

## Employee Performance Optimization

Muhammad Imam Perdana<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>

Magister Manajemen, Universitas Pembangunan Panca Budi, Indonesia

\*Correspondence Email: [kikifarida@dosen.pancabudi.ac.id](mailto:kikifarida@dosen.pancabudi.ac.id)

### Abstract

In this study, the researcher wants to see the direct and indirect influence between the motivation variable, work discipline as the independent variable and the organizational work environment as the moderating variable and employee performance as the dependent variable. This type of research uses quantitative, this research was conducted at BPJS Employment Branches throughout Medan Raya which consists of BPJS Employment Offices Medan City Branch, Medan Kisaran Branch, and Tanjung Morawa Branch. The population of this study was 82 employees and the sample used was the entire population using a saturated sampling technique. The data source used is a primary data source and data collection is carried out by distributing questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as a research measuring tool. The results of this research are as follows: Work discipline has a negative and insignificant effect on employee performance with an original sample value of -0.226 and a P value of 0.170. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.474 and a p value of 0.003. Work discipline has a positive and significant effect on employee performance through the work environment indirectly with the original sample result being 0.542 and p value 0.000. Work Motivation has a negative and insignificant effect on employee performance through the work environment indirectly with an original sample value of -0.164 and a p value of 0.033.

**Keywords:** Motivation, work discipline, work environment, employee performance.

## INTRODUCTION

There are many factors that can affect an employee's performance, but in this study, we focus on three main factors: work environment, work discipline, and employee motivation. The study is an example of research from (Wibowo, 2019) on the influence of work environment, work discipline, and work motivation on employee performance. The findings of the study prove that the work environment, work discipline, and motivation are very capable of influencing employee performance. Factors that affect employee performance are the work environment, where the work environment is a factor that determines employee performance optimally. According to Nitisemito in Nuraini (2013) The work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them, for example with air conditioning (AC), adequate lighting and so on. An adequate work environment will increase the effectiveness of employee work so that it can produce quality output or products in daily production. According to Rivai (2021) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to obey all company regulations and applicable social norms. Work discipline has an important role in a company, because work discipline generally refers to a person's sense of responsibility in doing a job. In a company there is also a work motivation factor that can affect employee performance. According to Hasibuan (2018) work motivation is an encouragement or provision of driving force that creates a person's work enthusiasm so that

a person is willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction.

### **Formulation of the problem**

1. Does motivation have a positive and significant influence on employee performance at BPJS Ketenagakerjaan throughout Medan Raya?
2. Does work discipline have a positive and significant effect on employee performance at BPJS Ketenagakerjaan throughout Medan Raya?
3. Does motivation have a positive and significant influence on employee performance with the work environment as a moderating variable in BPJS Employment throughout Medan Raya?
4. Does motivation have a positive and significant influence on employee performance with the work environment as a moderating variable in BPJS Employment throughout Medan Raya?
5. Does work discipline have a positive and significant effect on employee performance with the work environment as a moderating variable in BPJS Employment throughout Medan Raya?

### **Research purposes**

1. To determine and analyze the influence of motivation on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
2. To determine and analyze the influence of work discipline on employee performance at BPJS Ketenagakerjaan throughout Medan Raya.
3. To determine and analyze the influence of motivation on employee performance with the work environment as a moderating variable at BPJS Ketenagakerjaan throughout Medan Raya.
4. To determine and analyze the influence of motivation on employee performance with the work environment as a moderating variable at BPJS Ketenagakerjaan throughout Medan Raya.
5. To determine and analyze the influence of work discipline on employee performance with the work environment as a moderating variable at BPJS Ketenagakerjaan throughout Medan Raya.

### **Benefits of research**

1. Benefits for Academics

This research is expected to be a library source for all scholastics, add information that can be implemented, and add to the writings on motivation, work discipline, work environment and employee performance.

2. Benefits for Practitioners

To contribute ideas to experts, so that they can achieve ideal goals. It can also be used as a benchmark and assessment material in independent direction and strategy changes.

3. Benefits for the Wider Community

To provide some information and references that can be used in the future.

