



**THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE, AND
WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES IN
THE PRODUCTION DIVISION OF UD. SUWARLANDONO ART**

Nirmalasari¹

**Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya,
Indonesia**

nirmallasarii1506@gmail.com

Bowo Santoso²

**Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya,
Indonesia**

bowo.santoso.mnj@upnjatim.ac.id

Abstract

The era of globalization demands companies to boost competitiveness by optimizing human resources. Employee performance is a key factor in achieving organizational goals, influenced by work motivation, work discipline, and work environment. This study aims to analyze the effect of work motivation, work discipline, and work environment on the performance of employees in the production department of UD. Suwarlandono Art. The research method uses a quantitative approach with Partial Least Squares (PLS) analysis. The population in this study was 50 employees in the production department of UD. Suwarlandono Art, which was also used as a sample with a saturated sampling technique. The results of the study indicate that work motivation has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, and the work environment has a positive and significant effect on employee performance. High work motivation, good work discipline, and a conducive work environment can improve employee performance optimally.

Keywords: Work Motivation; Work Discipline; Work Environment;
Employee Performance



INTRODUCTION

The era of globalization requires companies to maximize employee performance to compete effectively. The tight competition requires companies to develop various aspects, especially human resources (HR). What companies can do in HR management is to create, find, or recruit quality workers who meet the company's standards and needs (Tsanyatha and Santoso, 2023).

The success of a company is influenced by the performance of its employees. Therefore, companies need to pay attention to the performance of their employees (Santoso, 2021). Good employee performance is influenced by motivation, discipline, and the work environment. These three elements are interrelated and important in building a work atmosphere that supports organizational goals.

Work motivation is an important thing that drives employee performance, because it can increase employee enthusiasm or work enthusiasm. Thus, a harmonious relationship is created between company goals and employee personal goals (Ratnasari and Firmansyah, 2021). However, motivation will not be optimal if it is not accompanied by a disciplined attitude in carrying out tasks, because motivation needs to be balanced with consistent and responsible actions so that employee performance is truly optimal.

Work discipline is also an important thing that can drive employee performance, because discipline reflects individual responsibility for the work given. Maintaining consistent discipline is a challenge, so there needs to be regulations that are truly enforced (Nata et al., 2021). The effective implementation of work discipline will also have a stronger impact if the work



environment is supportive, because a positive atmosphere can increase employee commitment in complying with the rules and carrying out responsibilities.

The work environment also plays a role in encouraging employee performance, because a comfortable work environment can increase productivity and be an attractive factor for companies in retaining employees, so that they can work optimally (Jaya, 2022).

Thus, employee performance is an achievement of the interaction between motivation, discipline, and work environment conditions. Each individual shows a different level of performance, because performance is personal and is assessed based on criteria determined by the organization (Sembiring, 2020).

The results of Zakiah and Dwiridotjahjono's (2021) study revealed that motivation, discipline, and work environment have a positive influence on employee performance. This finding is different from the results of Puspita and Ayuanti's (2022) study which revealed that work discipline has a negative effect on employee performance. Meanwhile, the results of Rejeki, Linawati, Sofiati, and Marzuki's (2022) study revealed that motivation and work environment do not affect employee performance.

The differences in the results of this study indicate a gap that still needs to be studied further. These findings reflect inconsistencies in research, while highlighting the need for a more comprehensive understanding of the factors that impact employee performance. Thus, the focus of this study is on the specific context of the company that is the object of the study.

This study takes the object at UD. Suwarlandono Art, a company operating in the bag industry sector. This company is a family business established in 1990. UD. Suwarlandono Art has 50 employees in the production department that



produces women's fashion bags. The production results are distributed to several cities, including Sidoarjo, Surabaya, Jombang, Yogyakarta, and Makassar.

The performance of UD. Suwarlandono Art employees can be seen from the data on production targets and realization of women's fashion bag production in the period 2022 to 2024 which experienced fluctuations in production realization indicating problems with employee performance. Although it managed to achieve the target in 2022, in 2023 and 2024 the company has not been optimal in achieving the target. This condition indicates a decrease in employee motivation. This indication is supported by the results of interviews with company leaders who stated that, "We see a lack of appreciation for employee achievements, so they feel ignored." Based on this, an appropriate approach is needed from the company, considering that low employee motivation is an important problem that can have a direct impact on the company's performance and productivity.

