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As Getting Older: "Does it Remain Important to Have Work Discipline and Attention to Work Environment?"

Ludy Hartono¹, Sri Milfayetty², Mariana Foo³
Master Program in Psychology Universitas Medan Area^{1,2},
Perhati Counseling and Care Center Jakarta Utara³

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Abstract. *This study aims to test relationship between work discipline and work environment with employee performance at PT Makmur Dekorindo Lestari Medan. The population in this study were 99 employees and all of them became the total sample in this study as many as 99 respondents. The employee performance scale represents assessments on task performance, work behavior, and counter-productive behavior. The work discipline scale represents assessments on time observance, job responsibility, and understanding regulations. The work environment scale represents assessments on physical work environment and non-physical work environment. The research method used was quantitative research with correlational approach using multiple linear regression equations. The hypothesis put forward that good work discipline and work environment can predict the possibility of a significant relationship in the realization of good employee performance simultaneously considered acceptable by proving the calculated F_{count} of 66,653 > F_{table} of 3,091. The invention in this study reveals that work discipline and work environment have a strong relationship ($r=0,762$) with employee performance simultaneously. Employee performance is only half of the probability (57,2%) predicted by work discipline and work environment. Employees who can display good work discipline and can perceive good work environment have implication for better employee performance. Other interesting invention in this study amidst development of intergenerational issues reveals that the older the employee, the more contribution of work discipline and work environment in predicting employee performance.*

Keywords: *employee performance; work discipline; work environment.*

INTRODUCTION

This study aimed to examine the relationship between work discipline and work environment and employee performance empirically at PT Makmur Dekorindo Lestari (MDL) Medan. The main focus of this study is to understand the extent to which work discipline and work environment contribute to the performance of employees in this company. Work discipline is one of the important factors in achieving good performance at work. In the context of this study, work discipline includes punctuality, job responsibilities, and regulation understanding. Work discipline will affect how employees complete duties, behave in the workplace, and avoid counterproductive behavior. Additionally, the work environment also plays an essential role in

*Corresponding author: lyho.lu@gmail.com

transforming employee performance. The physical work environment, such as the working atmosphere, facilities, and working conditions, may affect performance. Non-physical work environments, such as relationships between employees and management support, can also affect employee performance.

Findings of previous research conducted by Suryani et al. (2021); Akbar et al. (2020); Anah et al. (2020); Iskanto et al. (2020); Jepry & Mardika (2020); Rumstikasany et al. (2020); Saputri et al. (2020); and Syatoto (2019) suggest that good work discipline was found to predict the possibility of a relationship of realization of good employee performance significantly. In contrast to the findings of research conducted by Farisi et al. (2020); and Harahap & Tritayasa (2020), labor discipline was found to be unable to significantly predict the likelihood of employee performance realization relationships. Differences from previous research findings still leave a research gap open, which is deemed critical to encourage reexamination to show employee performance predictions based on work discipline.

Findings of previous research conducted by Irman et al. (2021); Simanjuntak et al. (2021); Ardianti & Susanty (2020); Nuraldy (2020); Rumstikasany et al. (2020); Prihanto et al. (2019); Hasibuan & Bahri (2018) and Siagian & Khair (2018) show that a good work environment was found to predict the possibility of a significant relationship between the realization of good employee performance and a good work environment. In contrast to the findings of research conducted by Haya & Angelina (2020) and Nabawi (2019), the work environment was found to be unable to significantly predict the likelihood of employee performance realization relationships. Differences in the findings of previous research allow research gap which is considered essential to encourage reexamination to show employee performance predictions based on the work environment.

Kaswan (2017) also unravels common performance problems, such as the lack of coordination among employees, a lack of instructions for doing the job, a lack of work equipment, a lack of supervision by superiors, a lack of cooperation between employees, insufficient time to be able to produce the quantity and quality of work needed, a poor work environment, and work equipment that does not work well. In the theoretical literature, work discipline and work environment have been identified as significant factors in improving employee performance. Therefore, it is important to carry out empirical research involving specific companies to test this relationship more specifically and in a relevant context.

As one of the companies experiencing problems with employee performance, PT Makmur Dekorindo Lestari Medan (MDL) was selected as the object of study by involving 99 employees as a total sample of research. Researchers attempted to analyze in-depth the relationship between work discipline and work environment and employee performance at PT MDL. The company is engaged in the sale of design, civil, and furniture services. In addition to those three areas of service marketing, PT MDL also takes part in the sale of home decoration items. The marketing range of design services is first offered to the customer when starting a project. The realization of exterior design products will continue through civil marketing services for building construction. The realization of interior design products will continue through furniture marketing services and home decoration item marketing.

