

THE EFFECTS OF WORK ENVIRONMENT, WORK DISCIPLINE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to analyze the influence of work environment, work discipline, and motivation on employee performance at PT XYZ. The population in this study consisted of 400 employees of PT XYZ, with a sample size of 100 employees selected using simple random sampling techniques. Data collection was conducted using a survey method with a structured questionnaire distributed to the sample group. The data analysis employed descriptive analysis and was further processed using statistical tests to determine the relationships between the variables. The results of this study indicate that: (1) Work environment has a negative but non significant influence on employee performance. (2) Work discipline has a positive and significant influence on employee performance, (3) Motivation has a positive and significant influence on employee performance. These findings suggest that work motivation and work discipline are crucial for improving employee performance.

KEYWORDS PT XYZ, Work Environment, Work Discipline, Motivation, Employee Performance



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INTRODUCTION

PT XYZ is a palm oil plantation agribusiness company headquartered in Jakarta, established in 1984. From the data of fresh fruit bunches (FFB) production, in 2018 is the peak but after 2018 it has experienced a significant decline. Employee performance is a critical-factors that contribute significantly in organizational success. Learning organizations play important role in enhancing employee performance through providing trainings and developments for their employees (Gitongu et al., 2016). Moreover, management standards to evaluate employee performance also play critical role in improving employee performance as they provide the picture of actual

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performance and its alignment with the benchmarks. If discrepancies found, then these standards help bringing the outputs again towards their required levels. Employees performance also depends on their internal satisfaction towards their job. If employees are satisfied from their jobs as well as the organization than they are more keenly interested to perform well towards organizational goal achievement.

The researcher has had discussions with the management staff of the company to gain a deeper understanding of the problems the company is currently facing. During the discussion, the management staff conveyed that the company is currently experiencing a significant decline in employee performance. They explained that this condition has impacted various operational aspects of the company and has become a serious concern for the management. This decline in performance is considered a major issue that needs to be addressed promptly for the company to regain its target and desired performance standards.

From the results of a pre-survey conducted on 20 respondents at PT XYZ, researchers indicated that there were problems with employee performance caused by the work environment, work discipline, and work motivation. Based on the description above, the writer is interested in conducting research with the title: "The Influence of Work Environment, Work Discipline, and Motivation on Employee Performance"

The purpose of this research is as follows: 1) To find out and analyze the influence of the work environment on the performance of employees of PT XYZ. 2) To find out and analyze the effect of work discipline on the performance of employees of PT XYZ. and 3) To find out and analyze the effect of motivation on the performance of employees of PT XYZ.

Literature Review

Employee Performance

Hasibuan (2017) explained that performance is defined as an individual's accomplishment in carrying out the responsibilities assigned to them, based on their abilities, diligence, and the time of task execution. On the other hand, Mangkunegara (2011) explains that performance is the result of work carried out by individuals, characterized by the quality and quantity of tasks that can be accomplished by employees when they perform something in accordance with the designated job for themselves.

Priansa (2017) explains that there are three factors that influence employee performance, which are: 1) Skills, this factor includes talent, interest, character factors, and the level of expertise. These factors are the raw materials that individuals need to utilize, such as information, abilities, relational skills, and specific capabilities. Therefore, if a worker possesses appropriate presentation skills, it indicates that they have a suitable level of expertise. 2). Devoted Effort, the exertion of energy by employees is influenced by their attendance and motivation. The level of effort reflects the motivation displayed by employees to complete their tasks well and to the best of their abilities. 3) Organizational Environment Within the organization, various aspects contribute to the performance of employees. The organization provides different

resources, such as training and development programs, hardware and innovation, and supportive leadership.

Work Environment

The work environment is a place where people work or perform their tasks. According to Rahmawanti (2014), the work environment is a crucial component in which employees carry out their work activities. By considering a good work environment or creating working conditions that can motivate employees, it can have an impact on their work enthusiasm. The work environment refers to everything surrounding employees that can influence them in performing their assigned tasks. Furthermore, according to Nitisemito in Sunyoto (2015), the work environment encompasses everything around employees that can affect them in carrying out their tasks, such as cleanliness, music, lighting, and others. According to Badriyah (2015), the physical conditions of the work environment, interactions with other employees, the payroll system, and so on are extrinsic factors that influence employee job satisfaction.

