

The Influence of Work Motivation, Work Environment And Work Discipline on Employee Performance in The Personnel And Human Resources Development Agency (BKPSDM) of Malang City

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INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Influence Keyword 2; Work Motivation Keyword 3; Work Environment Keyword 4; Work Discipline Keyword 5; BKPSDM</p>	<p>The aim of this study is to determine the effect of work motivation, work environment and work discipline on employee performance in the Malang City Human Resources and Human Resources Development Agency (BKPSDM), both partially and simultaneously. Types of Quantitative Research. The population of this study is that all employees at BKPSDM Malang City were 44 people, and the technique of determining the sample using total sampling. Instrument using a questionnaire. Data analysis using multiple linear regression. Hypothesis testing using the t test (partial) and F test (simultaneous). The results of multiple linear regression obtained by the three independent variables have a positive regression coefficient value, and the coefficient of Determination of R Square (R²) is 0.784 (contribution of the independent variable to the dependent variable of 78.4%). The results of testing the t test (partial) hypothesis found that the three independent variables have a tcount > ttable value significantly < 0.05 and the results of the F (simultaneous) hypothesis testing obtained the Fcount > Ftable with a significant value < 0.05. So it was concluded that work motivation, work environment and work discipline had a significant effect on employee performance in the Personnel and Human Resources Development Agency of Malang City, both partially and simultaneously. It is recommended to the Head of the Personnel and Human Resources Development Agency Malang City of Malang City to integrate efforts to increase work motivation, the creation of a conducive work environment, and uphold holistic work discipline in employee management policies to encourage overall performance improvement.</p>

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INTRODUCTION

Human resource management (HRM) aims to organize, manage, and utilize employees so that they can play an active role in achieving the vision and mission of the company/organization. According to Nur et al., (2023), it is explained that 'achieving the company's goals without human resources is impossible, as human resources are one of the key factors in the success of a company. The role of human resources in an organization is very important because one of its valuable assets contributes to achieving the organization's goals. Therefore, human resources (HR) need to be managed well to create superior human resources (HR) with good performance.

The Department of Personnel and Human Resource Development (BKPSDM) of Malang City is a government agency that has the task of organizing and implementing regional policies in the field of personnel and is usually assigned to carry out the authority delegated by the Government to the Mayor as the representative of the Government in the context of deconcentration. In this era of rapid change, the

Department of Personnel and Human Resource Development (BKPSDM) of Malang City is required to improve employee performance in serving the community both in terms of public facilities and employee services.

The importance of employee performance is one of the key factors in achieving both corporate and individual objectives. A company will struggle to reach its goals if its employees do not perform well. To achieve a company's objectives, it is essential to have employees who are aware, loyal, obedient, disciplined, and responsible for all the work assigned and completed. According to Setyawati and Lestari (2022), work performance can be viewed as an outcome. Working as a representative, with the awareness that not enough responsibility has been delegated, can be assessed from its quantity or quality.

According to Arnando et al., (2020), motivation and employee performance are two closely related matters. Both complement each other and have a positive impact on the progress of the company. Employee performance will be poor if there is a lack of motivation among each individual employee when carrying out their work. Conversely, if the workers have high motivation, the work results of the employees can also improve.

Furthermore, another factor influencing employee performance is the work environment. The work environment encompasses everything surrounding employees that can affect their execution of tasks. The first thing that should be done to improve employee performance is to ensure that employees can carry out their duties without experiencing tensions; in other words, the organization must provide a good work environment for its employees. According to Surbakti, (2021), the work environment consists of all tools, materials faced, the surrounding environment where a person works, their working methods, as well as work arrangements both as individuals and as groups.

Efforts to improve employee performance require discipline. If employees do not work with discipline, they will behave outside the rules that have been established. Employees can enhance their skills and performance by adhering to all the regulations set forth and by having a good work ethic. One aspect of a good attitude from employees is arriving and leaving on time, and performing their duties sincerely. Discipline is the foundation of an employee's ability to control themselves to avoid actions that are incorrect and contrary to company rules, while also acting in accordance with what is right in the company and being able to uphold what is mandatory.