PT MDL grew progressively from 2017 to 2019. Projects in the fields of design and furniture began to decline during the Covid-19 pandemic in 2020. Projects in construction began to dwindle in 2021, as did furniture projects. Projects in design experienced an increase throughout 2021 during the new normal era. Figure 1 shows the project transactions at PT MDL Medan.

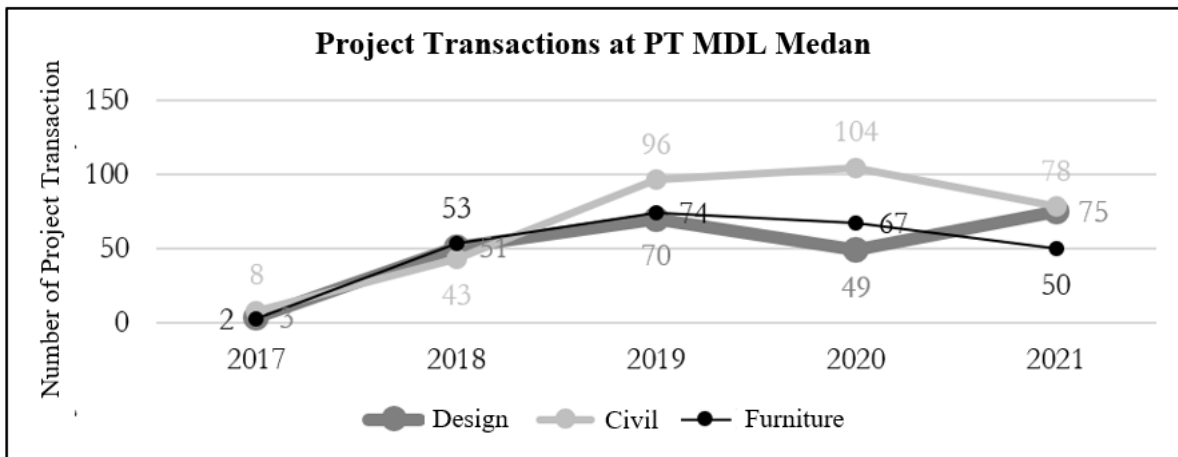


Figure 1.
Figure 1 Project Transactions at PT MDL Medan

Besides obtaining company data, the preliminary study was also completed by conducting brief interviews with seven company employees in each field of work drawn proportionally and interviews with the leaders of PT MDL, who are the President Director and the Director of Operations of the design section, regarding employee performance displayed during work in the new normal era. The results of the short interview provided an overview of employee performance problems from the employee's perspective as well as leaders of PT MDL. Perceived performance problems found were lack of awareness of performing responsibilities according to the position of each employee and employees and not consistently running Standard Operational Procedure (SOP). Responsibility problems and consistent problems are included as part of employee discipline. Other perceived performance problems encompass a lack of concern for fellow employees and poor coordination between divisions within the company. Solicitous and coordination problems are parts of the work environment.

Colquitt et al. (2019) propose three indicators used to measure the performance of an employee in an organization or company: task performance, work behavior, and counterproductive behavior. Task performance is used to measure routine task performance, adaptive task performance, and creative task performance. Work behavior is used to measure interpersonal work behavior, such as mutual assistance, politeness, and sportsmanship; and organizational work behavior, such as the establishment's policy, which is also a booster of an employee. Counterproductive behavior is used to measure: property deviations as in sabotage and theft; production deviations as in wasting resources and drug abuse; political deviations as in gossiping and disrespectful behavior; and personal aggression as in creating disturbances and harassment.

The three indicators presented by Colquitt et al. (2019) also correspond to indicators in measuring the performance of an employee expressed by Robbins & Judge (2019); Kinicki & Fugate (2018); and McShane & Von Glinow (2018). Apart from the said three indicators, there are additional items proposed by McShane & Von Glinow (2018) for measuring the performance of an employee, namely, staying in the organization or company and maintaining attendance. A similar opinion about the indicators for measuring the performance of an employee is also stated by Wirawan (2016), namely the results of work, work behavior, and personal traits.

