

The Influence of Work Motivation, Discipline, and Work Environment on Employee Performance at the Karangturi Village Office, Klaten

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ABSTRACT

This study aims to test whether there is an influence of work motivation, discipline and work environment on the performance of study employees at the Karangturi Village Office, Gantiwarno District, Klaten Regency. The method used in this study is quantitative with a sampling method using a questionnaire. The research sample includes all employees of the Karangturi Village Office, Gnatiwarno District, which is 40 respondents. Data collection was carried out using a questionnaire distribution processed with the SPSS version 25 software application which was used as a data analysis tool. The results of the analysis of this study indicate that work motivation has a negative and insignificant effect on employee performance, discipline has a positive and significant effect on employee performance, while the work environment does not significantly affect employee performance at the Karangturi Village Office, Gantiwarno District, Klaten Regency.

1. INTRODUCTION

Human Resources are the main driving force of a company, in life human resources are components that cannot be separated because they are interrelated, good and bad organizations will certainly be reflected in the managers of the organization (Supriyadi, 2020).. Human resources in an organization require determination, grouping and arrangement in carrying out activities in order to achieve goals, because human resources are the main actors in creating performance in achieving the vision, mission and goals of the organization.

Karangturi Village Office is one of the government agencies that interacts directly with the community, Karangturi Village Office as one of the village government places that has the authority to regulate and manage all community interests, has challenges in managing the diversity of employees and communities in the local government, it is hoped that through this research it will be the starting point for positive change in the village office environment to be able to show their commitment to the vision and mission of the village office to be able to provide the best service for the surrounding community.

Initial observations indicate that some employees have not done their work in accordance with existing provisions, as for the problematic phenomena that occur such as the lack of responsibility, initiative and creativity in completing work, it is seen that many employees still come late. In the context of this study, researchers are interested in exploring how work motivation, work discipline, and work environment influence employee performance in small organizations, especially at the village hall level where the village head acts as a leader, while the village secretary and other employees are subordinates.

This research phenomenon occurred at the Bale Desa Karangturi Office, Gantiwarno District, Klaten Regency, where many factors influence human resources in improving performance, for that human resources are required to have good and optimal performance to be able to achieve these goals. Employee performance is the result of work, both in quality and quantity where the results of work must be proven concretely and can also be measured or compared with the standards that have been set for the performance of employees being carried out (Pasaribu et al., 2022).. Good employee performance can be achieved by each employee through encouragement and direction. One of the efforts made by the organization in order to improve employee performance is by paying attention to factors that drive employee performance such as Work Motivation, Discipline and Work Environment.

Work motivation is the provision of a driving force that is given to be able to create a person's work enthusiasm so that they are able to work together and work effectively (Hustia, 2020). With motivation, employees will work optimally, one form of motivation that can be given is by providing bonuses or allowances, this can create high work enthusiasm and can also foster a sense of responsibility in employees (Nuruzzaman, 2021). This is supported by previous research which states that work motivation has a positive and significant influence on employee

performance (Latief et al. 2021). However, this is different from the research conducted by Hidayat (2021), explaining that work motivation has a negative and insignificant effect on employee performance.

Another factor that affects employee performance is discipline. Discipline is an awareness and a way of obedience to company regulations or an agency within employees to achieve a goal (Silitonga & Faddila., 2023). Discipline has many impacts on the organization, because discipline will make it easier to achieve success in realizing a planned goal. Therefore, disciplinary regulations are very necessary to be made in an organization in order to provide guidance and rules for employees in organizing (Rahayu., 2023). This is supported by previous research which states that discipline has a positive and significant influence on employee performance Kirana et al. (2022). However, it is different from the research conducted by Muna & Isnowati. (2022) states that discipline does not have a significant effect on employee performance.

In addition, the next factor that affects employee performance will increase is the work environment. The work environment is a situation where employees work every day (Sari, 2023). The work environment is a whole set of tools and materials used when working as well as methods and several regulations used in the organization (Hustia, 2020). In addition, it is also necessary to provide adequate facilities for use. Facilities are everything that is used, occupied, and used by employees both in the work environment and the tools used for smooth work Prawira (2020). So it is necessary to pay attention to the work environment for employees in order to achieve the desired performance, this is supported by previous research which states that discipline has a positive and significant effect on employee performance Wahet et al. (2020). However, this is different from research conducted by Aniversari & Sanjaya (2022) which shows that the work environment does not have a significant effect on employee performance.