## **LITERATURE REVIEW**

### **Motivation**

According to Beno & Irawan, (2019) motivation is the motivation to help a company achieve its goals from an individual perspective. Another definition according to (Wibowo, 2019) motivation is an element that drives, supports, and sustains an action or effort. (Fajri et al., 2021) defines motivation as a stimulus that is intended to create a strong desire or determination to achieve goals. In addition (Nguyen, et al., 2021) Work motivation has always been an attractive topic that grabs the attention of many scholars around the world, which means that work motivation has always been a special concern in research not only nationally but also internationally. From several opinions on the definition according to experts, it can be concluded that motivation is something that drives employees, so that these employees have the desire and enthusiasm to carry out their duties.

### **Work Motivation Indicators**

The work motivation indicators quoted from Beno & Irawan, (2019) include:

1. Have a chance to succeed
2. Education and training opportunities
3. Happy to be a guide for my colleagues.
4. Take responsibility for the performance of your subordinates and accept accountability for it.
5. Get to choose where your personal growth happens.
6. Compete healthily to improve your status.
7. Maintain good interactions with your subordinates, co-workers and superiors at all levels of your organization.
8. Possibility to help coworkers
9. Be recognized by the public as an employee for your work.

### **Work Discipline**

According to Syahbana (2021), work discipline is something that is important for business purposes and organizational efforts to improve a person's understanding and willingness to comply with all workplace standards and social norms. Work discipline is a good work ethic and a person's understanding and desire to comply with all workplace standards and appropriate social norms. Disciplined employees are expected to comply with all policies and procedures set by their employers (Bagaskara & Heryandra, 2021). According to (Yusup & Herman, nd) discipline is the attitude or behavior of a person in an organization that complies with the rules, both written and unwritten. According to a number of experts, work discipline can be interpreted as an employee's compliance with workplace regulations.

## Work Discipline Indicators

The work discipline indicators used by Syahbana (2019) include:

1. Comply with time rules.
2. Comply with all rules and regulations set by relevant government agencies.
3. Treat yourself professionally.
4. Other guidelines must be followed

## Work environment

According to Sedamaryanti, (2017) the work environment is all the tools and materials encountered, the surrounding environment where a person works, the work methods and the work arrangements for both individuals and groups.

## Work Environment Indicators

Work environment indicators according to Sedamaryanti, (2017) are:

- a. Lighting Lighting is very beneficial for employees to get safety and smooth work. Therefore, it is necessary to pay attention to good lighting. Not too bright because it will dazzle the eyes of employees, or the light is not clear (dim), so that the work will be slow, many errors occur, and ultimately cause less efficiency in carrying out the work.
- b. Temperature Temperature at work under normal conditions, each part of the human body has a different temperature. The human body always tries to maintain a normal state, with a perfect body system so that it can adapt, there is a limit, namely that humans can still adjust themselves to changes outside the body.
- c. Humidity Humidity is the amount of water contained in the air, usually expressed as a percentage. This humidity is related to or influenced by air temperature, and together temperature and humidity affect the condition of the human body when receiving or releasing heat from the body.
- d. Air Circulation Air circulation oxygen is a gas needed by living things to maintain survival, namely for metabolism. The surrounding air is said to be dirty if the oxygen content in the air has decreased and has been mixed with gases or odors that are harmful to the health of the body.
- e. Noise One of the pollution that is quite busy for experts to overcome is noise, which is unwanted by the ear. Because work requires concentration, noise should be avoided so that work can be carried out efficiently so that work productivity increases.
- f. Vibration in the workplace Vibration caused by mechanical tools, some of which reach the employee's body and can cause undesirable effects. Generally disrupts the body because of its irregularity.

## Employee Performance

According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.

## Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

- a. Quantity of work results. All forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
- b. Quality of work results. All forms of units of measurement related to the quality or quality of work results that can be expressed in numerical measurements or other numerical equivalents.
- c. Efficiency in carrying out tasks. Sharing resources wisely and in a cost-effective manner.
- d. Work discipline. Comply with applicable laws and regulations.
- e. Initiative. The ability to decide and do the right thing without being told, able to find what should be done about something around, trying to keep moving to do some things even though the situation feels increasingly difficult.
- f. Accuracy The level of conformity of work measurement results to whether the work has achieved its objectives or not.
- g. Leadership. The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
- h. Honesty. One of the human traits that is quite difficult to apply.
- i. Creativity. A mental process involving the generation of ideas or involving the generation of ideas.

