DK7 | | 0.783 | | |
| LK1 | | | 0.729 | |
| LK2 | | | 0.801 | |
| LK3 | | | 0.805 | |
| LK4 | | | 0.866 | |
| LK5 | | | 0.899 | |
| LK6 | | | 0.832 | |
| KK1 | | | | 0.721 |
| KK2 | | | | 0.832 |

| | | | | |
|-----|--|--|--|-------|
| KK3 | | | | 0.770 |
| KK4 | | | | 0.731 |
| KK5 | | | | 0.813 |
| KK6 | | | | 0.797 |
| KK7 | | | | 0.724 |
| KK8 | | | | 0.728 |
| KK9 | | | | 0.782 |

Source: SmartPLS output results

The loading factor results in table 11 show that all loading factor values that have been calculated above 0.7 have validity data that can be used for further research and have met the criteria. To fulfill convergence, it is necessary to have an Average Variance Extacted (AVE) value for each construct. The AVE value from the PLS Algorithm results is presented as follows:

Table 7 AVE Value (Average Variance Extacted)

| Variables | <i>Average Variance Extracted (AVE)</i> |
|----------------------|---|
| Work Motivation | 0.597 |
| Work Discipline | 0.618 |
| Work Environment | 0.679 |
| Employee Performance | 0.583 |

Source: SmartPLS Output Results

Table 7 shows that the AVE value of each construct is above 0.5 (>0.5). It can be concluded that the convergent validity of the data has potential validity for further testing.

Results of Discriminant Validity Testing

The discriminant validity of reflective indicators can be seen in the cross loading value between the indicator and its construct. And presented in the following table:

Table 8 AVE Value (Average Variance Extacted)

| | | | | |
|-----|-------|-------|-------|-------|
| LK2 | 0.568 | 0.603 | 0.801 | 0.634 |
| LK3 | 0.560 | 0.572 | 0.805 | 0.573 |
| LK4 | 0.526 | 0.564 | 0.866 | 0.667 |

| | | | | |
|------|-------|-------|-------|-------|
| LK5 | 0.587 | 0.701 | 0.899 | 0.701 |
| LK6 | 0.516 | 0.630 | 0.832 | 0.638 |
| KK1 | 0.590 | 0.640 | 0.654 | 0.721 |
| KK2 | 0.602 | 0.633 | 0.678 | 0.832 |
| KK3 | 0.586 | 0.559 | 0.569 | 0.770 |
| KK4 | 0.495 | 0.567 | 0.585 | 0.731 |
| KK5 | 0.562 | 0.619 | 0.602 | 0.813 |
| KK6 | 0.553 | 0.591 | 0.568 | 0.797 |
| KK7 | 0.569 | 0.638 | 0.484 | 0.724 |
| KK8 | 0.588 | 0.551 | 0.478 | 0.728 |
| KK9 | 0.610 | 0.598 | 0.681 | 0.782 |
| KK10 | 0.525 | 0.547 | 0.593 | 0.762 |
| KK11 | 0.509 | 0.530 | 0.541 | 0.728 |

Source: SmartPLS output results

Reliability Testing Results

The measurement of the reliability testing model is used to test the reliability of a construct. This test is carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. In other words, reliability shows a consistency of measurement tools in the same symptoms. Reliability measurement in research can be through Cronbach's alpha value and composite reliability value. Presented in the following table:

Table 9 Reliability testing

| | Cronbach's Alpha | Composite Reliability |
|----------------------|------------------|-----------------------|
| Work Motivation | 0.773 | 0.855 |
| Work Discipline | 0.897 | 0.919 |
| Work Environment | 0.904 | 0.927 |
| Employee Performance | 0.928 | 0.939 |

Source: SmartPLS output results

From table.9, it can be seen that the Cronbach's alpha value and the composite reliability value for each variable are above 0.70, which indicates that each construct variable is reliable or valid in this study.