Based on the phenomena that have been explained in the background, the researchers can consider the importance of employee performance perception in institutions to improve motivation, environment, and good work discipline among workers. The aim of this research is to determine the effect of work motivation, work environment, and discipline on employee performance at the Agency for Personnel and Human Resources Development (BKPSDM) of Malang City.

LITERATURE REVIEW

Work Motivation

Work motivation is the drive that encourages a person to work towards achieving set goals. According to Hasibuan in Hendrich et al., (2019), motivation is the provision of driving force that creates enthusiasm in a person to collaborate, work effectively, and integrate all their efforts to achieve satisfaction. Motivation is the behavioral activity that works in the effort to meet desired needs. Motivation is a set or collection of behaviors that provide a foundation for a person to act in a way directed towards specific goals.

The motivation present in each person is not the same. Therefore, it is necessary to have knowledge about the definition and essence of motivation, as well as the ability to create situations that generate motivation/impulse for a person to act or behave as desired by other individuals or organizations. Motivation is closely related to the needs of those being motivated; the more the needs of a person are fulfilled, the higher the motivation that arises to work towards achieving the goals of the organization. Motivation is an effort to encourage the work ethic of employees so that they perform to the best of their abilities with skills and competencies to achieve organizational goals, and their behavior is influenced and stimulated by will, interests, objectives, and satisfaction.

Work Environment

The work environment plays an important role in creating and enhancing employee job satisfaction. Satisfied employees will be more loyal to the organization, thus enabling them to perform their duties and responsibilities well. Job satisfaction arises as a result of the working conditions present within the organization. This job satisfaction reflects employees' feelings about being happy or unhappy, comfortable or uncomfortable in the work environment of the organization they work for. The form of employee job satisfaction will be evident in the positive or negative attitudes of the employees.

A conducive work environment supports employees in feeling comfortable while working, enabling them to be more productive and enthusiastic in their tasks. However, a less conducive work environment can lead to employee dissatisfaction or emotional distress, which can disrupt their productivity. The work environment is everything that exists around the workers and can influence them in carrying out their assigned tasks, such as cleanliness, air temperature, workplace safety, lighting, and others.

Work Discipline

Work discipline is defined as an attitude or behavior of an employee in an organization to always obey, respect, and honor various rules and norms established by the organization in order to achieve organizational goals (Maryani et al., 2021).. Good work discipline reflects a person's sense of responsibility towards the tasks entrusted to them. This will encourage work enthusiasm and improve employee performance, thus impacting the achievement of organizational goals.

Discipline is the feeling of obedience and compliance with values that are responsibilities such as tasks in the office and employee attendance at the hours set by the company. When discipline increases, employee performance also improves, so employees will work sincerely to achieve the goals of a company.

Employee Performance

According to Somers and Birnbaum (1998), performance is the result of work and work activities that are obtained by completing the tasks and obligations assigned within a specified time. One element that affects employee performance is the employee's ability to work. The success of a company in achieving its goals depends on the capacity and expertise of the human resources leading various work sections in the respective organization. This requires maximum performance from every worker when carrying out these activities.

According to Jung and Lee (2013), performance is the level of achievement attained while carrying out the activities or programs of an organization in order to achieve the goals, focus, perspectives, and intentions outlined in the strategic plan of

each company. According to Suryani and FoEh (2018), it is explained that the goals of performance appraisal are:

1. To improve employee performance by helping them to realize and utilize their full potential in achieving the organization's goals.
2. To provide information to employees and leaders as a basis for making decisions related to workers.

RESEARCH METHOD

The Kind of the Research

This research uses a quantitative methodology, which aims to explain a generalization of the sample to its population or to explain the relationship, differences, or influence between one variable and another. Therefore, this research uses samples and hypotheses. The research design is the arrangement or the elements used in this research. Among them are formulating the problem to be discussed, planning the research model, planning the model for data collection, collecting data from the population and samples, conducting observations and creating questionnaires, data processing, hypothesis testing, and reviewing.