Based on various existing research problems and existing phenomena, namely the inconsistency of research results related to work motivation variables, discipline, work environment on employee performance and the limitations of previous research, this study aims to examine the influence of work motivation, discipline and work environment on employee performance at the Karangturi Village Office, Gantiwarno District, Klaten Regency.

The influence of work motivation on employee performance. The ability of a leader to have knowledge in executing various work programs according to the tasks and responsibilities they have will affect employee performance towards the company. This shows that there is a relationship between work motivation and employee performance. Work motivation is a form of encouragement, effort, and desire that exists to empower and direct a person's behavior towards a form of work implementation (Riyanto & Anto, 2022). Motivation is very important to consider in a company, in fact, work motivation is the main key to a company's productivity, with a lack of motivation, it can certainly hinder the development and effectiveness of the organization (Kuswati, 2020). As with research conducted by Purwanto (2020) and Kuswati (2020) stating that work motivation is one of the factors that influences employee performance.

This is in line with Riyanto (2021) that work motivation has a positive and significant impact on employee performance. Then the research conducted by Ratnawati (2020), that work motivation has a positive and significant influence on employee performance.

H1: Work motivation has a positive effect on employee performance.

The influence of discipline on employee performance. Employees who have high discipline will tend to care about the sustainability of the organization they work for, indicating that one of the factors that has the potential to influence employee performance levels is awareness of discipline in employees, there is evidence that strong work discipline positively influences employee performance levels in the organization. A study conducted by Ali & Simamora (2022) found that employee performance is positively influenced by work discipline, this indicates that good discipline tends to create stronger employee performance between superiors and subordinates. This study is in line with Andi Prayogi (2019) research which shows that there is a significant positive relationship between discipline and employee performance, then research conducted by Achmad Rifa (2023) shows that the relationship between discipline has a positive and significant effect on employee performance.

H2: Employee discipline has a positive effect on employee performance.

The influence of the work environment on employee performance. The existence of a work environment that has good operational standards will further strengthen the ability to manage organizational resources. This shows that there is a relationship between the work environment and employee performance. The work environment is everything that is around employees when doing work, both physical and non-physical, which can affect employees while working (Ronald, 2020). Many researchers have conducted studies such as those conducted by Listiana (2023) and Wahet (2020) who studied the relationship between the work environment and employee performance, where the findings of the study showed that companies that have a work environment in accordance with operational standards can benefit the organization, in line with the findings of other studies conducted by Sari (2023) who said that there is a positive and significant relationship between the work environment and employee performance.

H3: The work environment has a positive effect on employee performance.

