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## The Influence of Work Discipline, Work Environment and Work Motivation on Employee Performance on CV. Bayleaf.id

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| Article Information |                     | Abstract  |
|---------------------|---------------------|---|
| Submission date     | : January 3, 2025   | <b>Research aim:</b> The aim of this study was to assess whether a partial or combined relationship exists between workplace culture, discipline, and motivation in relation to worker performance on CV. Bayleaf.id.   |
| Revised date        | : February 13, 2025 | <b>Design/Method/Approach:</b> This study project employs a design of causality and a quantitative methodology. All of the participants in this study were workers at CV.Bayleaf.id. This study involves a targeted selection of 40 respondents through purposive sampling. The analysis incorporates descriptive statistics, hypothesis testing, determination coefficients, multivariate linear regression, and traditional assumption tests using SPSSv27. |
| Date received       | : March 22, 2025    | <b>Research Findings:</b> The findings demonstrated that (1) work motivation, employee performance was impacted by the workplace, work ethics, and both at the same time, and (2) employee performance at CV.Bayleaf.id was positively and greatly influenced by factors related to job work discipline, work atmosphere, and motivation.   |
|                     |                     | <b>Theoretical contribution/originality:</b> This research will be useful to help CV. Bayleaf.id and can increase the reader's insight and knowledge in employee performance, improve discipline, motivation and evaluate the work environment.   |
|                     |                     | <b>Practitioner/policy implication:</b> This research provides practical implications for CV. Bayleaf.id in improving employee performance.   |
|                     |                     | <b>Research limitations:</b> This research has a small scope limitation because it only uses CV.Bayleaf.id as a sample of research objects so that it can be used as a research object.   |
|                     |                     | <b>Keywords:</b> work environment, employee performance, work motivation, and work discipline   |

### 1. Introduction

In today's modernization, the business world is required to respond to changes in the era of globalization quickly. Basically, the potential of human resources (HR) is a capital that is so crucial in achieving organizational goals. Therefore, organizations need to optimize the use of their human resources, because success is not only determined by technical skills and financial strength. There needs to be improvement in all aspects, especially human resources. HR management is a branch of organizational management that prioritizes the HR dimension. One of the goals of a business is to maximize employee performance. Improving employee performance is very necessary for companies because increasing productivity helps in achieving business goals.

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Human Resources play a vital part in the development of technology and require high motivation and discipline to complete tasks at both the organizational and individual levels [1]. In order to compete with other companies, companies need to maximize the performance of all their employees, especially in more efficient production and service. Performance Refers to the extent to which a goal or outcome has been achieved ofindividuals to complete their work within a specific timeframe in comparison to a number of measures such as outcome benchmarks, goals, objectives, and criteria that have been set and agreed upon collectively [2]. This performance improvement can be achieved if the company has meticulousness in important elements like work atmosphere, work motivation, as well as work ethic.

The relationship between performance and work discipline plays an important role because it shows the level of employee compliance with organizational rules and standards. If employees have high discipline, it will create regularity and efficiency, so that it has a direct impact on improving performance[3]. Furthermore, a comfortable, safe, and supportive work environment contributes significantly to increasing employee productivity, both through the physical condition of the workspace and social relations between employees[4]. A conducive work environment not only minimizes work stress, but also evokes a collaborative spirit that impacts individual and team performance. Work motivation, both intrinsic and extrinsic, is another major driving factor that encourages employees to achieve or even exceed performance targets. Motivated employees feel their work is meaningful and actively strives to make their best contribution [5].

Work discipline is understood as an individual's understanding and readiness to adhere to all social norms and regulations that are enforced. Therefore, work discipline also shows personal accountability for the work mandated. This attitude can motivate a person to accomplish the objectives of the organization [3]. Previous research by [4] explained that work discipline partially had an impact regarding the Kerinci Regency Trade and Industry Cooperative Office's personnel performance, on the other hand [5] explained that work discipline partially had no impact concerning the performance of employees. An additional factor believed to influence performance is the work environment which is a place for a group of individuals who are equipped with various supporting facilities in aligning with the company's objectives to their vision and mission. Previous research by [6] explained indicated employees' performance was somewhat impacted by their work environment PT.Cs2 Pola Sehat Palembang, in contrast to research [7] revealed that the workplace partially had no impact on the performance of PT Jordan Bakery Tomohon employees. The next factor is the work motivation instilled in employees as the basis for forming discipline at work, this in turn seeks to optimise work quality and achieve organizational goals. Previous research by [8] explained that workers' performance is somewhat impacted by their motivation at work PT. Fish Canning in East Java, on the other hand, [9] explained that employee performance was not significantly impacted by job motivation.