Time and Place of the Research

In this study, the researcher selected the research location at Jl. Tugu No.1, Kiduldalem, Kec. Klojen, Kota Malang, East Java 65119. This research will be conducted starting in April 2025.

Population

The population is the entire set of individuals, objects, or elements that have certain characteristics and serve as the focus of a research study. In the context of research, the population includes all members who meet the specified criteria, such as age, gender, location, or other attributes relevant to the researched topic. According to Sugiyono (2013), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics defined by the researcher for study and then conclusions to be drawn. Based on the above opinion, the population in this study is all employees, totaling 44 individuals. The survey results in March 2025 obtained this data from the Human Resources Development Agency (BKPSDM) of Malang City.

Sampling Method

According to Sugiyono (2013), a sample is a part of the quantity and characteristics possessed by the population. This sample, as a representative, should have the traits or characteristics found in the population. According to Sugiyono (2013), if the population number is less than 100 people, then the sample size is taken in total, but if the population is greater than 100 people, then 10%-15% or 20%-25% of the population can be taken. In this research, the author uses Nonprobability Sampling method with a saturated sampling technique. According to Sugiyono (2013), Nonprobability Sampling refers to a sampling technique that does not give equal opportunity or chance to every element or member of the population to become a sample. According to Sugiyono (2013), the saturated sampling technique is a sampling determination technique where all members of the population are used as a sample. The sample in this study was taken from the target population of 44 employees.

Data Collection Methods

Primary data is data obtained from the first source either from individuals or personal sources, such as through filling out questionnaires and interviews conducted by researchers. Secondary data refers to research data sources obtained indirectly, through intermediary media (obtained and recorded by others), including data such as company history, organizational structure, company location, and other references such as journals.

According to Sugiyono (2013), the data collection technique in this research is conducted by means of observations, administering questionnaires, and direct interviews with the Human Resources Development and Staffing Agency (LKPSDM) of Malang city. Data collection techniques can be carried out through questionnaires, interviews, observations, and documentation.

Analysis Data

According to Sugiyono (2013), data analysis is the process of searching for and systematically organizing data obtained from interviews, field notes, and documentation by organizing the data into categories, breaking it down into units, synthesizing it, arranging it into patterns, selecting what is important and what will be studied, and making conclusions so that it is easy to understand for oneself and others. Based on the research, this study uses an analytical method with a quantitative approach.

The data analysis method used in this research is multiple regression analysis. Multiple linear regression is a common statistical method used to examine the relationship between the dependent variable (Y) and the independent variables (X). According to Sugiyono (2013), multiple linear regression analysis is used by researchers when they intend to predict how the state (fluctuations) of the independent variable (criterion) occurs when two or more independent variables are manipulated (increased or decreased in value). In this research, multiple linear regression is used to analyze the effect of work motivation, work environment, and work discipline on employee performance. Case Study at the Personnel and Human Resource Development Agency (LKPSDM) of Malang City.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e.$$

Note:

Y = employee performance (dependent variable)

X1 = work motivation variable (independent variable)

X2 = work discipline variable (independent variable)

X3 = work environment variable.

RESULT AND DISCUSSION

Overview of BKPSDM City of Malang

The Human Resources and Civil Service Agency (BKPSDM) of Malang City was established based on the Regional Regulation of Malang City Number 7 of 2016 concerning the Formation and Structure of Regional Institutions, as amended by the Regional Regulation of Malang City Number 5 of 2019. Previously, the nomenclature of the Human Resources and Civil Service Agency of Malang City was the Personnel Section of the Malang City Regional Secretariat, which was formed based on the Regional Regulation of the Second Level Municipal Region of Malang Number 2 of 1979 concerning the Structure of Organization and Work Procedures of the Second Level Municipal Regional Secretariat of Malang and the Secretariat of the People's Representative Council of the Second Level Municipal Region of Malang.