## Conceptual Framework

The conceptual framework in this research is as follows:

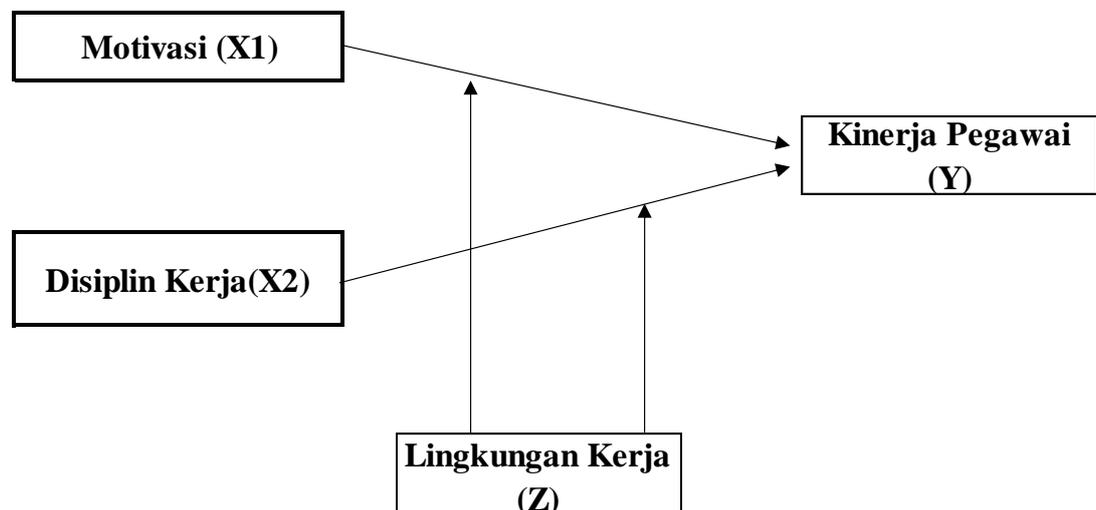


Figure 1. Conceptual Framework

## Research Hypothesis:

- H1 : Work motivation has a positive and significant influence on employee performance at BPJS Ketenagakerjaan All over Medan.
- H2 : Work discipline has a positive and significant influence on employee performance at

BPJS Ketenagakerjaan All over Medan.

H3 : Motivation has a positive and significant influence on the work environment at BPJS Ketenagakerjaan All over Medan.

H4: Motivation has a positive and significant effect on employee performance with the work environment as a moderating variable in BPJS Employment. All over Medan.

H5 : Work discipline has a positive and significant influence on employee performance with the work environment as a moderating variable in BPJS Employment. All over Medan.

## **METHOD**

### **Types of research**

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

### **Research Location and Research Time**

The research location was conducted at PT. BPJS Ketenagakerjaan Medan Raya which consists of 3 branch offices with a total of 82 correspondents with the following details:

- BPJS Employment Kisaran is located at Jl. Sisingamangaraja No.460 Kisaran, Asahan Regency, North Sumatra, with a total of 22 employees.
- BPJS Employment Medan City, located at Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra, with a total of 20 employees.
- BPJS Employment Tanjung Morawa is located on Jl. Raya Medan - Tanjung Morawa Km.14.5, Bangun Sari Baru Village, Tanjung Morawa District, Deli Serdang Regency, North Sumatra, with a total of 20 employees.
- BPJS Employment Binjai is located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, East Binjai District, Binjai City, North Sumatra. with a total of 20 employees.

### **Population and Sample**

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at PT. BPJS Ketenagakerjaan Medan Raya totaling 82 employees (saturated sample).

### **Research Data Sources**

The data sources used in this research are primary data.