According to Sedarmayanti (2012), work environments can be broadly categorized into two types: physical work environment and non-physical work environment.

- 1) Physical Work Environment; The physical work environment refers to all the physical conditions surrounding the workplace that can directly or indirectly affect employees. The physical work environment can be further divided into two categories: a. Elements directly related to employees, such as workstations, chairs, desks, and so on. b. Intermediate environment or general environment that influences human conditions, such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, color, and others. To minimize the impact of the physical environment on employees, the first step is to study human beings, both in terms of their physical and behavioral aspects, and then use that knowledge as a basis for considering an appropriate physical environment.
- 2) Non-Physical Work Environment; The non-physical work environment encompasses all the conditions related to work relationships, including relationships with superiors, colleagues, and subordinates. This non-physical environment is a significant aspect that cannot be ignored.

The positive effect of work environment in organization indicated that work environment is an important factor. There are some previous researchers studied about the effect of work environment on employee performance. The studies by (Fatihudin & Muhammad, 2018; Putri et al., 2019; Sari, n.d.; Sihombing & Elsavitri, 2023; Tesmanto & Rina, 2022) showed the positive and significant effect of work environment on employee performance. Based on the theory and the previous researches the hypothesis is as follow:

H1 : Work Environment has positive and significant effect on employee performance.

Work Discipline

According to Rivai (2016), work discipline is a tool used by managers to communicate with employees, encouraging them to change their behavior and improve their awareness and willingness to adhere to rules and social norms. An employee demonstrates high discipline when they are consistent, committed, and responsible for the tasks assigned to them. According to Singodimenjo in Sutrisno (2019:86), work discipline is the willingness and readiness of individuals to comply with the prevailing norms and regulations. Good employee discipline accelerates the company's goals, while a decline in discipline becomes an obstacle to achieving those goals. Discipline is essential for individuals and organizations performance.

Tsauri (2013) explains that discipline is a condition that is created and formed through a series of behaviors that demonstrate values such as obedience, compliance, loyalty, orderliness, and organization. These values become ingrained in a person's behavior through family, education, and experiences. Discipline involves individual self-control and the orderly execution of tasks, demonstrating the commitment of the team in an organization. Discipline serves to impose sanctions for rule violations within the work environment. The rules within an organization can vary, including aspects such as attendance, punctuality, and adherence to designated working hours. Rules are essential in providing guidance and education to employees to optimize order within the organization. Discipline can be considered effective when the majority of employees demonstrate high levels of discipline.

The positive effect of work discipline in organization indicated that work discipline is an important factor. There are some previous researchers studied about the effect of work discipline discipline on employee performance. The studies by Hustia (2020), (Darmawan et al., 2023; Iptian et al., 2020; Sugiharti et al., 2023; Surajiyo et al., 2021) showed the positive and significant effect of work discipline on employee performance. Based on the theory and the previous researches the hypothesis is as follow:

H 2: Work discipline has positive and significant effect on employee performance.

Motivation

According to Mangkunegara (2011) regarding motivation: "A motive is a stimulated need which a goal-oriented individual seeks to satisfy." Motivation is a stimulated need that a goal-oriented individual aims to fulfill in order to achieve satisfaction. According to Hasibuan (2017), motivation originates from the Latin word "movere," which means impulse or the provision of driving force that creates enthusiasm for an individual's work, encouraging them to work together, work effectively, and integrate all their efforts to achieve satisfaction. Furthermore, Hasibuan (2015) states that work motivation is the condition or energy that propels employees in a directed or focused manner to achieve the goals of the company organization. It is

the positive and proactive mental attitude of employees towards their work situation that strengthens their work motivation to achieve optimal performance.