Multicollinearity Testing Results

The multicollinearity test has the aim of testing the correlation between the independent variables. to find out the indicators experiencing multicollinearity by knowing the Variance Inflation Factor (VIF) value, presented in the following table:

Table 10 Multicollinearity Test

| | VIF |
|-----|-------|
| MK1 | 1.331 |
| MK2 | 1.653 |
| MK3 | 1.798 |
| MK4 | 1.594 |
| DK1 | 2.152 |
| DK2 | 2.366 |
| DK3 | 2.307 |
| DK4 | 1.964 |
| DK5 | 2.109 |
| DK6 | 2.301 |
| DK7 | 2.081 |
| LK1 | 1.973 |
| LK2 | 2.321 |
| LK3 | 2.508 |
| LK4 | 3.091 |
| LK5 | 3.481 |
| LK6 | 2.494 |
| KK1 | 1.896 |
| KK2 | 2.848 |
| KK3 | 2.391 |

| | |
|------|-------|
| KK4 | 2.081 |
| KK5 | 2.737 |
| KK6 | 2.620 |
| KK7 | 2.094 |
| KK8 | 2.020 |
| KK9 | 2.333 |
| KK10 | 2.312 |
| KK11 | 2.089 |

Source: Data processed 2024

Based on the table above, it shows that there is no multicollinearity between the independent variables. this can be seen from the VIF value <5 according to the recommended limit in PLS.

Structural Model Testing Results (Inner Modal)

R-Square Testing Results

The R Square test is carried out to explain the oogenous latent variable on the endogenous latent variable which has a substantive influence. The results of the PLS Algorithm process for the R Square value can be seen as follows:

Table 11 R-Square Test

| | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Employee Performance | 0.727 | 0.721 |

Source: Data processed 2024

The R-Square value = 0.727 means that this result can be interpreted that the model is able to explain the phenomenon/problem of employee performance by 72.7%, the remaining 27.3% is influenced by other variables (other than work motivation, work discipline and work environment) that have not entered the model and errors.

Hypothesis Test

Based on the results of the significant weight test, it can answer the hypothesis of the T-Statistic or P-Value can be accepted or rejected. If the T-Statistic > 1.96 or the P-value < 1.96 or the P-Value > 0.05 , then the hypothesis is rejected.

Table 12 Hypothesis Test

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------------|-----------------------|----------------------------------|-----------------------------|---------------------|
| Work Motivation -> Employee Performance | 0.296 | 0.278 | 0.098 | 3.019 | 0.003 |
| Work Discipline -> Employee Performance | 0.304 | 0.323 | 0.105 | 2.888 | 0.004 |
| Work Environment - > Employee Performance | 0.354 | 0.358 | 0.084 | 4.198 | 0.000 |

Source: Data processed 2024

X1 (Work Motivation) on Y is accepted because it has a T-Statistic > 1.96 of 3.019 and a P-Value <0.05, namely 0.003. It can be concluded that work motivation has a significant effect on employee performance.

X2 (Work Discipline) on Y is accepted because it has a T-statistic > 1.96, namely 2.888 and a P-Value <0.05, namely 0.004. It can be concluded that work discipline has a significant effect on employee performance.

X3 (Work Environment) on Y is accepted because it has a T-statistic > 1.96, namely 4,198 and a P-Value <0.05, namely 0.000. It can be concluded that the work environment has a significant effect on employee performance.

Discussion

H1: Work Motivation affects Employee Performance

Based on the results of the analysis that has been carried out in this study, it proves that work motivation has a significant positive effect on employee performance. The results of this study are in line with the theory put forward by [12] that motivation is the drive or desire of employees to complete their duties well to achieve organizational goals in their work environment. Which proves that motivation affects employee performance, because with internal and external support from the company, employees will be encouraged to carry out the tasks assigned by the company.