## Operational Definition of Research Variables

**Table 1. Operational Definition of Variables**

Variable Types	Definition	Indicator
Employee Performance (Y)	According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.	According to Afandi (2018) employee performance indicators are as follows: <ul style="list-style-type: none"> <li>▪ Quantity of work results.</li> <li>▪ Quality of work results.</li> <li>▪ Efficiency in carrying out tasks.</li> <li>▪ Work discipline</li> <li>▪ Initiative.</li> <li>▪ Accuracy.</li> <li>▪ Leadership.</li> <li>▪ Honesty.</li> <li>▪ Creativity.</li> </ul>
Motivation (X1)	According to Beno & Irawan, (2019) motivation is the motivation to help a company achieve its goals from an individual perspective.	According to Beno & Irawan (2019), the indicators of work motivation include: <ul style="list-style-type: none"> <li>• Have a chance to succeed</li> <li>• Educational and training opportunities</li> <li>• Glad to be a guide for my colleagues.</li> <li>• Responsible.</li> <li>• Get to choose.</li> <li>• Compete healthily.</li> <li>• Keep the interaction going.</li> <li>• Helping coworkers</li> <li>• Recognized by the public.</li> </ul>
Work Discipline (X2)	According to Syahbana (2021), work discipline is something that is important for	The work discipline indicators used by

	business purposes and organizational efforts to improve a person's understanding and willingness to comply with all workplace standards and social norms.	Syahbana (2021) include: <ul style="list-style-type: none"> <li>• Obey the rules of time.</li> <li>• Comply with all rules and regulations set by relevant government agencies.</li> <li>• Treat yourself professionally.</li> <li>• Other guidelines must be followed.</li> </ul>
Work environment (Z)	According to Sedamaryanti, (2017) the work environment is all the tools and materials encountered, the surrounding environment where a person works, the work methods and the work arrangements for both individuals and groups.	Work environment indicators according to Sedamaryanti, (2017) are: <ul style="list-style-type: none"> <li>• Light Illumination</li> <li>• Temperature Humidity</li> <li>• Circulation</li> <li>• Noise</li> <li>• Vibrations in the workplace</li> </ul>

### Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Ghozali, 2016) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

### Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
  - a. Convergent Validity
  - b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

### ***Structural Model (Inner Model)***

To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test and significance of the structural path parameter coefficients with the following explanation:

#### **1. Coefficient of Determination / R Square (R<sup>2</sup>)**

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R<sup>2</sup> value is generally between 0 and 1.

#### **2. Predictive Relevance (Q<sup>2</sup>)**

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q<sup>2</sup> value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2016). 3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2016). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

#### **4. Path Coefficient**

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

## **RESULTS AND DISCUSSION**

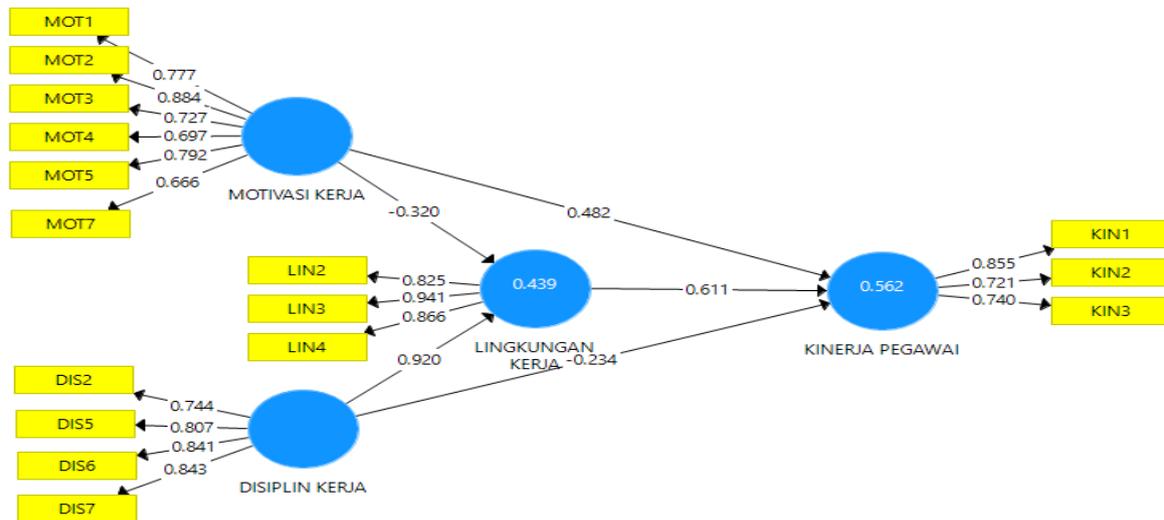
### **Outer Model Analysis**

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

#### **1. Convergent Validity**

This test is seen from the loading factor, the value limit is 0.7, and the Average Variance Extracted (AVE) value limit is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid if the indicator explains the

construct variable with a value > 0.7. The structural model in this study is shown in the following figure:



Source: Smart PLS 3.3.3

**Figure 2. Outer Model**

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.320X1 + 0.920X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.482X1 - 0.234X2 + 0.611Z + e2$$

**Table 2. Outer Loadings**

	WORK DISCIPLIN E	EMPLOYEE PERFORMAN CE	WORK ENVIRONME NT	WORK MOTIVATI ON
DIS2	0.744			
DIS5	0.807			
DIS6	0.841			
DIS7	0.843			
KIN1		0.855		
KIN2		0.721		
KIN3		0.740		
LIN2			0.825	

<b>LIN3</b>			<b>0.941</b>	
<b>LIN4</b>			<b>0.866</b>	
<b>MOT1</b>				<b>0.777</b>
<b>MOT2</b>				<b>0.884</b>
<b>MOT3</b>				<b>0.727</b>
<b>MOT4</b>				<b>0.697</b>
<b>MOT5</b>				<b>0.792</b>
<b>MOT7</b>				<b>0.666</b>

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

## 2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

**Table 3. Discriminant Validity**

	<b>WORK DISCIPLIN E</b>	<b>EMPLOYEE PERFORMAN CE</b>	<b>WORK ENVIRONME NT</b>	<b>WORK MOTIVATI ON</b>
<b>WORK DISCIPLINE</b>	0.810			
<b>EMPLOYEE PERFORMAN CE</b>	0.576	0.774		
<b>WORK ENVIRONME NT</b>	0.643	0.690	0.879	
<b>WORK MOTIVATION</b>	0.865	0.571	0.476	0.760

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

### 3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORK DISCIPLINE	0.825	0.833	0.884	0.655
EMPLOYEE PERFORMANCE	0.665	0.678	0.817	0.599
WORK ENVIRONMENT	0.851	0.864	0.910	0.772
WORK MOTIVATION	0.858	0.875	0.891	0.578

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

#### 1. Coefficient of Determination (R<sup>2</sup>)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

**Table 5. R Square Results**

	R Square	R Square Adjusted
<b>EMPLOYEE PERFORMANCE</b>	0.762	0.754
<b>WORK ENVIRONMENT</b>	0.739	0.725

Source: Smart PLS 3.3.3

There is an R square value for the job satisfaction variable with an R square value of 0.754 and if expressed as a percentage it is 75.4%, which means The influence of motivation and work discipline on employee performance with the work environment as a moderating variable of 75.4% and the remaining 24.6% is in other variables. The R square value of the employee commitment variable is 0.725 and if in percentage it is 72.5%, it means The influence of motivation and work discipline on employee performance with the work environment as a moderating variable by 72.5% and the remaining 27.5% on other variables.

## 2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the consequences of the direct impact Path Coefficient:

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WORK DISCIPLINE -&gt; EMPLOYEE PERFORMANCE</b>	-0.234	-0.226	0.170	1.375	<b>0.170</b>
<b>WORK MOTIVATION -&gt; EMPLOYEE PERFORMANCE</b>	0.482	0.474	0.159	3,039	<b>0.003</b>

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:

1. Work discipline has a negative and insignificant effect on employee performance with an original sample value of -0.226 and P values of 0.170. This means that work discipline

has a negative effect on the company and work discipline does not significantly affect company performance.

2. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.474 and p values of 0.003. This means that work motivation has a positive effect on the company and work motivation significantly affects company performance.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WORK DISCIPLINE -&gt; WORK ENVIRONMENT -&gt; EMPLOYEE PERFORMANCE</b>	0.562	0.542	0.115	4.896	<b>0.000</b>
<b>WORK MOTIVATION -&gt; WORK ENVIRONMENT -&gt; EMPLOYEE PERFORMANCE</b>	-0.195	-0.164	0.091	2.138	<b>0.033</b>

Source: Smart PLS 3.3.3

The results of the indirect influence above can be explained as follows:

1. Work discipline has a positive and significant effect on employee performance with the work environment as a moderating variable with the original sample results of 0.542 and p values of 0.000. This means that work discipline is an intervening variable because it is able to influence work discipline on employee performance indirectly.
2. Work Motivation has a negative and insignificant effect on employee performance through the work environment with an original sample value of -0.164 and p values of 0.033. This means that the work environment is an intervening variable that is unable to influence work motivation on employee performance.