In addition to the problem of work motivation, this company also found problems related to work discipline as evidenced by the results of interviews with the company's management who stated that, "There are still employees who are not disciplined, such as coming late, not following working hours properly, and violating company rules." This causes the production target not to be achieved according to the deadline that has been set.

The attendance rate of production employees at UD. Suwarlandono Art during the period 2022 to 2024 experienced fluctuations. The high absenteeism rate in the alpa category (absence without explanation) indicates low work discipline among production employees at UD. Suwarlandono Art.



Information obtained from interviews with company leaders and production employees at UD. Suwarlandono Art, found a third problem related to the work environment. An employee said that, "The relationship between coworkers is not harmonious, so we are reluctant to help each other in the field." In addition, the company leader said that, "Communication with older and less educated employees is quite difficult, sometimes the message I convey is not understood well, so misunderstandings occur." Other problems also arise related to supporting facilities. One employee said, "There are indeed machines such as cutting tools, punching machines, embroidery machines, and sewing machines, but some processes such as gluing and tidying bags still have to be done manually." These work environment problems directly affect employee performance, where production targets are not achieved.

The three problems related to motivation, discipline, and work environment show that employee performance at UD. Suwarlandono Art is still not optimal, resulting in decreased productivity. To overcome this and improve performance, the company needs to encourage increased employee motivation and discipline, accompanied by the development of a harmonious work environment in order to realize security and comfort for employees.

As described above, the purpose of this study is to highlight the importance of human resource development to be ready to face the challenges of the globalization era, where companies are required to maximize employee performance in order to compete effectively. Optimal employee performance has a direct impact on company productivity. The results of this study are expected to be used as a reference for company management when formulating strategic steps to encourage increased employee performance.



As described above, the purpose of this study is to examine the influence of work motivation, work discipline, and work environment on the performance of production employees at UD. Suwarlandono Art.

LITERATURE REVIEW

Work Motivation

According to Kurniawan (2022), work motivation is a behavior that drives individuals to act to achieve certain goals. However, according to Maliya (2023), work motivation is an internal drive that can arouse, direct, and influence individuals to show intensity and perseverance when carrying out work voluntarily.

Motivation drives individuals to take steps that support employees in achieving task effectiveness while inspiring others in their work. Employees with high levels of motivation tend to complete work quickly and in accordance with company procedures, thus contributing to increased productivity and supporting the company's progress (Rahmawati et al., 2021).

Overall, work motivation is defined as a drive that arouses, directs, and influences individuals to act with intensity, persistence, awareness, and responsibility. This drive helps individuals achieve goals with a voluntary attitude and enthusiasm.

According to Wijasih et al. (2020), there are several indicators of work motivation, including physiological needs, safety needs, social needs, appreciation needs, and self-actualization needs.



Work Discipline

According to Sherlie and Hikmah (2020), work discipline is a means of communication between superiors and subordinates that reflects employee compliance with all rules, both written and unwritten. The purpose of this work discipline is to help organizations or institutions achieve their desired targets. However, according to Silalahi and Bangun (2020), work discipline is a form of employee responsibility in carrying out their duties voluntarily, without any coercion.

Work discipline plays an important role for the company, because discipline functions as a tool to shape employee personality in order to produce quality performance. Employees who demonstrate discipline and comply with regulations and carry out the organization's vision and mission generally have optimal performance. Strong discipline encourages the realization of maximum employee performance, which contributes positively to the company's income (Ariesni and Asnur, 2021).

Overall, work discipline is defined as employee behavior that reflects an attitude of obedience to regulations, shows responsibility, and respects the rules. This discipline supports communication, achievement of organizational goals, and mutual respect in the workplace. Thus, consistent implementation of work discipline is important to create an orderly and professional work environment.

According to Sudarso (2022), work discipline indicators include attendance, level of alertness, compliance with work standards, compliance with work regulations, and work ethics.



Work Environment

According to Ardiansyah and Artadita (2021), the work environment is an important element that must receive the company's attention, because it is the main place for every employee to carry out all their work activities. However, according to Parwita et al. (2023), the work environment includes various aspects around employees and has an impact on employee performance in carrying out tasks according to their responsibilities.