Colquitt et al. (2019) argues that the organization or company is not just a process to search for employees with full talent for displaying the best performance. In the opinion of Colquitt et al. (2019), to achieve good employee performance, it needs to go hand in hand with the need for

organizational commitment owned by employees. Organizations or companies need good long-term employee performance; therefore, employees can benefit the long-term organization or company as well. Afandi (2016) proposes two indicators to measure the employee work discipline in the organization or company: punctuality and work responsibilities. Punctuality is used to measure: coming to work on time; efficient time use; and never being absent or off-work. Job responsibilities are used to measure compliance with organizational or company regulations, the achievement of job targets, and the writing of daily work reports.

Sedarmayanti (2017) proposes two indicators used to measure the work environment in the organization or company: physical work environment and non-physical work environment. The physical work environment is used to measure: work equipment conditions; lighting conditions; room arrangement conditions; hygiene conditions; and air circulation conditions. The non-physical work environment is applied to measure: employee interaction with the leadership; communication among colleagues; work coordination; intimacy with colleagues; and the desire to help colleagues in difficulty.

An employee who assumes to be satisfied with the work during the Covid-19 pandemic does not necessarily imply that one's work can show improved performance in a better direction (Rai et al., 2021). Such employee recognition means the opposite of what one's experiences to feel safe and still be able to have a job in facing Covid-19 pandemic. The need for health during Covid-19 has become a priority to overcome uncertain conditions. One will be vulnerable to experiencing depression symptoms, anxiety symptoms, and stress symptoms, in addition to Covid-19 symptoms that appear when there is a lack of discipline to maintain hand hygiene after coughing and touching the nose during Covid-19 pandemic (Izzatika et al., 2021).

The psychological burden of the new normal brings about mental survival, creativity, and even improved performance. These behaviors are known to act as a response in the face of one of the burdens of pandemic life, Covid-19, during the new normal (Nurdiyanto & Harjanti, 2022). In the new normal era in the workplace, it is important to look into the relationship between work discipline and health protocol discipline to predict the likelihood of good employee performance. To forecast the realization of strong employee performance, it is also critical to further investigate the work environment that is created to adapt to the circumstances of the new normal era at the workplace.

Based on the elaboration of previous research, empirical conditions, phenomena in the current growth of PT MDL, Covid-19 phenomena, the results of interviews, theories about employee performance, theories about work discipline, and work environment in the preliminary study showed that this study is deemed important. The novelty of the variables in this study is the work discipline variable during the new normal era amid the Covid-19 pandemic. Another new variable in this study is the work environment variable during the new normal era amid the pandemic Covid-19. The first problem in this study questions the role of work discipline in predicting employee performance at PT MDL Medan. The first hypothesis proposed is that good work discipline can predict the possibility of a significant relationship with the realization of good employee performance partially in PT MDL Medan. The second problem in this study probes the role of the work environment in predicting employee performance at PT MDL Medan.

The second hypothesis proposed is that a good work environment can predict the possibility of significant relationships with the realization of good employee performance, partially in PT MDL Medan. The third problem in this study examined the role of work discipline and the role of the work environment in predicting employee performance at PT MDL Medan. The third hypothesis proposed is that good work discipline and a good work environment can predict the possibility of a

significant relationship with the realization of good employee performance simultaneously at PT MDL Medan.

METHOD

This study was conducted by applying quantitative research methods through a correlational approach using multiple linear regression equations. The research was carried out at PT Makmur Dekorindo Lestari Medan. The variables in this study are: the dependent variable (Y) refers to employee performance; the first independent variable (X1) refers to the discipline of work; and the second independent variable (X2) refers to the work environment.

In this study, operationalized employee performance is defined as the ability of an employee to complete job duties in both quantity and quality while also advancing the objectives of the organization or company. Aspects that have been operationalized to measure employee performance include: task performance, work behavior; and counterproductive behavior. 1) Operationalized task performance descriptors include behavior in carrying out routine tasks, behavior in carrying out adaptive tasks; and behavior in carrying out creative tasks; 2) Work behavior descriptors among others are: interpersonal work behavior and organizational work behavior; 3) Counterproductive behavior descriptors comprise: property deviation behavior, production deviation behavior, political deviation behavior, and individual aggression behavior.