Work motivation itself has several indicators, namely Responsibility, Advancement, The possibility of growth (Development of individual potential). The largest contribution of these indicators is the Advancement indicator. The results of this study are in line with research conducted by C. Carolin and D. R. Rahadi[3], H. Faiha, P. Fannya and D.H. Putra[10], D.S.P Mariani and V. Firdaus[14] which states that the motivation variable has a significant effect on employee performance. which means that if the work motivation given to employees goes well, employee performance can continue to increase. However, this research is not in line with research conducted by S. Okky, B. Batubara and S. Sari[15] which states that, motivation has a negative and insignificant effect on employee performance.

H2: Work Discipline affects Employee Performance

Based on this study, it proves that the work discipline variable has a significant effect on employee performance. the results of this study are in line with the theory put forward by [17] that work discipline is obeying, obeying and respecting company regulations that result in good performance, quality, quality of work. Which means that with the rules set in the company will be used as a reference by employees to carry out their work in accordance with the rules that are enforced, and the regulations given by PT Kebun Sayur Surabaya have been running well which results in employees obeying all the rules and having an impact on their performance, this is evidenced by the answers to the questionnaire statements distributed which obtained a majority score of four and five for work discipline compliance on employee performance.

Work discipline has several indicators, namely effective use of time, adherence to agency regulations, level of alertness, responsibility. The largest contribution of these indicators is adherence to agency regulations. This is supported by respondents who agree with the statement that employees maintain good work ethics in accordance with company standards and follow all procedures set by the company. The results of this study are in line with research conducted by B. J. Onsardi[5], Gito Septa putra and Jhon Fernos[4], F. T. Wanta, I. Trang and R. N. Taroreh[16] which shows that the work discipline variable has a significant effect on employee performance. However, this research is not in line with research conducted by Raymond, L.S Dian, D. P. Anggita, I. Mohammad Gita and S. Jontro[17] which states that the work discipline variable has no significant effect on employee performance.

H3 : Work Environment affects Employee Performance

Based on the results of this study indicate that the work environment affects employee performance at PT Kebun Sayur Surabaya. The results of this study are in line with the theory put forward by [19] that the work environment is a safe and comfortable place for employees so that employees feel satisfied and bring out their best ability to complete the work. In the environment of PT Surabaya Vegetable Garden has a very comfortable and safe work environment ranging from facilities, facilities and infrastructure, the layout of plantation equipment that is neatly organized and of good quality provided for its employees to a supportive work environment and this certainly affects employee performance which will improve.

The work environment has several indicators that support lighting, layout or space, security and labor relations. The greatest contribution of several work environment indicators is layout or space for movement and security and work relationships. This is supported by the answers of respondents who agree that the layout of the equipment in the workplace allows them to move freely, as well as employee relationships that are very supportive and supportive. The results of this study are in line with research conducted by I. Malikhah, D. Yulis Wulandari, and Yolanda Nst.[8], Orien Mulya Dwi Pramesti, Vera Firdaus, Dewi Andriani[6], K. Yuliantari and I. Prasasti[7], Y. Soejarminto and R. Hidayat[20] which states that work environment variables have a significant influence on employee performance. however, this study is not in line with previous research proposed by I. Novitasari and N. Setiawan. Novitasari and N. Setiawan[21] which states that work environment variables do not have a significant effect on employee performance.

CONCLUSION

Fundamental Finding: This study reveals that work motivation, work discipline, and work environment significantly enhance employee performance at PT Kebun Sayur Surabaya. Specifically, higher work motivation, strict adherence to work discipline, and a supportive work environment positively influence employees' performance outcomes. **Implication:** Organizations should invest in enhancing these three factors—motivation, discipline, and environment—to optimize employee performance. Effective HR strategies that address these areas can drive significant improvements in productivity and organizational success. **Limitation:** The study is limited by its focus on a single company and its use of self-reported data, which may introduce bias. Additionally, the cross-sectional design limits the ability to draw conclusions about causality. **Further Research:** Future research should consider longitudinal studies across diverse industries to validate these findings and explore other potential factors influencing employee performance. Expanding the scope to include qualitative data could also provide deeper insights into the underlying mechanisms at play.