Conceptual Framework

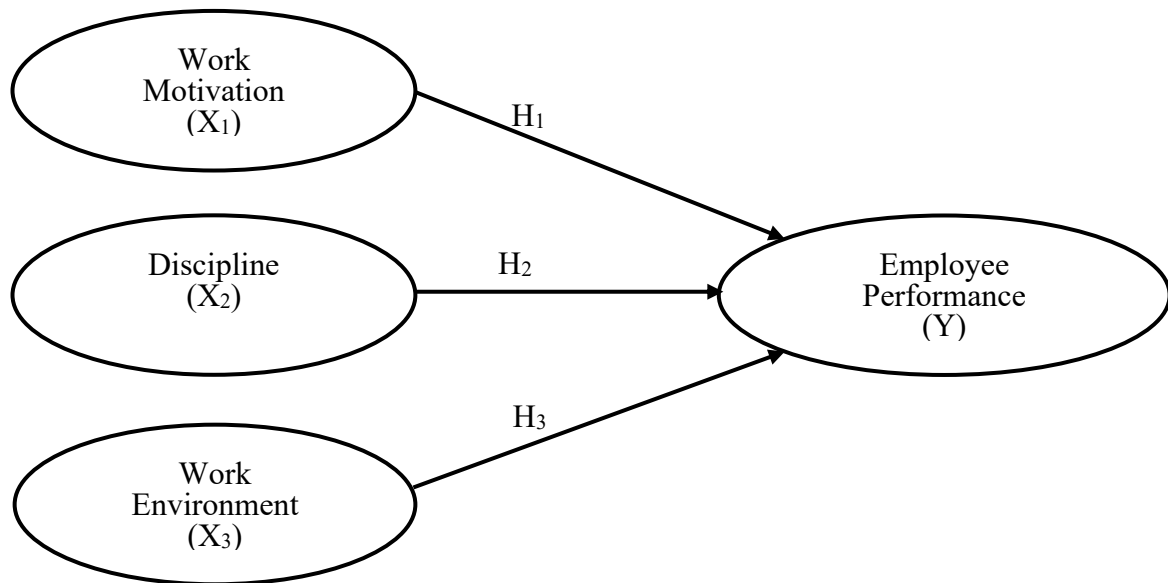


Figure 1. Research model

Hypothesis

H1: Work Motivation has a positive effect on Employee Performance.

H2: Employee Discipline has a positive effect on Employee Performance.

H3: The Work Environment has a positive effect on Employee Performance.

RESEARCH METHODS

This research method uses a quantitative approach with independent variables in the form of work motivation, discipline and work environment while the dependent variable is employee performance. The population of the study was employees of the Karangturi village office which was used based on data from a questionnaire whose population was employees at the Karangturi village office, Gantiwarno sub-district, Klaten district, totaling 40 employees. In this study, the sample used was a saturated sample with all employees being the sample in this study. Data collection used a questionnaire list of questions distributed online to respondents via Google form to be answered. The study used inferential statistics and regression analysis methods using IBM SPSS Statistics version 25. This study has respondent characteristics, namely age, gender, and education.

The questionnaire used in this study consisted of 32 questions that reflected the indicators of each research variable used, each indicator was assessed using a Likert scale with a range of 1 to 5 where 1 indicates "strongly disagree" and for a value of 5 indicates "strongly agree" where this study gives respondents the freedom to state their level of agreement or disagreement with the questions given in the questionnaire. In the research questionnaire, each indicator variable has the same number of indicators and questions where the work motivation variable is measured using 8 questions based on work motivation indicators according to Ernawati et al., (2023) work performance, recognition, self-development, progress (development). Discipline variable indicators according to Arif et al., (2019) attendance, compliance with regulations,

compliance with work standards, high level of alertness. Work environment variable indicators according to F.R.Putri & Supriadi, (2022) work atmosphere, leader relationships, relationships with coworkers, facilities. Employee performance indicators according to (Agustina Dewi, 2020) are responsibility, effectiveness, discipline, initiative.

2. RESULTS & DISCUSSION

Respondent Characteristic. This study has 40 respondents from employees of the Karangturi village office, Gantiwarno district, Klaten. The characteristics of the respondents obtained include Age, Gender, and Last Education.

Table 1. Respondent Characteristic

| Description | Category | Frequency | Presentation (%) |
|----------------|-------------------------------|-----------|------------------|
| Gender | Male | 28 | 70,7% |
| | Female | 12 | 29,3% |
| Last education | Junior high school/equivalent | 4 | 9,8% |
| | High school/equivalent | 25 | 63,4% |
| | Diploma | 3 | 7,3% |
| | S1 (undergraduate) | 8 | 19,5% |
| Age | 29-35 years | 4 | 9,8% |
| | 36-45 years | 12 | 29,3% |
| | 46-54 years | 18 | 46,3% |
| | 55-66 years | 6 | 14,6% |

Source: Primary data processed 2025

Where Table 1 shows the characteristics of respondents shows that there are 40 respondents who are employees at the Karangturi village office, Gantiwarno sub-district, Klaten district. Based on male gender, there are 28 respondents or (70.7%) while for female gender there are 12 or (29.3%). This shows that the average employee at the Karangturi village office is dominated by men. Based on age 29-35 years 4 respondents with a percentage (9.8%) then age 36-45 years 12 percentage (29.3%), 46-54 years as many as 18 respondents with a percentage (46.3%) and respondents with age 55-66 years as many as 6 respondents with a percentage (14.6%). This shows that employees aged 46-54 years are the most. Based on Junior High School Education as many as 4 respondents or (9.8%), Senior High School/Vocational High School Education 25 respondents or (63.4%), D3 Education as many as 3 respondents or (7.3%) and S1 Education as many as 8 respondents or (19.5%). This shows that most of the employees at the Karangturi village office have a high school education or above which can be an influence on employee performance where the higher the level of employee education, it is expected to improve employee understanding and performance towards the village office.

