



Research Paper

The Effect of Work Environment and Work Motivation on Employee Performance through Work Discipline at the Office of Investment and One Stop Integrated Services (DPMPTSP) Malang Regency

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ABSTRACT: This study aims to analyze the effect of work environment and work motivation on work discipline, analyze the effect of work environment and work motivation on employee performance, analyze the effect of work discipline on employee performance and analyze the effect of work environment and work motivation on employee performance through work discipline. The sample in this study was 68 employees. Sampling technique using the census. The data analysis technique used path analysis. Work environment and work motivation affect work discipline. Work environment and work motivation affect employee performance. Work discipline affects employee performance. Work discipline mediates the effect of work environment and works motivation on employee performance.

KEYWORDS: Work environment, work motivation, work discipline, employee performance

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I. INTRODUCTION

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been previously agreed upon (Rivai and Basri, 2005:50). Performance appraisal is basically a key factor in developing an organization effectively and efficiently, due to better policies or programs for human resources in the organization. Individual performance appraisal is very useful for the dynamics of the overall growth of the organization, through this assessment it can be seen the actual condition of how the employee's performance is. The main purpose of performance appraisal is to motivate employees in achieving organizational goals and in meeting predetermined standards of behavior, in order to produce the actions and results desired by the organization. Performance appraisal is a process of controlling employee performance which is evaluated based on certain standards. Performance appraisal is carried out effectively to direct employee behavior in order to produce high quality services.

According to Siagian (2012: 89), there are several things that can trigger performance, including: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and others, but what will be discussed in this study is the environment, work, work motivation and work discipline. The work environment usually emphasizes the physical work environment and non-physical work environment in the organization. Measuring tools from the physical work environment include room, temperature, noise. This means that all of this can affect employees when carrying out activities. The phenomenon of the physical work environment at the Office of Investment and One Stop Integrated Services, Malang Regency, is that there are still many papers scattered on work desks,

While the non-physical work environment at the Office of Investment and One Stop Integrated Services, Malang Regency, is an environment that occurs because of the presence of employees who have their own personalities, such as employees with patient and humble personalities that can melt the work atmosphere, friendly and sociable personalities can establish relationships harmonious, intelligent and careful personality,

able to attract the attention of others and neat and clean personality so as to attract the sympathy of other employees. However, there is also a less harmonious relationship between employees, and the division of tasks given by the leader is not well received, resulting in jealousy among employees. A conducive work environment provides a sense of security and employees can work optimally. If employees like the work environment where employees work, then employees feel at home at work to carry out activities so that work time is used more effectively. The results of Ferawati's research (2017) found that the work environment has an effect on performance. However, it is different from the results of Nabawi's research (2020) which found that the work environment had no effect on employee performance. Further research results Inbar et al. (2018), as well as Putra and Aprianti (2020) find that the work environment affects work discipline.

Every employee is obliged to comply with regulations that must be obeyed, because work discipline is one of the positive motivations where the results cannot be directly felt, but support in improving employee performance. Discipline in an agency is an important problem faced in carrying out the work duties of each employee. Research results Susanty and Baskoro (2012), Rahayu and Ajimat (2018), Hartati et al (2016), Ferawati (2017), as well as Saputra et al. (2016) prove that work discipline has an effect on performance. This is because every employee has a level of understanding of the duties and obligations as well as the rules that must be obeyed, besides that discipline is also strongly influenced by the motivation of a person. This can be seen from the reality that occurs in the field, that there are employees during working hours that are not found in the agency, so this has an impact on the slower time needed to complete work assignments and provide services that are felt at will. However, not a few employees work with high awareness and discipline and are able to complete their work tasks as expected. Research result Susanty and Baskoro (2012) found that work motivation affects work discipline. In contrast to the results of research by Rizal and Radiman (2019), which found that motivation had no effect on work discipline. Work motivation also affects employee performance as research results Suwardi and Utomo (2011) and Hartati et al (2016) who prove that motivation affects performance. However, research results Susanty and Baskoro (2012) found that motivation had no effect on performance.

Based on the background stated above and the inconsistency of the results of Susanty and Baskoro's research (2012) with the results of Rizal and Radiman's research (2019), as well as the results of Suwardi and Utomo (2011) and Hartati et al (2016) with Susanty and Baskoro (2012) research results, and this is a curiosity to test work discipline theory as a mediating variable, as an effort to strengthen the work environment and work motivation to improve employee performance.

II. LITERATURE REVIEW

2.1. Performance

Mathis and Jackson (2012:378) define performance as what employees do or don't do. Furthermore, Mangkunegara (2009:67), "The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). Understanding performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. While Afandi (2018: 83) defines performance as the work 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, not violating the law and not contrary to morals and ethics.