The comfort of the work environment has a direct impact on employees, especially when completing assigned tasks. Employees feel comfortable if the work environment meets employee needs and does not interfere with concentration while working. With this comfort, employees are more motivated to work, which has an impact on better work completion and optimizing employee performance (Iqbal, 2022).

Overall, the work environment is defined as an important element that contributes to employee performance. The existence of a positive and safe environment can support productivity, while an unsupportive environment can be an obstacle to achieving work targets. Therefore, companies must strive to build and maintain a positive work environment to optimize employee performance.

According to Risnawati (2023), work environment indicators include work atmosphere, relationships between coworkers, relationships between subordinates and leaders, and the availability of work facilities.

Employee Performance

According to Jufrizen and Rahmadhani (2020), employee performance is a measure of the organization's success in carrying out tasks through individuals

with certain competencies. However, according to Sarip (2023), employee performance refers to work achievements measured based on the quality and quantity of work in a certain period carried out according to their responsibilities.

Overall, employee performance can be defined as the level of organizational achievement in fulfilling the mission and carrying out the tasks given. This performance involves the ability and work results of individuals.

According to Harahap and Tirtayasa (2020), employee performance indicators include quality, quantity, timeliness, effectiveness, and organizational commitment.

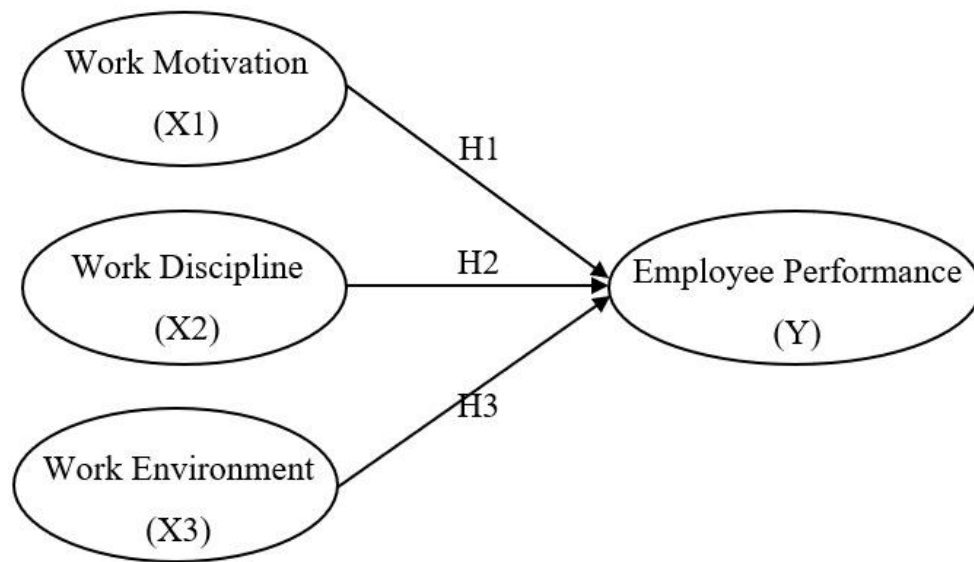


Figure 1
Conceptual Framework

RESEARCH METHOD

This study applies a quantitative approach with a population of all production employees at UD. Suwarlandono Art, as many as 50 people, who were also sampled through saturated sampling techniques. The primary data used were obtained from questionnaires, interviews, and observations. Data analysis

used the component-based Structural Equation Modeling (SEM) method utilizing Partial Least Squares (PLS) through SmartPLS software to test the structural model and the influence between latent variables. Validity and reliability were tested through the outer model and inner model, while hypothesis testing used the bootstrapping method.