Validity and Reliability Test. The validity test conducted has a calculated r-value > r-table obtained from the calculation of SPSS data and obtained from the r table by calculating the degree of freedom (df) namely $df = \text{sample} - 2$ ($df = 40 - 2 = 38$) then the r table value is 0.2638

therefore all questions in this study are declared valid. The next stage of the reliability test, the results of the reliability test in this study show that all variables have a Cronbach's Alpha coefficient value > 0.06 , so it can be concluded that all variables in this study are declared reliable.

Table 2. Validity Test

| Variables | Items | <i>R-count</i> | <i>R-table</i> | <i>ronbach'Alpha</i> |
|----------------------|-------|----------------|----------------|----------------------|
| Work motivation | X1.1 | 0.393 | 0.2638 | alid |
| | X1.2 | 0.895 | | |
| | X1.3 | 0.589 | | |
| | X1.4 | 0.523 | | |
| | X1.5 | 0.855 | | |
| | X1.6 | 0.625 | | |
| | X1.7 | 0.895 | | |
| | X1.8 | 0.855 | | |
| Discipline | X2.1 | 0.545 | 0.2638 | alid |
| | X2.2 | 0.676 | | |
| | X2.3 | 0.696 | | |
| | X2.4 | 0.347 | | |
| | X2.5 | 0.366 | | |
| | X2.6 | 0.476 | | |
| | X2.7 | 0.630 | | |
| | X2.8 | 0.641 | | |
| Work environment | X3.1 | 0.482 | 0.2638 | alid |
| | X3.2 | 0.645 | | |
| | X3.3 | 0.683 | | |
| | X3.4 | 0.815 | | |
| | X3.5 | 0.591 | | |
| | X3.6 | 0.590 | | |
| | X3.7 | 0.525 | | |
| | X3.8 | 0.637 | | |
| Employee performance | Y1 | 0.832 | 0.2638 | alid |
| | Y2 | 0.741 | | |
| | Y3 | 0.410 | | |
| | Y4 | 0.603 | | |
| | Y5 | 0.817 | | |
| | Y6 | 0.320 | | |
| | Y7 | 0.817 | | |
| | Y8 | 0.582 | | |

Source: Primary data processed 2025

Reliability Test. Reliability Test is a data test to test the consistency of research data within a certain time and can be used to determine the appropriate measurements used in a study. Where it shows or is said to be reliable if the Cronbach alpha value is more than 0.06. The results of the reliability test in this study showed that all variables had a Cronbach's Alpha coefficient value > 0.06 , so it can be concluded that all variables in this study were declared reliable.

Table 3. Reliability Test

| Variables | Cronbach's Alpha | Critical Value | R-table |
|----------------------|------------------|----------------|----------|
| Work motivation | 0,850 | 0,6 | Reliable |
| Discipline | 0,666 | | |
| Work environment | 0,768 | | |
| Employee performance | 0,819 | | |

Source: Primary data processed 2025

Normality Test. Data normality test using Kolmogorov-Smirnov test (Kolmogorov-Smirnov Test) by looking at the significance of the residuals produced and the normal probability plot graphic approach is used to determine whether the residual variable is normally distributed or not in the regression model. With a significance level of 0.05, the data can be said to be normally distributed if the significance value is > 0.05 . Where the results of the normality test using the Kolmogorov-Smirnov method show that the Asymp. Sig value is $0.200 > 0.05$ so that it is in accordance with the basis for decision making in normality testing using the Kolmogorov-Smirnov Test, it can be concluded that the residual regression model of this study is "normal".

Table 4. Normality Test
One-Sample Kolmogorov-Smirnov Test

| Description | Unstandardised Residual |
|------------------------|-------------------------|
| N | 40 |
| Test Statistic | .105 |
| Asymp. Sig. (2-tailed) | .200 |

Source: Primary data processed 2025

Multicollinearity Test. The multicollinearity test aims to determine whether or not there is a linear relationship between independent variables in a regression model to determine whether or not there is multicollinearity in a study by looking at the tolerance and VIF values in the coefficient table. Based on the table below, the results of the multicollinearity test show that the tolerance and VIF values are at tolerance values > 0.10 or $VIF < 10$, so it can be concluded that there is no multicollinearity in this study.