The following research was carried out to analyze these variables on employee performance on CV. Bayleaf.Id. Employee performance is a crucial aspect to determine business productivity, so evaluation and identification of conditions that are able to optimize employee performance are very important to explore. Based on this background, as a result, the author is intrigued by carrying out a research under the title "The Influence of Work Discipline, Work Environment and Work Motivation on Employee Performance on CV. Bayleaf.Id."

### **1.1. Problem Statement**

Given the background presented, the problem to be addressed is formulated as follows to be proven in the following research includes the impact of work discipline on workers' output, the degree to which the workplace as an external factor plays a part in enhancing performance such that it influences employee productivity, and the extent to which internal factors including work motivation are able to improve employee performance in CV. Bayleaf.Id. The following research consists of several parts, including an introduction that will describe the background of the important research topics to be carried out and *research gaps* with previous research, research methodologies that explain the quantitative approach used, followed by results and discussions that describe the analysis of data obtained through questionnaires and how the implications are in business. The conclusion of this study will summarize the findings and provide implicit recommendations for companies, especially CV. Bayleaf.Id in developing human resources more effectively and having a beneficial effect on the company's operations.

### **1.2. Research Objectives**

This research aims to examine "work discipline, work environment and work motivation partially or simultaneously on employee performance in CV. Bayleaf.Id."

## **2. Method**

This study used a quantitative methodology, focusing on a causal approach. The variables used include "Employee performance, work atmosphere, work motivation, and work discipline." The population in the following research is CV employees. Bayleaf.Id as many as 130 people. The method used for sampling in collecting samples uses purposive sampling to determine respondents who meet the research criteria and 40 respondents are produced as samples. The primary data in the following research was collected using surveys (questionnaires) distributed to the participants through the use of the Likert scale, while secondary data was collected through various sources (books, scientific journals, *online/offline articles*) related to the problems studied in the following research. The following research uses descriptive statistical data analysis techniques, determination coefficient testing, multiple linear regression, classical assumptions, and hypothesis tests using SPSSv27.

### **Validity Test**

A correlation coefficient of 0.312 was found when the calculation obtained from the result of df was subtracted by 2, with the research sample, then,  $40-2= 38$ .

### **Validity Test Results**

| <b>Variable</b>          | <b>Question</b> | <b>Corrected Item-Total</b> | <b>R Table</b> | <b>Information</b> |
|--------------------------|-----------------|-----------------------------|----------------|--------------------|
| Work Discipline<br>(X1)  | X1.1            | 0,751                       | 0.312          | Valid              |
|                          | X1.2            | 0,840                       | 0.312          | Valid              |
|                          | X1.3            | 0,808                       | 0.312          | Valid              |
|                          | X1.4            | 0,794                       | 0.312          | Valid              |
|                          | X1.5            | 0,596                       | 0.312          | Valid              |
| Work Environment<br>(X2) | X2.1            | 0,503                       | 0.312          | Valid              |
|                          | X2.2            | 0,737                       | 0.312          | Valid              |
|                          | X2.3            | 0,712                       | 0.312          | Valid              |
|                          | X2.4            | 0,751                       | 0.312          | Valid              |
|                          | X2.5            | 0,361                       | 0.312          | Valid              |

|                         |      |       |       |       |
|-------------------------|------|-------|-------|-------|
| Work Motivation<br>(X3) | X3.1 | 0,815 | 0,312 | Valid |
|                         | X3.2 | 0,812 | 0,312 | Valid |
|                         | X3.3 | 0,713 | 0,312 | Valid |
|                         | X3.4 | 0,818 | 0,312 | Valid |
|                         | X3.5 | 0,609 | 0,312 | Valid |
| Employee<br>(Y)         | Y1   | 0,737 | 0,312 | Valid |
|                         | Y2   | 0,795 | 0,312 | Valid |
|                         | Y3   | 0,812 | 0,312 | Valid |
|                         | Y4   | 0,774 | 0,312 | Valid |
|                         | Y5   | 0,551 | 0,312 | Valid |