2.2. Work Discipline

Work discipline according to Sutrisno (2017: 86) is an attitude of willingness and willingness of employees to obey and comply with the regulatory norms that apply around them. Without good employee discipline, it is difficult for the company's organization to achieve optimal results. Furthermore, Simamora (2015:746) discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization. Handoko (2016:208) argues that discipline is a management activity to implement organizational standards.

According to Siagian (2016:305) discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior, so that the employee voluntarily tries cooperatively with other employees and improves his work. The success of employees in carrying out their obligations is highly dependent on their willingness to sacrifice and work hard by distancing themselves from personal or group interests, to achieve optimal results.

2.3. Work Environment

The work environment is a condition that surrounds the employee's work environment which greatly affects the activities of employees in doing their work. Sedarmayanti (2012:154) defines the work environment as follows: "environment is a process used by strategic planning to monitor the environmental sector in determining opportunities/threats to organizations/companies." Soedarso (2015:94) argues that: "The work

environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks".

2.4 Motivation

Hasibuan (2016:143) states that motivation presents a driving force that raises the spirit of individual work so that the intention to work grows by relying on good relationships, efficient and integrated activities with all things in the work environment so that they get satisfaction. This encouragement is able to bring out the meaning of the level and intensity of workers' efforts in fighting and being diligent to get their goals. Conversely, minimal encouragement is difficult to get results above the intensity of the drive. Sutrisno (2017:109) says that motivation is an individual's driving force to carry out activities. Motivation according to Robbins & Judge (2013) is a person's attitude towards the work of employees in order to create a sense of satisfaction in employee performance.

2.4. Hypothesis

Based on the conceptual framework of the research, the following hypothesis can be formulated:

- H1 : there is an effect of work environment and work motivation on work discipline.
- H2 : there is an effect of work environment and work motivation on employee performance.
- H3 : there is an effect of work discipline on employee performance.
- H4 : there is an effect of work environment and work motivation on employee performance through work discipline.

III. RESEARCH METHOD

3.1. Variable Operational Definition

a. Work environment

The work environment is the environment around employees because they work to achieve common goals. The indicators of the work environment are as follows:

- 1) Physical work environment, namely all objects around the workplace that can affect employees in carrying out work activities such as working space conditions, air circulation, and lighting.
- 2) Non-physical work environment, namely all conditions that occur related to work relationships, both with leaders and with fellow employees.

b. Motivation

Motivation is internal triggers or from within the individual in encouraging and creating one's behavior towards a goal. The indicators used are: physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs.

c. Work discipline

Work discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty and order. The indicators used are: obeying the rules of time, obeying agency regulations, obeying the rules of behavior at work and obeying other regulations in the agency

d. Employee performance

Employee performance is a result of work that has been achieved by an employee in carrying out a job that has been given to him to achieve the goals of the organization, which is measured by the following indicators: quantity, quality, timeliness, attendance and ability to cooperate.

3.2. Population and Sample

Population is the totality of all possible values, both the results of counting and quantitative and qualitative measurements rather than certain characteristics regarding a complete and clear group of objects (Sudjana, 2008:164). The population in this study were employees of the Malang Regency Investment and One Stop Service Office, totaling 68 employees. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018: 91). The sample is part of the population taken in certain ways which also have certain characteristics, are clear and complete which are considered to be representative of the population, because the population is small so that all populations are sampled, namely as many as 68 employees. Sampling technique using census.

3.3. Data Analysis Technique

The method of analyzing the data in this study was carried out with the following techniques: descriptive analysis and path analysis. Descriptive analysis used is tabulation of data which is then carried out with frequency distribution of research variables from questionnaires that have been filled out by respondents.

IV. RESEARCH RESULTS AND DISCUSSION

4.1. Research Result

The hypothesis testing method is carried out by path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be done using the standardized beta coefficient (β standard). If the value of is significant, then the path coefficient is significant. The path coefficients that are not significant are discarded. Significance test can be done by comparing the significance of the path. If the significance value of the path coefficient is less than 0.05 then the coefficient is considered significant. On the other hand, if the significance value of the coefficient is greater than 0.05, it is considered insignificant. To see the effect of the work environment and work motivation on employee performance through work discipline, it is presented in table 1 below.