The Human Resources and Development Agency is a Regional Device that carries out supporting functions in the field of human resources government affairs. The main tasks and functions of the Human Resources and Development Agency of Malang City are regulated by the Malang Mayor Regulation Number 41 of 2021 concerning the Position, Organization Structure, Tasks and Functions, and Work Procedures of the Human Resources and Development Agency.

Description of Respondent Identity

The description of the respondents' identities includes gender, age, position, and employee status at the Regional Personnel Agency and Human Resource Development (BKPSDM) of Malang City, which can be detailed as follows.

Table 1. Respondent Identity in the form of Gender

No	Sex	Frequency	Percentage(%)
1	Gents	28	63,6
2	Ladies	16	36,4
	Total	44	100

Source: Data processed, 2025

It is known that from a total of 44 respondents consisting of employees at the Regional Personnel Agency and Human Resource Development (BKPSDM) of Malang City, the majority of the respondents were male, totaling 28 people (63.6%).

Table 2. Respondent Identity in the form of Age

No	Age	Frequency	Percentage(%)
1	<35 years old	2	4,5
2	36-45 years old	27	61,4
3	>45 years old	15	34,1
	Total	44	100

Source: Data processed, 2025

It is known that out of a total of 44 respondents, employees at the Employee and Human Resource Development Agency (BKPSDM) of Malang City, the majority of the respondents are aged between 36-45 years, totaling 39 people (42.4%).

Table 3 Respondent Identity based on Position

No	Position	Frequency	Percentage(%)
1	SDMA	5	11,4
2	Kabid/Kasubag (Head of Division/Head of Sub-Section)	4	9,1
3	Pengadministrasian (Administration)	2	4,5
4	Pengelolaan Data & Informasi (Data & Information Management)	1	2,3
5	Prakon	3	6,8
6	Staf	29	65,9
	Total	44	100

Source: Data processed, 2025

It is known that out of a total of 44 respondents, employees at the Personnel and Human Resource Development Agency (BKPSDM) of Malang City, the majority are

staff, with 29 people (65.9%).

Validity Test

All statement items from the work motivation variable (X1), work environment (X2), work discipline (X3), and employee performance (Y) each have a rhitung value $>$ rtable, where the rtable value from 92 samples is 0.207 with a significance level of 5% (p value $<$ 0.05), so it can be said that all statement items are valid.

Tabel 4. The Result of Validity Test

No	rcount				r _{table}	Ket.
	X ₁	X ₂	X ₃	Y		
1.	0,751	0,756	0,727	0,720	0,291	Valid
2.	0,732	0,716	0,858	0,708	0,291	Valid
3.	0,748	0,631	0,774	0,796	0,291	Valid
4.	-	0,686	0,883	0,739	0,291	Valid
5.	-	0,627	-	0,783	0,291	Valid

Reliability Test

Based on Table 4.5, it shows that all statement items from the work motivation variable (X1), work environment (X2), work discipline (X3), and employee performance (Y) have an alpha coefficient greater than 0.6, thus it can be concluded that all statement items from each variable are deemed reliable.

Tabel 5. The Result of Reliability Test

No	Cronbach Alpha				Alpha	Ket.
	X ₁	X ₂	X ₃	Y		
1.	0,760	0,730	0,797	0,760	0,600	Reliabel
2.	0,753	0,730	0,768	0,764	0,600	Reliabel
3.	0,750	0,746	0,789	0,758	0,600	Reliabel
4.	-	0,737	0,764	0,760	0,600	Reliabel
5.	-	0,748	-	0,749	0,600	Reliabel

Normality Test

The table above shows the results of the normality test using the Kolmogorov-Smirnov test, which obtained a significant value of $0.084 > 0.05$, so it can be concluded that the data used is normally distributed.

Tabel 6. The Result of Kolmogorof Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
N		44
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.74914770
Most Extreme Differences	Absolute	.138
	Positive	.133
	Negative	-.138
Test Statistic		.138
Asymp. Sig. (2-tailed)		.084 ^c

Multicollinearity Test

Based on Table 7, it shows that the significant values of each independent variable, namely work motivation (X1), work environment (X2), and work discipline (X3), have correlation values $<$ 0.80, so it can be concluded that there is no multicollinearity problem.