Source: SPSSv27 Output

Sourced through these calculations, it can be observed that the items in the questionnaire have scores that exceed the standard r table, as a result all of these research instruments are valid.

## Reliability Test

### Reliability Test Results

| Variable             | Cronbach Alpha > 0,60 | Information |
|----------------------|-----------------------|-------------|
| Work Discipline      | 0,815                 | Reliable    |
| Work Environment     | 0,701                 | Reliable    |
| Work Motivation      | 0,799                 | Reliable    |
| Employee Performance | 0,799                 | Reliable    |

Source: SPSSv27 Output

The results showed that the variables used were reliable, because each item in the questionnaire had a value of more than 0.60.

## Descriptive

According to the outcomes of the survey conducted by the researcher to employees on CV. Bayleaf.Id, below is the respondents' data categorized by gender and age.

**Table 1. Characteristics of Respondents by Gender**

| Gender | Number of Respondents | Percentage |
|--------|-----------------------|------------|
| Man    | 14                    | 35%        |
| Woman  | 26                    | 65%        |
| Total  | 40                    | 100%       |

Source: SPSSv27 Output

Based on table 1, 14 men (35%) and 26 women (65%) out of a total of 40 respondents.

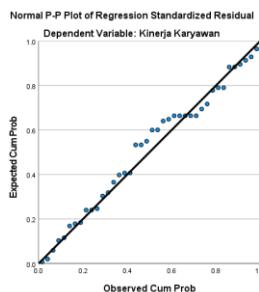
**Table 2. Respondent Characteristics by Age**

| Age              | Number of Respondents | Percentage |
|------------------|-----------------------|------------|
| >18-25 years old | 16                    | 40%        |
| >25 years        | 24                    | 60%        |
| Total            | 40                    | 100%       |

Source: SPSSv27 Output

Based on table 2, as many as 16 (40%) respondents were > aged 18 - 25 years, and 24 (60%) respondents were > 25 years old out of a total of 40 respondents.

## Classical Assumption Test



The findings on the normality test of the SPSS v27 data are spread diagonally and surround it. This condition indicates that these variables are normally distributed.

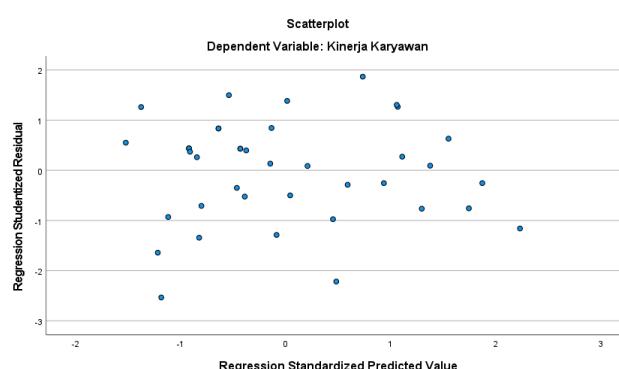
**Table 3. Multicollinearity Test Results**

| Model | Coefficientsa           |        |       |
|-------|-------------------------|--------|-------|
|       | Collinearity Statistics |        |       |
|       | Tolerance               | BRIGHT |       |
| 1     | Work Discipline         | .598   | 1.673 |
|       | Work Environment        | .926   | 1.079 |
|       | Work Motivation         | .566   | 1.767 |

a. Dependent Variable: Employee Performance

Source: SPSSv27 Output

Sourced through the SPSSv27 test on the X1 variable, it shows a *tolerance* score of  $0.598 > 0.1$  and a VIF score of  $1,673 < 10$ , a *tolerance* score of  $0.926 > 0.1$  and a VIF value of  $1,079 < 10$ , while in the X3 variable the *tolerance score* is  $0.566 > 0.1$  and a VIF score of  $1,767 < 10$ . As a result, the regression model was confirmed to be free from multicollinearity.