According to Rivai (2018), motivation is a series of attitudes and values that influence individuals to achieve specific goals according to their personal objectives. These attitudes and values provide the strength to drive individuals' behaviors in achieving their goals. Motivation consists of two components: behavioral direction (working to achieve goals) and behavioral strength (the level of effort an individual puts into their work). Behavioral direction refers to the behaviors chosen by an individual in their work, measured by their desire to complete tasks and adherence to rules. The level of effort pertains to how hard an individual works based on the chosen behaviors, measured by seriousness in work and the desire to improve. The level of perseverance indicates how determined an employee is to continue executing the chosen behaviors, measured by the desire to develop skills, advance the company, and persist in working despite unsupportive environments.

The positive effect of work motivation in organization indicated that work motivation is an important factor. There are some previous researchers studied about the effect of work motivation on employee performance. The studies by (Fahriana, 2022; Hamali et al., 2015; Ibrahim & Brobbey, 2015; Kaban & Amanda, 2022) showed the positive and significant effect of work motivation on employee performance. Based on the theory and the previous researches the hypothesis is as follow:

H 3 : Work motivation has positive and significant effect on employee performance.

RESEARCH METHOD

This research is quantitative research, with the population are employees of PT. XYZ as many as 400 people. The authors take sample with the simple random sampling technique as many as 100 respondents. The data taken with questionnaire distributed via Google Form. The data processing using the Partial Least Square (PLS) program. SEM with PLS consists of two components as follows: a. Measurement model (outer model) and b. Structural model (inner model). Hypothesis testing based on the value of the t-statistic and the probability value. The significance value can be obtained by the bootstrapping procedure, looking at the significance of the hypothesis by looking at the parameter coefficient values and the t-statistical significance value in the algorithm bootstrapping report, the t-statistical significance value must be greater than 1.96.

RESULT AND DISCUSSION

Outer Model Analysis

The measurement model testing phase encompasses convergent validity, discriminant validity, and composite reliability. PLS analysis results can be used to test research hypotheses only if all indicators in the PLS model meet the criteria for convergent validity, discriminant validity, and composite reliability. To obtain the

results of the outer model test, the PLS model must be estimated using algorithmic techniques.

Table 1. Loading Factor Value

Indicator	Work Environment (X1)	Work Discipline (X2)	Motivation (X3)	Employee Performance (Y)
WO1	0.745			
WO2	0.803			
WO3	0.765			
WO4	0.765			
WO5	0.712			
WO7	0.708			
WO8	0.782			
WO9	0.823			
WO10	0.774			
WO11	0.761			
DI1		0.848		
DI2		0.780		
DI3		0.813		
DI4		0.743		
DI5		0.808		
DI6		0.780		
DI7		0.772		
MO1			0.708	
MO2			0.855	
MO3			0.85	
MO4			0.827	
MO5			0.809	
MO6			0.742	
MO7			0.761	
MO8			0.766	
MO9			0.793	
MO10			0.795	
MO11			0.746	
MO12			0.722	
MO13			0.794	
MO14			0.785	
EP1				0.703
EP2				0.865
EP3				0.835
EP4				0.828
EP5				0.831
EP6				0.818

EP7	0.799
EP8	0.769
EP9	0.775
EP10	0.751
EP11	0.730

Source : Research Data Processed (2023)

As shown in Table 1, all variable indicators exhibit values exceeding 0.70. This indicates that all indicators of the variables are valid and appropriate for measuring these constructs. In addition to the Loading Factor value, the Average Variance Extracted (AVE) value is another important metric for assessing the validity of the research data. Below are the results of the validity test using the AVE value.

Discriminant Validity

To assess discriminant validity, one should examine the square root of the average variance extracted (AVE) for each construct and compare it with the correlations between that construct and the other constructs in the model. A construct is said to have good discriminant validity if the AVE value is greater than 0.50. This indicates that 50% or more of the variance of the indicators can be explained by the construct (Ghozali, 2014).

As Table 2 all research variables meet the validity criteria. This conclusion is supported by the AVE values, which exceed the threshold of 0.50, as specified by Ghozali (2014). These high AVE values indicate that the constructs have a good level of convergent validity, confirming that the indicators effectively represent their respective latent variables.