RESULTS AND DISCUSSION

Outer Model (Measurement Model and Indicator Validity)

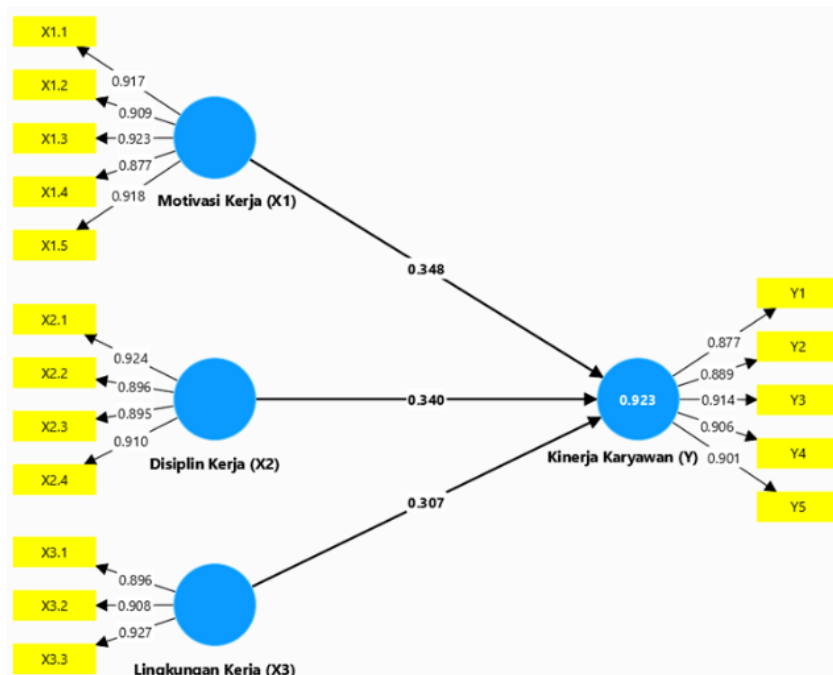


Figure 2
PLS Output Result Path Diagram

Based on the PLS output display above, the factor loading value on each indicator is seen through the connecting line of the indicator with the variable. In addition, the image displays the path coefficient value which is shown through the connecting line of the exogenous and endogenous variables. The R-Square



value is displayed in a circle on the endogenous variable, namely employee performance (Y).

This study uses a measurement model with exogenous variables whose indicators are reflective, including work motivation (X1), work discipline (X2), and work environment (X3), as well as endogenous variables, namely employee performance (Y). The validity of each indicator is analyzed based on the outer loading table through observation of the factor loading values of each indicator. Because all indicators in this study are reflective, the outer loading table is used as a reference.

Table 1.
Outer Loading (Mean, STDEV, T-Values)

| Indicator | Factor Loading (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) |
|--|---------------------------|------------------------|-----------------------------------|---------------------------------|
| X1.1 <- Work Motivation (X1) | 0.917 | 0.912 | 0.034 | 26,967 |
| X1.2 <- Work Motivation (X1) | 0.909 | 0.908 | 0.030 | 30,061 |
| X1.3 <- Work Motivation (X1) | 0.923 | 0.919 | 0.031 | 29,935 |
| X1.4 <- Work Motivation (X1) | 0.877 | 0.876 | 0.039 | 22,638 |
| X1.5 <- Work Motivation (X1) | 0.918 | 0.914 | 0.037 | 25.150 |
| X2.1 <- Work Discipline (X2) | 0.924 | 0.921 | 0.033 | 27,876 |
| X2.2 <- Work Discipline (X2) | 0.896 | 0.893 | 0.041 | 21,825 |



| | | | | |
|--|-------|-------|-------|--------|
| X2.3 <- Work Discipline (X2) | 0.895 | 0.894 | 0.036 | 24,807 |
| X2.4 <- Work Discipline (X2) | 0.910 | 0.908 | 0.034 | 26,767 |
| X3.1 <- Work Environment (X3) | 0.896 | 0.891 | 0.044 | 20,413 |
| X3.2 <- Work Environment (X3) | 0.908 | 0.907 | 0.034 | 26,555 |
| X3.3 <- Work Environment (X3) | 0.927 | 0.928 | 0.024 | 38,951 |
| Y1 <- Employee Performance (Y) | 0.877 | 0.873 | 0.049 | 17,917 |
| Y2 <- Employee Performance (Y) | 0.889 | 0.884 | 0.046 | 19,364 |
| Y3 <- Employee Performance (Y) | 0.914 | 0.911 | 0.037 | 24,442 |
| Y4 <- Employee Performance (Y) | 0.906 | 0.902 | 0.041 | 21,973 |
| Y5 <- Employee Performance (Y) | 0.901 | 0.899 | 0.034 | 26,447 |