Table 5. Multicollinearity Test

| Model | Collinearity Statistics | |
|------------------|-------------------------|-------|
| | Tolerance | VIF |
| Work motivation | .432 | 2.315 |
| Discipline | .425 | 2.354 |
| Work environment | .896 | 1.116 |

Source: Primary data processed 2025

Multiple Linear Regression Test Result. Equations Based on the results of the study from the table below, the multiple linear regression equation is obtained as follows $Y = 4.382 + 0.233X_1 + 1.102X_2 + 0.254X_3 + e$. which shows that the variables of work motivation, discipline and work environment have a value of 0 or equal to 0, meaning that employee performance is 4.382

and shows a positive influence. If work motivation increases by 1 unit, then employee performance increases by 0.233, it can be interpreted that if work motivation increases, employee performance will also increase. discipline increases by 1 unit, then employee performance increases by 1.102, it can be interpreted that if discipline increases, employee performance will also increase. work environment increases by 1 unit, then employee performance increases by 0.254, it can be interpreted that if the work environment increases, employee performance will also increase.

Table 6. Multiple Linear Regression Test Result

| Model | Unstandardised Coefficients | |
|------------------|-----------------------------|------------|
| | B | Std. Error |
| Work motivation | .233 | .147 |
| Discipline | 1.102 | .197 |
| Work environment | .254 | .169 |

Source: Primary data processed 2025

Test Result of the Coefficient of Determination (R²). The results of the data test in the table below can be concluded that the results of the determination coefficient test (R²) obtained a value of 0.581 or 58.1%. This means that 58.1% of employee performance variables are influenced by work motivation, discipline and work environment, while 41.9% are influenced by other variables that have not been studied or not used in this study.

Table 7. Test Result of the Coefficient of Determination

| Model Summary | | | | |
|---------------|------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1. | .783 | .613 | .581 | 3.714 |

Source: Primary data processed 2025

Partial Test Result (t Test). Equations The t-test is conducted to compare the t-statistic value with the critical point according to the table, if the calculated t-statistic value is greater than the t-table. From each independent variable of work motivation, discipline and work environment to the dependent variable of employee performance individually

Table 8. Partial Test Result (t Test)

| Model | t | Sig. |
|------------------|--------|------|
| Work motivation | -1.591 | .120 |
| Discipline | 5.588 | .000 |
| Work environment | 1.502 | .142 |

Source: Primary data processed 2025

This study aims to determine the influence of work motivation, discipline and work environment on employee performance at the Karangturi Village Office, Gantiwarno District, Klaten Regency, which was carried out using SPSS 25 software to obtain the following results:

The Influence of Work Motivation on Employee Performance. The results of the hypothesis 1 study state that work motivation (X1) has a negative and insignificant effect on employee performance (Y) on employees of the Karangturi Village Office, Gantiwarno District. This is proven through the results of the calculations that have been carried out, the calculated t value

is -1.591 with a significant scale of 0.120, so that the calculated t (-1.591) < from the t table (1.68488). Thus, this test statistically proves that work motivation does not have a significant effect or the effect of work motivation has a very low level of significance so that it does not affect employee performance.

So that the dependent variable of work motivation in employees of the Karangturi Village Office, Gantiwarno District, Klaten Regency is unable to improve employee performance in the village office. This study is in line with previous research conducted by Hidayat, (2021) which states that the relationship between work motivation and employee performance has no significant effect. This shows that work motivation in employees needs to be increased so that employees are more motivated to work so that they can achieve the predetermined targets.

Where it is necessary to make an effort to be able to pay attention to this because with the motivation of the employee himself it will be able to influence the performance of the employee himself, with motivated employees will move the heart to be able to achieve results in accordance with the vision and mission that have been carried out where in the findings of this study aims to find out how much influence motivation has on employee performance at the Karangturi village office where with the existing results it is necessary to pay more attention and improve it again so that in the future they will be more motivated to work.