REFERENCES

- [1] L. Hasanah et al., "Statistik Ketenagakerjaan Sektor Pertanian Februari 2023," 2023. [Online]. Available: [https://satudata.pertanian.go.id/assets/docs/publikasi/Statistik_Ketenagakerjaan_Sektor_Pertanian_\(Februari_2023\).pdf](https://satudata.pertanian.go.id/assets/docs/publikasi/Statistik_Ketenagakerjaan_Sektor_Pertanian_(Februari_2023).pdf)
- [2] A. Gde Oka Pramadita and I. Bagus Ketut Surya, "Pengaruh Motivasi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Pln (Persero) Distribusi Di Denpasar Bali," *E-Jurnal Manaj.*, vol. 4, no. 8, pp. 2301–2317, 2019.
- [3] C. Carolin and D. R. Rahadi, "Studi Literatur: Hubungan Dan Pengaruh Motivasi Terhadap Kinerja Karyawan," *Mak. J. Manaj.*, vol. 6, no. 2, pp. 107–116, 2020, doi: 10.37403/mjm.v6i2.177.
- [4] Gito Septa Putra & Jhon Fernos, "Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja Dan Perindustrian Kota Padang," *J. Ilm. Ilmu Manaj. dan Kewirausahaan*, vol. 3, no. 2, pp. 617–629, 2023, [Online]. Available: <https://valuasi.lppmbinabangsa.id/index.php/home/article/view/210>
- [5] B. J. Onsardi(2) and (1), "Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum (Pdam) Kota Bengkulu," *J. Manaj. Modal Insa. Dan Bisnis*, vol. 1, pp. 183–191, 2020, [Online]. Available: <https://jurnal.imsi.or.id/index.php/jmmib/article/view/20>
- [6] D. Kerja, L. Kerja, P. Tenaga, and K. Bongkar, "Disiplin Kerja , Lingkungan Kerja , dan Keselamatan Kerja Terhadap," *J. Produkt.*, vol. 10, no. 2023, pp. 496–508, 2024.

-
- [7] K. Yuliantari and I. Prasasti, "Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada LLDIKTI Wilayah III Jakarta," *Widya Cipta J. Sekr. dan Manaj.*, vol. 4, no. 1, pp. 76–82, 2020, doi: 10.31294/widyacipta.v4i1.7699.
- [8] I. Malikhah, D. Yulis Wulandari, and Yolanda Nst, "Analisis Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai (Studi Pada Pegawai Dinas Tenaga Kerja Kota Binjai)," *J. Ilmu Pengetah. Sos.*, vol. 10, no. 1, pp. 479–483, 2023, [Online]. Available: <http://jurnal.um-tapsel.ac.id/index.php/nusantara/index>
- [9] P. Motivasi, L. Kerja, D. A. N. Disiplin, M. Ahyat, F. I. K. A. Agustina, and O. Afriwan, "(STUDI KASUS PADA RSJ MUTIARA SUKMA)," *J. Ganec Swara*, pp. 538–547, 2024.
- [10] H. Faiha, P. Fannya, and D. H. Putra, "Hubungan Motivasi Kerja dengan Kinerja Petugas Rekam Medis di Rumah Sakit Umum Daerah Koja Tahun 2023," *J. Sos. dan sains*, vol. 3, no. 9, pp. 927–935, 2023, doi: 10.59188/jurnalsosains.v3i9.1009.
- [11] E. Prasetiyo, F. Riadi, N. Rinawati, and R. Resawati, "Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan," *Acman Account. Manag. J.*, vol. 1, no. 2, pp. 61–66, 2021, doi: 10.55208/aj.v1i2.20.
- [12] M. Eko Esti Santoso, "Pengaruh kemampuan kerja, motivasi kerja dan disiplin kerja karyawan BUMD PT Patut Patuh Patju Lombok Barat," *J. Distrib.*, vol. 12, no. C, pp. 2–5, 2024, doi: 10.1016/S0140-6736(13)61836-X.
- [13] V. Firdaus and S. Psi, Vera Firdaus, S.Psi., MM. [Online]. Available: <https://drive.google.com/drive/folders/1Ls-tc2B5hG38d6jpUEgCS8zeGD-yEnci>
- [14] D. S. P. Mariani and V. Firdaus, "Pengaruh Kompensasi, Disiplin Kerja dan Motivasi terhadap Produktivitas Kerja Karyawan PT. Sekar Katokichi Sidoarjo," *Innov. Technol. Methodical Res. J.*, vol. 3, no. 1, pp. 1–12, 2023, doi: 10.47134/innovative.v3i1.12.
- [15] S. Okky, B. Batubara, and S. Sari, "KARYAWAN MELALUI KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING PADA PT PLN (Persero) ULP RIMBO BUJANG," *J. Penelit. dan Kaji. Ilm.*, vol. 18, no. 1, pp. 89–100, 2024.
- [16] F. T. Wanta, I. Trang, and R. N. Taroreh, "Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Inspektorat Kabupaten Minahasa Tenggara Di Masa Pandemi Covid-19," *J. EMBA*, vol. 10, no. 1, pp. 113–122, 2022.
- [17] Raymond, L. S. Dian, D. P. Anggia, I. Mohamad Gita, and S. Jontro, "Pengaruh Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada PT Tanjung Mutiara Perkasa," *J. Adm. Bisnis*, vol. 11, no. 1, pp. 129–133, 2023.
- [18] S. D. Anggraini, Z. T. Rony, and K. S. Rycha, "Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Kantor Kecamatan Babelan," *J. Kewirausahaan dan Multi Talent.*, vol. 2, no. 1, pp. 49–58, 2024.