Source: PLS Data Processing Results (2025)

Based on the data in the table, the measurement of the validity of the indicator is carried out by reviewing the factor loading value of the variable to its indicator. Validity is considered fulfilled if it is more than 0.7 and/or the T-statistic value is greater than 1.96 (Z value at $\alpha = 0.05$). Factor loading represents the level of correlation between an indicator and the measured variable. If the factor



loading value exceeds 0.7, then the indicator is considered to meet the validity criteria. In addition, an indicator is said to be significant if the T-statistic value is higher than 1.96, according to the level of significance.

As the results obtained from the outer loading table, each reflective indicator used in the variables of work motivation (X1), work discipline (X2), work environment (X3), and employee performance (Y) has a factor loading value above 0.7 and/or significant (T-Statistic value more than Z value $\alpha = 0.05$ (5%) = 1.96). Thus, all indicators used meet the convergent validity standard.

In addition to outer loading, validity testing is also carried out through cross-loading analysis. The validity of an indicator is achieved if the factor loading value for the measured variable is higher than the factor loading value for other variables. Conversely, an indicator is declared invalid if the factor loading value for the measured variable is smaller than the factor loading value for other variables.

Table 2
Cross Loading

| Indicator | Work Motivation (X1) | Work Discipline (X2) | Work Environment (X3) | Employee Performance (Y) |
|------------------|-------------------------------------|-------------------------------------|--------------------------------------|---|
| X1.1 | 0.917 | 0.800 | 0.732 | 0.807 |
| X1.2 | 0.909 | 0.842 | 0.790 | 0.846 |
| X1.3 | 0.923 | 0.905 | 0.782 | 0.873 |
| X1.4 | 0.877 | 0.817 | 0.848 | 0.874 |
| X1.5 | 0.918 | 0.824 | 0.829 | 0.826 |
| X2.1 | 0.832 | 0.924 | 0.768 | 0.849 |
| X2.2 | 0.846 | 0.896 | 0.892 | 0.857 |
| X2.3 | 0.798 | 0.895 | 0.795 | 0.833 |
| X2.4 | 0.868 | 0.910 | 0.768 | 0.848 |
| X3.1 | 0.788 | 0.774 | 0.896 | 0.774 |
| X3.2 | 0.787 | 0.811 | 0.908 | 0.842 |



| | | | | |
|-------------|-------|-------|-------|-------|
| X3.3 | 0.820 | 0.841 | 0.927 | 0.877 |
| Y1 | 0.804 | 0.841 | 0.843 | 0.877 |
| Y2 | 0.822 | 0.851 | 0.785 | 0.889 |
| Y3 | 0.879 | 0.830 | 0.836 | 0.914 |
| Y4 | 0.830 | 0.830 | 0.811 | 0.906 |
| Y5 | 0.843 | 0.841 | 0.829 | 0.901 |

Source: PLS Data Processing Results (2025)

As the data in the cross loading table, each factor loading value (shaded) of each indicator variable of work motivation (X1), work discipline (X2), work environment (X3), and employee performance (Y) shows a higher factor loading value compared to the factor loading value of the indicators of other variables, so it is stated that the validity of all indicators in this study is considered fulfilled or its validity is good.

The next measurement model refers to the Average Variance Extracted (AVE) value. An AVE value exceeding 0.5 indicates that the construct has met the requirements for adequate convergent validity. In indicators with reflective properties, construct validity is reviewed through the AVE value of each variable. A model is considered feasible if each construct has an AVE value exceeding 0.5.

Based on the analysis results, the AVE value of the work motivation variable (X1) is 0.826, the work discipline variable (X2) is 0.821, the work environment variable (X3) is 0.829, and the employee performance variable (Y) is 0.806. Because all AVE values of these variables are more than 0.5, the four constructs in this study are declared to have good validity.

Then, the construct reliability is assessed through the composite reliability value. A construct is categorized as reliable if the composite reliability value reaches a value above 0.70, which indicates that its indicators consistently represent the latent variables.