The findings of the heteroscedasticity test through SPSS v27 used the *scatter-plot* the test findings show that the values representing the research data are distributed consequently, it may be stated if the regression model shows no signs of heteroscedasticity, both above and below the y-axis.

## Multiple Linear Regression

**Table 4. Multiple Linear Regression Analysis Results**

| Model | Coefficients <sup>a</sup> |                             |                           | t    | Mr.         |
|-------|---------------------------|-----------------------------|---------------------------|------|-------------|
|       | B                         | Unstandardized Coefficients | Standardized Coefficients |      |             |
|       |                           | Beta                        |                           |      |             |
| 1     | (Constant)                | .268                        | 1.415                     |      | .190 .851   |
|       | Work Discipline           | .142                        | .061                      | .152 | 2.309 .027  |
|       | Work Environment          | .157                        | .048                      | .173 | 3.274 .002  |
|       | Work Motivation           | .976                        | .075                      | .880 | 13.011 .000 |

a. Dependent Variable: Employee Performance

Source: SPSSv27 Output

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

$$Y = 0.268 + 0,142 X1 + 0,157 X2 + 0,976 X3 = e$$

- The value of Employee Performance (Y) is always 0.268, meaning that in the absence of changes in X1, X2, and X3, as a result Y is 0.268.
- A regression value of 0.142 for work discipline (X1) indicates that for each unit increase by 1 (unit) in the X1 variable, if X2, X3, and stay at 0, the result will increase by 0.142, which in turn causes Employee Performance to improve by 0.142. This condition demonstrates that the X1 variable influences Y in a favourable way.
- The work environment (X2) coefficient regression yielded a numerical result of 0.157. According to this condition, Employee Performance will rise by 0.157 if the X2 variable increases by 1 (unit) on the presumption that X3, X1, variables are worth 0. This condition demonstrates that the X2 variable positively impacts worker performance.
- The work motivation (X3) variable's 0.976 is the regression coefficient, this implies that for every one-unit increase in the X3 variable, while assuming that the X2, X1, values are all 0, the result will increase by 0.976, as a result Employee Performance increases to 0.976. This condition indicates that the variable of X3 plays a positive role in Y.

## Coefficient of Determination

**Table 5. Determination Coefficient Test Results**

| Model Summary <sup>b</sup> |       |          |                   |                            |
|----------------------------|-------|----------|-------------------|----------------------------|
| Model                      | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .952a | .907     | .899              | .669                       |

a. Predictors: (Constant), Work Motivation, Work Environment, Work Discipline

b. Dependent Variable: Employee Performance

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Source: SPSSv27 Results

Sourced from table 5, the *Adj RSquare* score is 0.899. This condition indicates that the magnitude of "X1, X2, and X3 on Y" is 89.9%, employee performance is impacted by several factors worth 10.1%, but it is not studied in this research.

### Partial Test

**Table 6. Partial Test Results**

| Model            | Coefficientsa |                             |                           | t    | Mr.         |
|------------------|---------------|-----------------------------|---------------------------|------|-------------|
|                  | B             | Unstandardized Coefficients | Standardized Coefficients |      |             |
| 1 (Constant)     | .268          | 1.415                       |                           | .190 | .851        |
| Work Discipline  | .142          | .061                        |                           | .152 | 2.309 .027  |
| Work Environment | .157          | .048                        |                           | .173 | 3.274 .002  |
| Work Motivation  | .976          | .075                        |                           | .880 | 13.011 .000 |

a. Dependent Variable: Employee Performance

Source: SPSSv27 Output

Through table 6, it shows that the work discipline variable  $0.027 < 0.05$  this implies that  $H_0$  is dismissed. This situation indicates that  $X_1$  plays a significantly positive role in  $Y$ , the sig. value of the  $X_2$  variable  $0.002 < 0.05$  indicates that  $H_0$  is rejected. This circumstance suggests that the  $X_2$  plays a positively and significantly role in  $Y$ , the score of the  $X_3$  variable of  $0.000 < 0.05$  indicates the rejection of  $H_0$ . This state indicates that  $X_3$  plays a significantly positive role in employee performance.