The Influence of Discipline on Employee Performance. The results of the hypothesis 2 study state that discipline (X2) has a positive and significant effect on employee performance (Y) at the Karangturi Village Office, Gantiwarno District. This is proven by the results of the calculations that have been carried out, obtaining a t -count value of 5.588 with a significant scale of 0.001. so that t count (5.588) > from t table (1.68488) and H_0 is accepted and H_2 is accepted because the significant value of 0.001 is less than 0.05. Which means that discipline has a significant effect on employee performance, thus it can be concluded that the better the employee's work discipline, the better the performance of the Bale Desa Karangturi office employees, Gantiwarno District, Klaten Regency. This study is in line with previous research conducted by Yuliantini, (2021) which states that the relationship between discipline and employee performance has a positive and significant effect.

Thus it can be stated that work discipline on employee performance has a positive and significant influence so that this shows that increasing work discipline can improve employee performance if work discipline increases then it can make employees understand the importance of discipline in working such as arriving on time and always obeying the rules so that it can encourage employees to carry out the work targets given and use working time effectively this can improve employee performance.

The Influence of Work Environment on Employee Performance. The results of this study hypothesis 3 states that the work environment (X3) does not significantly affect employee performance (Y) on employees of the Karangturi Village Office, Gantiwarno District. This is

proven through the results of the calculations that have been carried out obtained a t-value of 1.502 with a significant scale of 0.142. So that t count (1.502) <from t table (1.68488). This value indicates that H3 is rejected. Thus this test statistically proves that the work environment does not have a significant effect or the influence of the work environment has a very low level of significance so that it does not affect employee performance.

So that the work environment variables in Karangturi Village Office Employees, Gantiwarno District, are unable to improve employee performance. This study is in line with previous research conducted by Aniversari & Sanjaya, (2022) which stated that there was no significant influence of work environment variables on employee performance. This means that the work environment is not an important factor in improving employee performance, so it is necessary to improve the work environment in order to improve employee performance.

The results of this study provide a conclusion that the work environment is not the main factor in creating employee performance, internal and external factors of the Karangturi village office can also be other factors that influence, the relationship between superiors and subordinates and coworkers needs to be improved so that the work environment becomes more comfortable and conducive. Where it is necessary to create a comfortable work environment so that employees can work optimally and achieve the vision and mission that are carried out.

3. CONCLUSION & SUGGESTION

Based on the descriptions that have been presented in the results of this research analysis, several conclusions can be drawn as follows, indicating that the results of testing the first hypothesis (H1) are rejected, namely that the work motivation variable has a negative and insignificant effect on employee performance. This result means that work motivation at the Karangturi Village office, Gantiwarno District has not been carried out optimally so that it has no significant effect. Furthermore, the second hypothesis (H2) is accepted, the results of the study show that the discipline variable has a positive and significant effect on employee performance. This result means that the discipline of the Karangturi Village office, Gantiwarno District, Klaten Regency shows a disciplined behavioral attitude towards its employees. The results of testing the third hypothesis (H3) show that the work environment variable does not have a significant effect on employee performance. This result means that the work environment at the Bale Desa Karangturi office, Gantiwarno District, Klaten Regency in creating a safe, comfortable and conducive work environment does not have a significant effect.

The results of the research conducted obtained results that the work discipline variable has a positive and significant effect on employee performance, for that the Karangturi village office, Gantiwarno sub-district, can maintain what has been carried out well by employees to always maintain discipline. In addition, there are two variables that do not have a significant effect on employee performance when the t-test is carried out, namely the work motivation and work environment variables, for that the Karangturi village office, Gantiwarno sub-district is expected to pay attention to this, because work motivation and work environment are very important in carrying out employee performance. In addition, it is hoped that the agency will

always conduct periodic evaluations of employees so that it can improve the quality of employee performance at the Karangturi village office, Gantiwarno sub-district to the maximum.

Limitations and Suggestions. The researcher's suggestions regarding the results of this study can be used as input and consideration for interested parties: Where, as with previous studies, the results of this study also have limitations. The research model used shows that there are still many models that can affect employee performance that are not used. This study only focuses on employees of the Karangturi Village Office, Gantiwarno District, Klaten Regency. In addition, this study faced obstacles due to time constraints in collecting data, resulting in the amount of primary data obtained being less than optimal. For further research in the same field, it is expected to pay attention to what factors affect employee performance. The author recommends adding different indicators to deepen the results of research findings and add to previous research theories and can also add other variables that can be used in further research.

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