Table 7. Multicollinearity Test Using Spearman Rho

Variable	Correlation	Description
Work Motivation (X ₁)	-0,020	No heteroscedasticity occurred.
Work Environment (X ₂)	-0,064	No heteroscedasticity occurred.
Work Discipline (X ₃)	0,029	No heteroscedasticity occurred.

Heteroskedasticity Test

Based on Table 8, it shows that each independent variable has a significant value greater than 0.05, so it can be concluded that no signs of heteroskedasticity occur.

Tabel 8. Heteroskedasticity Test (Glejser Test)

Variable	Sig.	Description
Work Motivation (X ₁)	0,462	No heteroscedasticity occurred.
Work Environment (X ₂)	0,176	No heteroscedasticity occurred.
Work Discipline (X ₃)	0,984	No heteroscedasticity occurred.

Multiple Linear Regression Analysis

The results of the data analysis using multiple linear regression analysis are as follows.

Table 9. Multiple Linear Regression Analysis

Variabel	<i>Unstandardized Coefficients</i>		Standardized Coefficients (Beta)	Ket
	(B)	Std. Error		
Konstanta	3,237	1,399		
X ₁	0,283	0,162	0,258	Positif
X ₂	0,523	0,144	0,523	Positif
X ₃	0,379	0,152	0,354	Positif

Based on Table 9, the multiple linear regression model equation is obtained as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = a (3.237) + X_1 (0.283) + X_2 (0.523) + X_3 (0.379)$$

Based on the regression equation, it can be explained as follows:

1. A constant of 3.237 means that if the values of the independent variables consisting of work motivation (X₁), work environment (X₂), and work discipline (X₃) are 0, then the dependent variable, which is employee performance (Y), has a value of 3.237.
2. The regression coefficient of the work motivation variable (X₁) is 0.283, meaning that if the independent variable, namely work motivation (X₁), increases by 1, then the employee performance variable (Y) will increase by 0.283. Conversely, if the independent variable, namely work motivation (X₁), decreases by 1, then the employee performance variable (Y) will decrease by 0.283. This indicates that work motivation has a positive influence on employee performance.
3. The regression coefficient of the work environment variable (X₂) is 0.523 which means that if the independent variable, namely the work environment (X₂), increases by 1, then the employee performance variable (Y) will increase by 0.523. Conversely, if the independent variable, namely the work environment (X₂), decreases by 1, then the employee performance variable (Y) will decrease by 0.523. This indicates that the work environment has a

positive influence on employee performance.

- The regression coefficient of the work discipline variable (X3) is 0.379, which means that if the independent variable, namely work discipline (X3), increases by 1, then the employee performance variable (Y) will increase by 0.379. Conversely, if the independent variable, namely work discipline (X3), decreases by 1, then the employee performance variable (Y) will decrease by 0.379. This indicates that work discipline has a positive effect on employee performance.

Analysis of the Coefficient of Regression (R2)

The coefficient of determination (R2) essentially measures how well the model explains the variation of the independent variable against the dependent variable. The results of the coefficient of determination (R2) test are presented in the following table.

Table 10. Test of the Coefficient of Determination (R2)

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error</i>
0,885a	0,784	0,768	0,77673

According to Table 10, it shows that the results of the multiple regression analysis yield an R Square (R2) value of 0.784, which means that the contribution of the influence of work motivation, work environment, and work discipline on employee performance is 78.4%, and the remaining 0.216 (21.6%) is influenced by other variables/factors that are not studied.

F Test (Simultaneously)

Based on Table 11, it shows that the results of hypothesis testing using the F test reveal that the variables of raw material quality (X1), production process (X2), and labor (X3) have a calculated F value > table F (48.396 > 2.816) with a significant value of 0.000 (p value < 0.05), thus it can be concluded that the hypothesis H1 is accepted, which means that simultaneously (together) the variables of work motivation quality, work environment, and work discipline have a significant effect on the performance of employees at the Personnel and Human Resource Development Agency (BKPSDM) of Malang City.