Table 2. Average Variance Extracted (AVE)

Variable	AVE Value
Work Environment (X1)	0.585
Work Discipline (X2)	0.628
Motivation (X3)	0.611
Employee Performance (Y)	0.620

Source : Research Data Processed (2023)

The next stage in this discriminant validity test follows the Fornell-Larcker Criterion approach, which confirms the validity of a variable if its correlation is higher than the correlation between different variables. The results of the discriminant validity test using the Fornell-Larcker Criterion can be found in Table 3 below.

Table 3. The Fornell-Larcker Criterion

	Work Environment (X1)	Work Discipline (X2)	Motivation (X3)	Employee Performance (Y)
Work Environment (X1)	0.788			
Work Discipline (X2)	0.608	0.782		
Motivation (X3)	0.581	0.455	0.793	
Employee Performance (Y)	0.504	0.877	0.344	0.765

Source : Research Data Processed (2023)

Based on Table 3 above, it can be seen that the correlation of each variable is higher than the correlation between different variables. Therefore, it can be concluded that the validity test related to this research model has been met.

Composite Reliability and Cronbach Alpha

Composite Reliability aims to assess the reliability of instruments within a research model. According to Ghazali (2018), if all latent variable values have Composite Reliability or Cronbach's Alpha values is more than 0.7, it indicates that the construct has good reliability. This means that the questionnaire used in the study is reliable and consistent.

Table 4. Composite Reliability and Cronbach Alpha Test

	Cronbach's Alpha	Composite Reliability
Work Environment (X1)	0.922	0.934
Work Discipline (X2)	0.901	0.922
Motivation (X3)	0.970	0.972
Employee Performance (Y)	0.962	0.965

Source : Research Data Processed (2023)

Based on Table 4 it can be concluded that all research variables are valid. This is confirmed by the fact that both Cronbach's Alpha and Composite Reliability values for all variables exceed the threshold of 0.7. These high values indicate that the measurement instruments are reliable and consistent, effectively measuring the underlying constructs and ensuring the data's suitability for further analysis.

Structural Model Testing (Inner Model)

According to Latan and Ghazali (2021), the evaluation of the structural model, often referred to as the inner model, is designed to predict the relationships between latent variables. This evaluation process is critical in understanding how well the model explains the variance in the data. The effectiveness of the structural model is determined by examining the R square (R^2) value, which is an essential metric in assessing the model's goodness-of-fit. A higher R square value indicates a better fit,

meaning that the model more accurately represents the observed data. This method of testing the structural model is a key aspect of model validation and is thoroughly discussed in Ghazali's work (2014). By focusing on the R square value, researchers can ensure that their models are both reliable and valid, providing a robust foundation for subsequent analysis and interpretation.

The R-square (R^2) value is a measure used to evaluate the fit of a model for endogenous latent variables within the structural model. According to Ghazali (2014), R^2 values of 0.67, 0.33, and 0.19 correspond to models that are considered "good," "moderate," and "weak," respectively. These thresholds provide a guideline for assessing the explanatory power of the model, with higher R^2 values indicating a better fit and greater explanatory power.

Effect size is a measure of the magnitude of the effect of a variable on other variables, the magnitude of the difference or the relationship that is free from the influence of the sample. The f-square test was conducted to determine the goodness of the model. The f-square values of 0.02, 0.15 and 0.35 can be interpreted whether the latent variable predictor has a weak, medium or large influence on the structural level (Ghazali, 2014).

Based on the analysis, the influence of Work Motivation ranges from small to medium, while the influence of Work Discipline ranges from medium to large, according to the f^2 criteria of $0.02 < f^2 < 0.35$. Meanwhile, the effect of the Work Environment on Employee Performance is considered negligible because its f^2 value is less than 0.02.

According to Ghazali (2014) the Q^2 value can be used to measure how well the observed value is generated by the model and also the parameter estimation. A Q^2 value greater than 0 (zero) indicates that the model is said to be good enough, while a Q^2 value less than 0 (zero) indicates that the model lacks predictive relevance. The Q^2 value of 0.285 for Employee Performance indicates that the model is effective and has good predictive relevance, as per Ghazali's guidelines. This suggests that the model is robust and reliable for predicting Employee Performance, offering a strong foundation for further analysis and decision making.