### Simultaneous Tests

**Table 7. Simultaneous Test Results**

| ANOVA |                |         |             |        |               |
|-------|----------------|---------|-------------|--------|---------------|
| Model | Sum of Squares | df      | Mean Square | F      | Mr.           |
| 1     | Regression     | 156.706 | 3           | 52.235 | 116.873 .000b |
|       | Residual       | 16.090  | 36          | .447   |               |
|       | Total          | 172.796 | 39          |        |               |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Work Environment, Work Discipline

Source: SPSSv27 Output

Sourced as shown it is clear from the preceding table that the F-count has a score of 116,873, the score surpasses the F-table score of 2.866 and the significantly score of 0.000 ( $p < 0.05$ ). Therefore, implies that each of the independent factors, names the variables "  $X_1$ ,  $X_2$ , and  $X_3$  " play a simultaneous role in  $Y$ .

## Correlation Coefficient

**Table 8. Correlation Test Results**

|                      |                     | Correlations    |                  |                 |                      |
|----------------------|---------------------|-----------------|------------------|-----------------|----------------------|
|                      |                     | Work Discipline | Work Environment | Work Motivation | Employee Performance |
| Work Discipline      | Pearson Correlation | 1               | .142             | .634**          | .685**               |
|                      | Sig. (2-tailed)     |                 | .383             | .000            | .000                 |
|                      | N                   | 40              | 40               | 40              | 40                   |
| Work Environment     | Pearson Correlation | .142            | 1                | .269            | .585**               |
|                      | Sig. (2-tailed)     | .383            |                  | .093            | .002                 |
|                      | N                   | 40              | 40               | 40              | 40                   |
| Work Motivation      | Pearson Correlation | .634**          | .269             | 1               | .929**               |
|                      | Sig. (2-tailed)     | .000            | .093             |                 | .000                 |
|                      | N                   | 40              | 40               | 40              | 40                   |
| Employee Performance | Pearson Correlation | .685**          | .585**           | .929**          | 1                    |
|                      | Sig. (2-tailed)     | .000            | .002             | .000            |                      |
|                      | N                   | 40              | 40               | 40              | 40                   |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSSv27 Output

It is known that the results of the correlation test on “the variables of X1 and Y” were found to have a *p-value* of  $0.000 < 0.05$ , consequently, H1 was approved and H0 was refused, it can be concluded that a connection exists between X1 and Y. Similarly, in the X2 and Y variables a *p-value* of  $0.002 < 0.05$  was obtained, as a result H2 was accepted by H0 and rejected, it can be concluded that a connection exists between the X2 and Y. Meanwhile, in the variables of X3 and Y, a *p-value* of  $0.000 < 0.05$  was obtained, consequently, H0 was approved and H3 was refused, it can be inferred that a link exists between X3 and Y.

## Discussion

In the following research on “the significant influence of X1, X2, and X3 on Y”. In the T Test, it was found that all independent variables played a significantly role in Y. X1 on the score of sig. 0.027 which is below 0.05. This condition indicates that the X1 variable plays a real role in Y. Then in the X2 has a significantly score of 0.002 where the score is  $<0.05$ . This condition indicates that the X2 variable plays a role in Y, and finally in the X3 variable has a sig. score of 0.000 where the score is below 0.05. The findings from the research outlined above indicate that all variables play a significantly positive role in the dependent variable, which is employee performance. More details about the role of “X1, X2, and a significant X3 for Y” will be described as following:

### The Effect of Work Discipline on CV Employee Performance Bayleaf.Id

The regression calculation revealed a work discipline coefficient of 0.142, indicating that a 1-unit employee performance rises by 0.142 as a result of an growth in the X1 variable while

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assuming a constant and other factors value of 0. This circumstance suggests showing CV employees Bayleaf.id workers' performance is significantly improved by the X1 variable.