Table 1. Summary of Direct, Indirect, and Total Effect Analysis Results from Path Analysis

Variable	Direct Effect	Prob	Indirect Effect	Total Effect
Work environment → Work discipline	0.586	0.000*	-	0.586
Work motivation → Work discipline	0.270	0.005*	-	0.270
Work environment → Employee performance	0.243	0.009*	-	0.243
Work motivation → Employee performance	0.505	0.000*	-	0.505
Work discipline → Employee performance	0.268	0.006*	-	0.268
Work environment → Work discipline → Employee performance	0.243	-	0.586 X 0.268 = 0.157	0.400
Work motivation → Work discipline → Employee performance	0.505	-	0.270 X 0.268 = 0.072	0.577

* significant on α 5%.

Based on Table 1 obtained the value of work environment beta coefficient of 0.586 and p value of 0.000 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that the work environmentsignificant effect on work discipline. Scorethe beta coefficient of work motivation is 0.270 and the p value of 0.000 is smaller than $p = 0.05$ ($\alpha = 5\%$), which means that work motivationsignificant effect on work discipline. Thus the first hypothesis which states thatthere is an effect of work environment and work motivation on work discipline statistically tested.

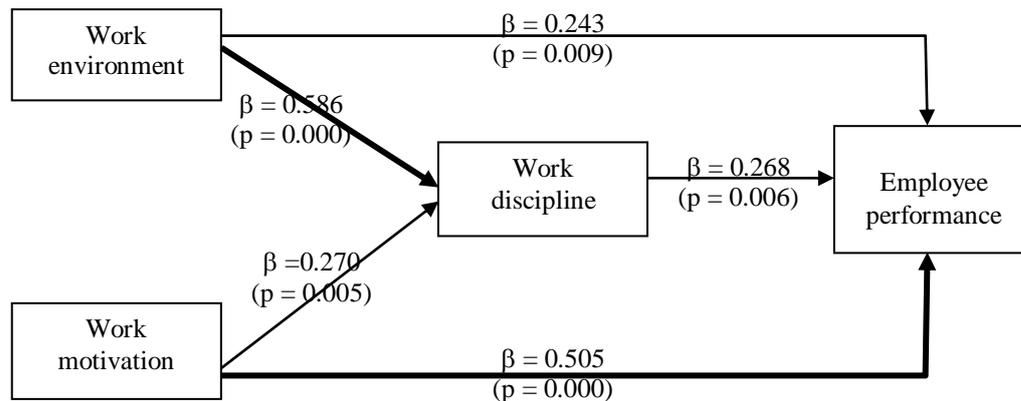
Scorework environment beta coefficient of 0.243 and p value of 0.009 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that the work environmentsignificant effect on employee performance. Scorework motivation beta coefficient of 0.505 and p value of 0.000 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that work motivationsignificant effect on employee performance. Thus the second hypothesis which states thatthere is an effect of work environment and work motivation on employee performance statistically tested.

Scorework discipline beta coefficient of 0.268 and p value of 0.006 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that work discipline significant effect on employee performance, so the third hypothesis which states that there is an effect of work discipline on employee performance statistically tested.

The results of the analysis show that work discipline has the status of an intervening variable that can mediate the work environment on employee performance, because the total influence value (0.400) is greater than the direct effect (0.243). Work discipline has the status as an intervening variable that can mediate work motivation on employee performance, because the total influence value (0.577) is greater than the direct effect (0.505). Thus the fourth hypothesis which states that there is an effect of work environment and work motivation on employee performance through work discipline is statistically tested.

Based on the description of hypothesis testing, the trajectory model in path analysis is presented in Figure 1 below.

Figure 1
Path Analysis Results



Source: Primary data processed, 2021.

4.2. Discussion

4.2.1. Description of Work Environment, Work Motivation, Work Discipline and Employee Performance

The work environment is formed by the physical work environment and non-physical work environment. The main things in the formation of the work environment are: physical work environment reflected in the arrangement of the workspace that supports the I finished the job. Workspace layout can be creating a neat, orderly, clean, comfortable atmosphere, and making all employees happy, shortening the time when looking for items that employees need because everything is neatly arranged. Work done more efficiently and effectively. Give the impression of skilled, agile and professional employees. In addition, employees can carry out their duties appropriately, quickly and accurately. As opinion Sedarmayanti (2012:154) states that the environment is a process used by strategic planning to monitor the environmental sector in determining opportunities/threats to organizations/companies.

Work motivation is formed by physiological needs, safety and security needs, social needs, esteem needs and self-actualization needs. The main thing in the formation of work motivation is physiological needs reflected in the salary received can meet daily needs. Giving the right motivation will be able to raise the spirit and sincerity of work in employees. Employees who have high work motivation will produce better work than employees who do not have motivation to work. As opinion Robbins & Judge (2013) which states that work motivation is a person's attitude towards an employee's work in order to create a sense of satisfaction with employee performance.