Based on the results of the composite reliability analysis, a value of 0.960 was obtained for the work motivation variable (X1), 0.948 for work discipline (X2), 0.936 for the work environment (X3), and 0.954 for employee performance (Y). All of these values are above 0.70, so each variable is declared reliable.

Inner Model (Structural Model Testing)

The structural model is tested through the evaluation of the R-Square value, which represents the goodness-of-fit test of the model. The test of the inner model is reviewed through the R-Square value of the relationship between latent variables. The R² value describes how far the exogenous (independent/free) variables represent the endogenous (dependent/bound) variables.

Table 3

R-Square

| | R-Square |
|---------------------------------|-----------------|
| Employee Performance (Y) | 0.923 |

Source: PLS Data Processing Results (2025)

The R² value of 0.923 indicates that this model explains 91.8% of the employee performance phenomenon explained by work motivation, work discipline, and work environment. The rest, which is 8.2%, is explained by other variables not included in this study (other than work motivation, work discipline, and work environment).

Hypothesis testing refers to the results of the coefficients and T-statistic values of the inner model, as presented in the table below:



Table 4
Path Coefficients (Mean, STDEV, T-Values, P-Values)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Work Motivation (X1) -> Employee Performance (Y) | 0.348 | 0.334 | 0.141 | 2.464 | 0.014 |
| Work Discipline (X2) -> Employee Performance (Y) | 0.340 | 0.361 | 0.140 | 2.427 | 0.015 |
| Work Environment (X3) -> Employee Performance (Y) | 0.307 | 0.300 | 0.103 | 2.973 | 0.003 |

Source: PLS Data Processing Results (2025)

The results of the analysis of the path coefficients table show that work motivation has a positive effect on the performance of employees in the production department of UD. Suwarlandono Art, which can be accepted, with an original sample of 0.348 and a T-Statistic of 2.464 > 1.96 (from the $Z\alpha$ table value = 0.05) or a P-Value of 0.014 < 0.05, with significant results (positive).

Furthermore, work discipline has a positive effect on the performance of employees in the production department of UD. Suwarlandono Art, which can be accepted, with an original sample of 0.340 and T-Statistic 2.427 > 1.96 (from the table value of $Z\alpha = 0.05$) or P-Value 0.015 < 0.05, with significant results (positive).

Finally, the work environment has a positive effect on the performance of employees in the production department of UD. Suwarlandono Art, which can be accepted, with an original sample of 0.307 and T-Statistic $2.973 > 1.96$ (from the table value of $Z\alpha = 0.05$) or P-Value $0.003 < 0.05$, with significant results (positive).

The significance value of the T-statistic was obtained through the bootstrapping process using SmartPLS, which is shown in the figure below:

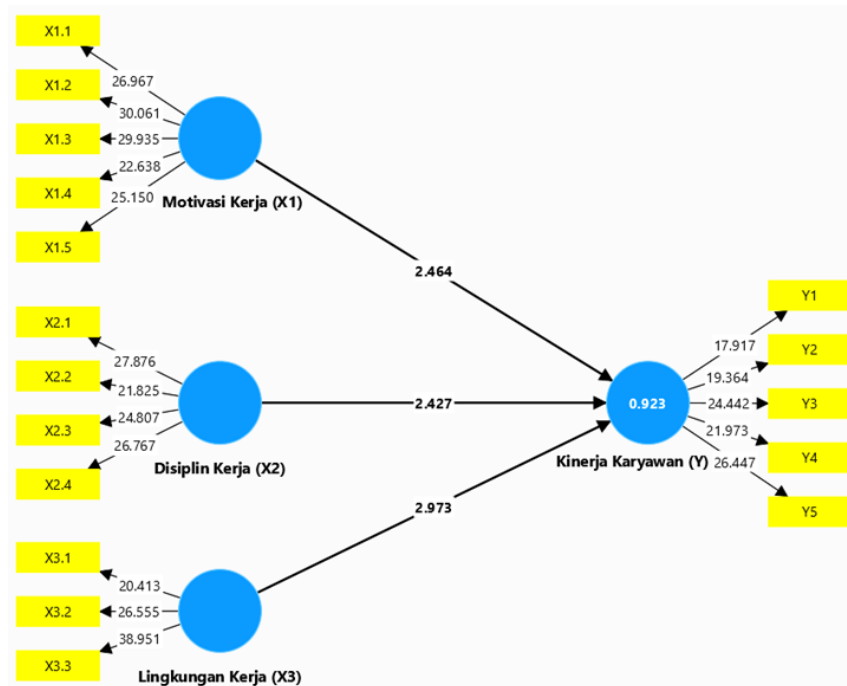


Figure 3
Inner Model with Bootstrapping T-Statistic Significance Value

The Influence of Work Motivation on Employee Performance

As the results of the analysis through PLS show that work motivation contributes to the performance of employees in the production department of UD. Suwarlandono Art. Individuals with high work motivation tend to provide the best contribution in carrying out their duties. Thus, increased work motivation can motivate employees to carry out work effectively and productively. The drive



to achieve personal and company goals is a major factor in improving work quality.

The results of the study showed that the social needs indicator gave the greatest contribution in measuring work motivation. This shows that the encouragement to establish social relationships in the workplace can increase employee enthusiasm and involvement. Good interaction in the work environment, such as an attitude of helping each other between employees, can create a positive work atmosphere and support the achievement of maximum work results. This shows that employees in the production department of UD. Suwarlandono Art has relatively high work motivation. Therefore, the company should hold events such as eating together regularly to strengthen relationships between employees and increase motivation.

The results of this study are in line with the research results of Prasetyo and Febriana (2023), which revealed that work motivation influences employee performance.

The Influence of Work Discipline on Employee Performance

The results of the analysis through PLS show that work discipline contributes to the performance of employees in the production department of UD. Suwarlandono Art. The high level of work discipline shows an attitude of obedience to regulations and commitment to carrying out responsibilities. A good level of discipline allows employees to complete work on time, work according to procedures, and are able to maintain work professionalism.

The results of the study show that the attendance indicator provides the greatest contribution to measuring work discipline. This shows that consistent attendance reflects the seriousness and responsibility of employees towards their



work. Minimal absence helps maintain smooth work and reduces delays in completing important tasks. Therefore, companies must improve the attendance system to be more accurate and effective, so that employee attendance monitoring can be carried out optimally and the number of absences can be reduced.

The results of this study are in line with the research results of Yaffi, Ikhwindi, and Dwianto (2024), which revealed that work discipline has an effect on employee performance.

The Influence of Work Environment on Employee Performance

The results of the analysis through PLS show that the work environment contributes to the performance of employees in the production department of UD. Suwarlandono Art. A good and safe work environment can provide comfort and optimize employee concentration while working. Physical and psychological factors in the workplace play a major role in determining individual work performance.

Based on this study, it is known that the indicator of the availability of work facilities has the largest contribution in measuring the work environment. This shows that the availability of complete and appropriate facilities will facilitate the implementation of work and increase work efficiency. Supporting equipment and adequate infrastructure will encourage productivity and minimize technical obstacles at work. Thus, the company must provide adequate facility support to support employee performance, so that employees are able to complete tasks according to the set targets.

The results of this study are in line with the research results of Puspita and Ayuanti (2022), which revealed that the work environment influences employee performance.



CONCLUSION

As a result of the PLS test, it is concluded that work motivation contributes to the performance of employees in the production department of UD. Suwarlandono Art. This indicates that the motivation applied encourages an increase in employee work enthusiasm and completion of tasks optimally. In addition, work discipline contributes to the performance of employees in the production department of UD. Suwarlandono Art. This indicates that the discipline applied can form responsibility and increase work effectiveness. The work environment also contributes to the performance of employees in the production department of UD. Suwarlandono Art. This indicates that a safe and positive work environment is able to create concentration and optimize employee productivity in carrying out tasks. In addition, several suggestions were put forward as considerations for decision making, including UD. Suwarlandono Art is expected to be able to increase employee work motivation by paying attention to their social needs, strengthening teamwork, and improving communication. In addition, it can tighten supervision of employee attendance to improve work discipline and provide appreciation to employees who arrive on time and have a high attendance rate. Furthermore, it can build a more optimal work environment by providing supporting work facilities to help employees when working. Good facility support supports employee work effectiveness and increases productivity. Finally, future researchers are expected to examine other variables that influence employee performance, such as leadership, organizational culture, or job satisfaction.

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