The positive influence of work discipline on employee performance Bayleaf.Id shows that employees consistently strive to improve discipline in carrying out their duties. Compliance with work regulations and operational standards is well maintained, accompanied by increased vigilance at work, such as being more careful, meticulous, and able to work effectively and efficiently. In addition, employees also apply a high work ethic, considering their responsibilities in meeting various work targets that have been set.

These findings are in line with the results of research conducted by Rahayu & Dahlia, Risma and Arwiah as well as Dahlan which consistently proves that "work discipline has a positively and significantly influence on employee performance" [13], [14], [15]. Therefore, organizations have a strategic role in managing their human resources to ensure compliance with established rules and norms, thereby encouraging the creation of a disciplined and productive work culture.

### **The Influence of the Work Environment on CV Employee Performance Bayleaf.Id**

Based on the findings from the regression calculation, it was found that the coefficient derived from the regression analysis of the X2 had a score of 0.157, this condition shows that when the variable of the work environment increases by 1 (Unit) through the assumption of other variables and a constant of 0, as a result the performance of employees increases by 0.157. This condition indicates that the work environment variable plays a significantly positively role in the Y of CV employees Bayleaf.Id. The influence of the work environment on employee performance occurs because competition in the workplace plays an important role in encouraging the improvement of the quality of individual performance. With the creation of a competitive work environment and effective communication, employees' ability to complete the tasks assigned by the company can be significantly improved. This finding is in line with the results of Rini and Maria's research in their study entitled "The Influence of the Work Environment on Employee Performance at the Puskesmas Designing Berau Regency". The study shows "that the work environment has a positively influence on employee performance" [16].

Additional support also comes from research conducted by Oktavia which proves that "the work environment has a real positively impact on improving employee performance." In other words, when the work environment is built in a conducive manner, it will encourage consistent and continuous improvement of employee performance [17].

### **The Effect of Work Motivation on CV Employee Performance Bayleaf.Id**

Using the regression's findings calculation, it was determined that the work motivation 0.976 was the regression coefficient's score, showing that when "the work motivation variable increased by 1 (Unit) through the assumption of other variables and a constant value of 0," as a result the Y increased by 0.76. This condition shows that the X3 variable plays a significantly positively role in the Y of CV employees Bayleaf.Id. The positive influence of work motivation on employee performance shows that employees Bayleaf.Id always strive to maintain and increase their motivation in carrying out their duties. They view work as a necessity and build harmonious working relationships between colleagues. This work motivation is also reflected in effective leadership in each work unit.

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In daily activities, employees respond positively through an enthusiastic work attitude, high spirit, and consistent discipline. This condition directly contributes to the improvement of employee performance. These findings are in line with the results of research by Rahayu & Dahlia and Wanta et al, which showed that “work motivation has a positively and significantly effect on employee performance” [13], [18]. Additional support also comes from a study conducted by Ningsih et al. which proves that “work motivation has a real positively impact on improving employee performance” [19].

### **3. Conclusion**

From the research presented, it is evident that (1) the factors "work discipline, work environment, and work motivation" play a role collectively affecting Y, (2) the variables of "X1, X2, and X3" play a significantly role in Y on CV. Bayleaf.Id partially. The variables of "X1, X2, and X3" are determined by the Adjusted R Square score contribute 89.9% to Y in CV. Bayleaf.Id, so there are still other variables that affect Y in CV. Bayleaf.Id worth 10.1% which is not studied in the following research.

The following research focuses on CV employees. Bayleaf.Id. The link between X1, X2, and X3 is revealed by this study play a simultaneous and partial role in Y, especially in CV. Bayleaf.Id. The following research is expected to contribute to a deep understanding in optimizing employee performance and as a reference for companies to evaluate performance and improve discipline, environmental comfort and increase motivation in improving employee performance.

The following research results can be used as a connecting medium for the next research, especially in similar scientific clusters such as X1, X2, and X3 play a simultaneous role in Y. For the next research, It is expected to help uncover new issues related to more extensive variables so that the research becomes more accurate. Other variables that can be used in the next research are leadership style, compensation or work appreciation, and so on because these variables are related to employee performance.

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