Work discipline is formed by obeying the rules of time, obeying agency regulations, obeying the rules of behavior at work and obeying other regulations in the agency. The main things in the formation of work discipline are: comply with agency regulations reflected in always wearing a uniform and complete attributes. Uniforms and complete attributes play a role in increasing the effectiveness of employees' work. In addition, uniforms are also clothes that are highly recommended or must be used at work or other activities related to the agency. As opinion Sutrisno (2017: 86) which states that work discipline is an attitude of willingness and willingness of employees to obey and comply with the regulatory norms that apply around them.

Employee performance is shaped by quantity, quality, timeliness, attendance and ability to work together. The main thing that can improve employee performance is punctuality as reflected in being able to complete work just right on time. Punctuality in completing work indicates that employees are professional and help employees become reliable and trustworthy people. As opinion Mangkunegara (2009:67) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to employees.

4.2.2. The Influence of Work Environment and Work Motivation on Work Discipline

The work environment affects work discipline, which means that the better the conditions of the work environment in the agency, the better the employee's work discipline. Indicators of the work environment that make the biggest contribution to improving work discipline is the physical work environment as reflected in the arrangement of a supportive workspace in finish the job. Agencies that have a conducive work environment can create an attitude of employee discipline so that the agency's goals can be achieved. As opinion Soedarso (2015:94) which states that the work environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks. A good work environment

can optimize work because employees feel comfortable and safe and can carry out work activities optimally. The results of this study support Inbar et al. (2018), as well as Putra and Aprianti (2020) found that the work environment affects work discipline.

Work motivation has an effect on work discipline, which means the higher work motivation can increase work discipline. Employee work discipline is a very important factor and determines the success of the agency. Indicators of work motivation that are able to contribute The biggest factor in improving work discipline is physiological needs, which are reflected in the salary received which can meet daily needs. Employee work discipline can be realized if: agency can meet employee needs in the form of physiological needs, safety and security needs, social needs, esteem needs and self-actualization needs. As view Sutrisno (2017:109) which states that motivation is the driving force for individuals to carry out activity offspring. Employees who are motivated to work will give the best for the agency. The results of this study support Susanty and Baskoro (2012) found that work motivation affects work discipline. However, the results of this study do not support Rizal and Radiman (2019) which states that motivation has no effect on work discipline.

4.2.3. The Influence of Work Environment and Work Motivation on Employee Performance

The work environment has a significant effect on employee performance, which means that if the created agency environment pays attention to aspects of the physical work environment and non-physical work environment, then the goal to achieve high employee performance will be achieved. Indicator the work environment that gives the greatest contribution to improving employee performance is the physical work environment. The existence of a conducive work environment can provide a sense of comfort in employees to always provide the best results from employees at the agency. As the opinion of Sedarmayanti (2012:154) which states that the work environment is a process used by strategic planning to monitor the environmental sector in determining opportunities/threats to organizations/companies. The work environment is the atmosphere or conditions around the work location. The results of this study support Ferawati (2017) which states that the work environment affects performance. However, it does not support the results of Nabawi's research (2020) which finds that the work environment has no effect on employee performance.

Work motivation affects employee performance, which means that the higher employee motivation can improve employee performance. Motivation is a psychological factor that shows an employee's interest in work, a sense of satisfaction and responsibility for the activities or work carried out. Employee behavior is motivated by the desire to achieve the goals to be achieved. Motivation is an important thing to note, because with motivation an employee can have high enthusiasm in carrying out the assigned tasks. The motivational indicators that make the biggest contribution to improving employee performance are physiological needs are reflected in salary received can meet daily needs. Without motivation, an employee is not able to fulfill the obligations and tasks given by the leader, the results of the work produced are not satisfactory. As Davis's opinion in Mangkunegara (2017:13) which states that one of the factors that affect employee performance is work motivation. Work motivation is an encouragement for employees to do work, if employees have a strong drive from within themselves or from outside themselves (for example from the agency), then employees will be stimulated or encouraged to do something well. The results of this study support Suwardi and Utomo (2011) and Hartati et al (2016) which state that motivation affects performance. The results of this study do not support Susanty and Baskoro (2012) which states that motivation has no effect on performance.