- [19] C. F. Oktavia and V. Firdaus, "Pengaruh Kompetensi, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan pada CV. Faris Collection Tulangan Sidoarjo," *Innov. Technol. Methodical Res. J.*, vol. 3, no. 1, pp. 1-11, 2023, doi: 10.47134/innovative.v3i1.15.
- [20] Y. Soejarminto and R. Hidayat, "Pengaruh Motivasi Kerja, Disiplin Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Star Korea Industri MM2100 Cikarang," *Ikraith-Ekonomika*, vol. 6, no. 1, pp. 22-32, 2022, doi: 10.37817/ikraith-ekonomika.v6i1.2465.
- [21] I. Novitasari and N. Setiawan, "Pengaruh Stres Kerja, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Generasi Milenial Di Perusahaan ...," *Tekmapro*, vol. 19, no. 1, pp. 85-93, 2024, [Online]. Available: <https://tekmapro.upnjatim.ac.id/index.php/tekmapro/article/view/381>
- [22] M. R. Shihab, W. Prahiawan, and V. Maria, "Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawanpada Pt. So Good Food Manufacturing Kabupaten Tangerang Tahun 2020," *J. Inov. Penelit.*, vol. 3, no. 3, pp. 5479-5492, 2022, [Online]. Available: <https://ojs.serambimekkah.ac.id/semnas/article/view/1696/1356>
- [23] Z. T. Rony and H. Rohaeni, "Jurnal+Yustisiwo," *J. kewirausahaan dan multi Talent.*, vol. 2, no. 1, pp. 41-48, 2024.
- [24] Wahyuni, K. Kusuma, V. Firdaus, and D. Andriani, "Peran Kepemimpinan, Job Insecurity, dan Stres Kerja Terhadap Turnover Intention," *J. Ilm. Multidisiplin*, vol. 2, no. 7, pp. 2764-2777, 2023, [Online]. Available: <https://journal-nusantara.com/index.php/JIM/article/view/1736>
- [25] P. Motivasi, K. Pegawai, M. Toding, A. Ismail, and A. H. M. Bas, "Journal of Applied Management and Business Research (JAMBiR) Kantor Dinas Pekerjaan Umum dan Penataan Ruang Kabupaten Tana," *J. Appl. Manag. bussiness Res.*, vol. 4, no. 1, pp. 40-44, 2024.