## CLOSING

### Conclusion

1. Work discipline has a positive and insignificant effect on employee performance at BPJS Employment throughout Medan Raya.
2. Work motivation has a positive and significant influence on employee performance at BPJS Employment throughout Medan Raya.

3. Work discipline has a positive and significant influence on employee performance through the work environment indirectly.at BPJS Employment throughout Medan Raya.
4. Work discipline has a negative and insignificant effect on employee work performance with the work environment as a moderating variable.at BPJS Employment throughout Medan Raya.
5. Work motivation has a negative and insignificant effect on employee work performance through the work environment as a moderating variable.at BPJS Employment throughout Medan Raya.

### **Suggestion**

1. The company must improve work discipline for its employees which is carried out every month so that it is embedded in order to improve the company's performance and the employee's spirit to the maximum and in accordance with the Company's regulations.
2. Companies must provide employees with a strong work environment so that the company's performance will increase.
3. Companies must make employees create maximum work motivation, with increased work motivation will provide more value to the company.

### **REFERENCES**

- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Nusa Media. Yogyakarta.
- Ariesni, S., & Asnur, L. (2021). Disiplin Kerja terhadap Kinerja Karyawan. *Jurnal Penelitian dan Pengembangan Sains dan Humaniora*, 5(3), 363-369.
- Astuti, R., Akbar, L. Y., & Hasibuan, L. S. (2021, August). Pengaruh Motivasi dan Pelatihan terhadap Kinerja Karyawan PT. Deltamas Surya Indah Mulia Medan. In *Seminar Nasional Teknologi Edukasi Sosial dan Humaniora (Vol. 1, No. 1, pp. 8-13)*.
- Beno, J., & Irawan, D. N. (2019). Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pt. Penindo Ii Teluk Bayur Padang. *Jurnal Sains Dan Teknologi Maritim*, 20(1), 61-74.
- Fajri, C., Rahman, Y. T., & Wahyudi, W. (2021). Membangun Kinerja Melalui Lingkungan Kondusif, Pemberian Motivasi Dan Proporsional Beban Kerja. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 4(1), 211-220.
- Ghozali, Imam. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS* Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J. F. et. al. 2017. *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Los Angeles
- Hasibuan, S. M. (2018). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 71-80.
- Kinanti, B. (2022). *Pengaruh Budaya Organisasi, Lingkungan Kerja dan Motivasi Terhadap Kepuasan Kerja Karyawan PT Nov Profab Di Kota Batam (Doctoral dissertation, Prodi Manajemen)*.

- Maryati, Y., & Hanggara, A. (2022). Pengaruh Kepemimpinan Kepala Sekolah, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Guru (Survei pada Guru di SMA Negeri Se-Kabupaten Kuningan). *Equilibrium: Jurnal Penelitian Pendidikan dan Ekonomi*, 19(01), 1-9.
- Millah, M. (2020). Pengaruh Lingkungan Kerja Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pt. Nadura Guano Industri. *Fakultas Ekonomi Dan Bisnis Universitas Dr. Soetomo*, 26, 1-32.
- Rivai, A. (2021). Pengaruh pengawasan, disiplin dan motivasi terhadap kinerja guru. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 4(1), 11-22.
- Sekaran, Uma. 2014. *Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4*. Jakarta: Salemba Empat.
- Sugiyono, (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV. Alfabeta
- Syahbana, T. R. (2019). *Pengaruh Gaya Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Ketenagakerjaan Kabupaten Langkat (Doctoral dissertation)*.
- Wibowo, F. P., & Widiyanto, G. (2019). Pengaruh Keselamatan Dan Kesehatan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bagian Produksi Pada Perusahaan Silver Yogyakarta. *Primanomics: Jurnal Ekonomi & Bisnis*, 17(2), 23-37.