Hypothesis Testing

According to Ghazali (2014) hypothesis testing can be seen from the value of the t-statistic and the probability value. The significance value can be obtained by the bootstrapping procedure, looking at the significance of the hypothesis by looking at the parameter coefficient values and the t-statistical significance value in the algorithm bootstrapping report, the t-statistical significance value must be greater than 1.96.

Table 5. Result of Hypothesis Testing

Relationship	Original sample	The T Value	The P Value	Conclusion
WO -> EP	-0.037	0.253	0.400	Rejected
DI -> EP	0.381	2.556	0.005	Accepted

MO -> EP	0.467	2.184	0.015	Accepted
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Source : Research Data Processed (2023)

The Influence of Work Environment on Employee Performance

Based on table 5, it can be seen that the work environment variable has an effect on employee performance with a T-Statistic of 0.253 (less than 1.96) with a P-Value of 0.400 (greater than 0.05) and has an Original Sample of -0.037. So it can be concluded that the work environment has a negative but not significant effect on employee performance. Thus, the H 1 hypothesis in this study is rejected.

The Influence of Work Discipline on Employee Performance

Based on table 5, it can be seen that the work discipline variable on employee performance has a T-Statistic of 2.556 (greater than 1.96) with a P-Value of 0.005 (less than 0.05) and has an Original Sample of 0.381. So it can be concluded that work discipline has a positive and significant effect on employee performance. Thus, the H2 hypothesis in this study is accepted.

The Influence of Motivation on Employee Performance

Based on table 5, it can be seen that the motivation variable on employee performance has a T-Statistic of 2.186 (more than 1.96) with a P-Value of 0.015 (less than 0.05) and has an Original Sample of 0.467. So it can be concluded that motivation has a positive and significant effect on employee performance. Thus, the H3 hypothesis in this study is accepted.

Discussion

The work environment has a negative but not significant effect on employee performance. Thus, the H 1 hypothesis in this study is rejected. It can be concluded that the work environment has a negative but insignificant effect on employee performance. This study found that a low work environment is experienced by employees, but it cannot have a negative impact on employee performance. Employees may feel that they are plantation workers whose working conditions are generally uncomfortable. However, this negative impact may not always be significant, because some employees may have other factors that make them continue to work well in the company despite the discomfort. The results of this study are not in line with studies conducted by Fatihudin and Firmansyah (2018), Sari et al. (2021), Putri et al. (2019), Tesmanto and Rini (2022) and Sihombing and Elsavitri (2023). Their researches showed that work environment has a positive effect on employee performance.

Work discipline has a positive and significant effect on employee performance. Thus, the H2 hypothesis in this study is accepted. It means that the higher the work discipline, the better the employee performance. This can be interpreted that work discipline has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Hustia (2020), Sugiharti et al. (2023), Darmawan et al. (2023), Iptian et al. (2020), and Surajiyo et al. (2021) which

states that work discipline has a positive and significant effect on employee performance. Most employees are physical workers so work discipline is very important in improving employee performance.

Work motivation has a positive and significant effect on employee performance. Thus, the H3 hypothesis in this study is accepted. This can be interpreted that motivation has a positive and significant effect on employee performance. This study states that when employees feel motivated to achieve personal and organizational goals, they tend to perform better. The results of this study are in line with research conducted by Fahriana and Sopiah (2022), Hamali et al. (2015), Ibrahim and Brobbey (2015), and Kaban and Amanda (2022). They stated that motivation has a positive and significant effect on employee performance.

CONCLUSION

The work environment does not have a significant effect on employee performance. Based on the data analysis, it can be concluded that work discipline has a positive and significant effect on employee performance, as well as work motivation has a positive and significant effect on employee performance. Thus, based on the analysis of research data, employee performance problems can be improved by improving employee work discipline and work motivation.

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