4.2.4. The Effect of Work Discipline on Employee Performance

Work discipline has an effect on employee performance, which means that the higher the level of employee work discipline can improve employee performance. Work discipline is an employee's effort to carry out work activities in the agency seriously. The indicators of work discipline that make the biggest contribution to improving employee performance are comply with agency regulations reflected in always wearing a uniform and complete attributes. Work discipline in this case is in the form of time, for example coming to work is always on time. As opinion Simamora (2015:746) states that discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. The existence of work discipline is very necessary in an agency because in a disciplined atmosphere the agency will be able to carry out its work programs to achieve the goals that have been set. Employees who are disciplined and orderly obey all applicable norms and regulations within the agency will be able to improve efficiency, effectiveness, and performance. Without work discipline, it will be difficult for the agency to achieve the goals that have been set. The results of this study support The results of this study support Susanty and Baskoro (2012), Rahayu and Ajimat (2018), Hartati et al (2016), Ferawati (2017), Saputra et al. (2016) found that work discipline has an effect on performance.

4.2.5. The Influence of Work Environment and Work Motivation on Employee Performance through Work Discipline

Work discipline is able to mediate the influence of the work environment on employee performance, which means that the work environment can improve employee performance, if employees feel comfortable with their work. The employee's assessment of the work with his condition is closely related to the employee's work discipline. This is because a positive assessment can improve employee work discipline. As opinion Sedarmayanti (2012:154) which states that the work environment is a process used by strategic planning to monitor the environmental sector in determining opportunities/threats to organizations/companies. The physical work environment is reflected in the arrangement of a supportive workspace in completing work, then employees become more productive work discipline, namely comply with agency regulations reflected in always wearing a uniform and complete attributes so that the implications for improving employee performance are illustrated by employees being able to complete work on time. Anoraga (2014:23) suggests that the factors that affect performance include: motivation, education, work discipline, skills, attitudes and work ethic, nutrition and health, income level, work environment and work climate, technology, production facilities, social security, management, and achievement opportunities. Of the several factors that affect the performance, leadership is one that is included in the management and work environment factors.

Work discipline is able to mediate the effect of work motivation on employee performance, which means that employee performance can be improved if employees have high work motivation in completing work. As opinion Robbins & Judge (2013) which states that work motivation is a person's attitude towards an employee's work in order to create a sense of satisfaction with employee performance. Good employee work discipline will accelerate the agency's goals and illustrate the magnitude of the employee's sense of responsibility for the tasks assigned to employees, this is able to encourage employee performance. Employees in need physiologically fulfilled is reflected in the salary received can meet daily needs, then it can improve employee work discipline as illustrated by employees comply with agency regulations reflected in always wearing uniforms and complete attributes, so that the implications for employee performance are reflected in employees being able to complete work just right on time.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of research and discussion conducted, the following conclusions can be drawn:

1. The work environment is formed by the physical work environment and non-physical work environment. The main things in the formation of the work environment are: physical work environment reflected in the arrangement of the workspace that supports the I finished the job. Work motivation is formed by physiological needs, safety and security needs, social needs, esteem needs and self-actualization needs. The main thing in the formation of work motivation is physiological needs reflected in the salary received can meet daily needs. Work discipline is formed by obeying the rules of time, obeying agency regulations, obeying the rules of behavior at work and obeying other regulations in the agency. The main things in the formation of work discipline are: comply with agency regulations reflected in always wearing a uniform and complete attributes. Employee performance is shaped by quantity, quality, timeliness, attendance and ability to work together. The main thing that can improve employee performance is punctuality as reflected in being able to complete work just right on time.
2. The work environment and work motivation are proven to be able to build work discipline, which means that a conducive work environment and supported by employees who have high work motivation can improve work discipline.
3. The work environment and work motivation are proven to be able to improve employee performance. This means that employee performance can be formed through a good work environment and the agency provides work motivation that is in line with employee expectations.
4. Work discipline has been proven to increase employee performance, which means that employee work discipline in completing work can improve employee performance.
5. Work environment and work motivation can affect employee performance through work discipline. This means that employee performance can be improved if employees feel comfortable with the existing work environment in the agency and are supported by employees who have high work motivation in working so that they can form employee work discipline.

5.2. Suggestion

In connection with the matters described above, the following suggestions can be made:

- 1) The physical work environment and non-physical work environment in the agency are good, but agency items that provide equal opportunities for employees to advance have the lowest score, therefore the agency

should provide equal opportunities for employees to develop careers by involving employees in education and training.

- 2) Every employee is expected to have high work motivation which in turn can improve employee discipline. Giving sanctions for violations of work discipline should also really see the mistakes made by the employee. Leaders must be able to apply punitive sanctions in accordance with regulations so that employees will be more obedient and afraid to violate work discipline.
- 3) For future researchers, they can develop research such as skills and leadership that can have a positive influence on performance.

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