Table 11. F Test (Simultaneous)

Variable	Fcount	Ftable	Sig F
X ₁ , X ₂ , X ₃ → Y	48,396	2,816	0,000

The Influence of Work Motivation on Employee Performance

The results of the first hypothesis test using the t-test (partial) prove that hypothesis H1 is accepted, indicating that partially, work motivation has a significant effect on the performance of employees at the Agency for Personnel and Human Resource Development (BKPSDM) of Malang City. Meanwhile, the results of multiple regression analysis obtained a positive coefficient value, which indicates a positive effect of work motivation on employee performance. This proves that the higher the work motivation of the employees, the higher the performance produced.

The results of this study align with the research conducted by Dewi and Trihudyatmanto (2020), Manihuruk and Tirtayasa (2020), Kurniawan (2022), Larosa et al. (2022), as well as the research by Suprayitno and Rahadhini (2022), all of which conclude that work motivation has a positive and significant effect on satisfaction and impacts employee performance.

The Influence of the Work Environment on Employee Performance

The results of the second hypothesis test prove that H2 is accepted, which means that partially, the work environment has a significant impact on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Malang City. The multiple regression analysis yielded a positive coefficient value, indicating a positive influence of the work environment variable on employee performance, meaning that the better the available work environment, the higher the employee performance produced.

The results of this study are in line with the findings of previous research conducted by Dewi and Trihudyatmanto (2020), Manihuruk and Tirtayasa (2020), Irma and Yusuf (2020), which also concluded that the work environment has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Based on the results of the hypothesis testing, it is known that hypothesis H3 is accepted, which indicates that the work discipline variable has a significant partial effect on the performance of employees at the Personnel and Human Resource Development Agency (BKPSDM) of Malang City. Meanwhile, in the results of the multiple regression analysis, it was found that the work discipline variable has a positive regression coefficient, which means that there is a positive influence of work discipline on employee performance. In other words, the higher the work discipline of the employees, the better their performance in carrying out their duties and responsibilities.

The results of this study are in line with or support previous research conducted by Dewi and Trihudyatmanto (2020), which also concluded that work discipline has a positive and significant effect on employee performance.

The Influence of Work Motivation, Work Environment, and Work Discipline on Employee Performance

The results of testing the fourth hypothesis using the F-test indicate that hypothesis H4 is accepted, which means that simultaneously (together) work motivation, work environment, and work discipline have a significant impact on employee performance at the Human Resources Development Agency (BKPSDM) of Malang City. The existence of this simultaneous influence signifies that the three variables interact and contribute together to improve employee performance. The combination of these three factors creates a productive working environment and encourages employees to achieve optimal performance. The results of the multiple regression analysis also show a high R Square (R²) value, which means that work motivation, work environment, and work discipline have a significant impact on the performance of employees at the Regional Personnel and Human Resource Development Agency (BKPSDM) of Malang City.

The combination of motivation, environment, and discipline creates a positive work climate, a productive work culture, and professional governance. Work motivation fosters initiative, the work environment facilitates activities, and discipline maintains the consistency of employee behavior. If any of these factors weaken, the work system can be disrupted, performance may decline, and public services can be affected. All three must be built simultaneously, developed in balance, and evaluated periodically.

CONCLUSION

The conclusion of this study is that work motivation has a significant and positive effect on employee performance at the Civil Service and Human Resource Development Agency (BKPSDM) of Malang City. Work discipline partially has a significant and positive effect on the performance of employees at the Personnel and Human Resource Development Agency (BKPSDM) of Malang City. Work motivation, work environment, and work discipline simultaneously (together) have a significant effect on employee performance at the Civil Service and Human Resource Development Agency (BKPSDM) of Malang City.

The suggestion in this research is that the Head of BKPSDM is recommended to integrate these three variables into employee management policies to improve performance comprehensively. A holistic approach must be taken, which involves encouraging employee motivation, creating a comfortable work environment, and upholding discipline simultaneously.

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