An operationalized definition of work discipline in this study is the behavior of an employee who displays compliance in carrying out work activities while paying attention to hand hygiene, using a surgical mask, and maintaining physical distance to prevent the spread of Covid-19 to other employees and contribute to the goals of the organization or company. Operationalized aspects to measure work discipline consist of: punctuality, job responsibilities, and understanding regulations. 1) Operationalized descriptors of punctuality included are: arriving at work on time, efficient use of working time, and attendance at work. 2) Job responsibility descriptors that have been operationalized include: checking work results, achieving job targets, and writing daily work reports. 3) Personalized descriptors of understanding regulations encompass: complying with regulations, accepting punishment for mistakes, and implementing health protocols.

An operationalized definition of the work environment is any situation and condition surrounding employees that affect carrying out job responsibilities as well as requiring changes in thinking, working, and interacting with other employees to prevent the spread of Covid-19 at the workplace through the adaptation of new behavioral changes, implementation of health protocols, and contribution to the organization's or company's goals. Operationalized aspects to measure the work environment are: physical work environment and work environment without physical. 1) Operationalized descriptors of the physical working environment incorporate: working equipment condition, lighting condition, spatial layout condition, hygiene condition, and air circulation condition. 2) Operationalized descriptors of the non-physical work environment are: interaction among colleagues, interaction between employees and leaders, work coordination, intimacy with colleagues, and supporting colleagues. Research instrument testing was carried out from March 7, 2022, until March 12, 2022. Research instrument testing using Google Forms was distributed to 30 respondents working in the departments of design, civil, and furniture services in Medan. The results of research instrument testing for the employee performance scale, totaling 22 items, found as many as 5 confirmed invalid items. The results of the testing for the work discipline scale, totaling 22 statements, revealed five confirmed invalid items. The results of the testing for the work environment scale, totaling

22 statements, revealed five confirmed invalid items. All items of the employee performance scale statement, work discipline scale, and work environment scale were tested with a validity test through the coefficient Pearson Correlation with r_{bt} of more than 0.361 and with a validity test through Confirmatory Factor Analysis (CFA) with the acquisition of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) valued above 0.50. Moreover, the anti-image Correlation has the acquisition of Measure of Sampling Adequacy (MSA) valued at more than 0.50. Employee performance scale reliability index attained r_{tt} of 0.858. The work discipline reliability Index scale obtained r_{tt} of 0.896. The work environment scale reliability index resulted in r_{tt} of 0.938.

The study was conducted from June 04, 2022, until June 17, 2022. The construction of this research, especially related to health protocols, has adjusted the situation when the research is still relevant to the instructions of the government on the implementation of wearing masks, washing hands, and maintaining distance during the new normal era amidst the Covid-19 pandemic. The study was put into action after the testing of the research instruments was carried out and the research measuring instruments to be used have been acknowledged as valid and reliable. Valid and reliable statement items were distributed to 99 employees at PT MDL Medan. The number represents the entire population of employees at PT MDL Medan. Data collected were further analyzed by descriptive analysis, normality test, linearity test, heteroscedasticity test, multicollinearity test, autocorrelation test, simple linear regression test, multiple linear regression test, t partial test, F simultaneous test, and coefficient of determination test utilizing SPSS version 25.

RESULTS AND DISCUSSION

Table 1 shows the test results and research data requirements at PT MDL Medan. Data collected from the deployment of measuring instruments, including the employee performance the scale of work discipline (X1), and the scale of the working environment (X2).

Table 1.
 Testing Results and Research Data Requirements at PT MDL Medan

Test	Requirements	X1 --> Y	X2 --> Y	X1 and X2 --> Y
Normality Test	Histogram Curve	Normal	Normal	Normal
	Normal Curve P-P Plot	Normal	Normal	Normal
	K-Scout < K-Stable	0.053 < 0.136	0.085 < 0.136	0.064 < 0.136
	Asymp. Sig. (2-tailed) > 0,05	0.200 > 0.05	0.078 > 0.05	0.200 > 0.05
Linearity Test	Linearity Curve	Linear	Linear	-
	Dev. from Linearity Fcount < Ftable	1.384 < 1.697	1.409 < 1.721	0.882 < 1.741
	Dev. from Linearity Sig. > 0,05	0.154 > 0.05	0.147 > 0.05	0.671 > 0.05
Heteroscedasticity Test	Absolute Residual tcount < Ttable	1.229 < 1.985	1.960 < 1.985	-
	Absolute Residual Fcount < Ftable	-	-	1.314 < 3.091
	Absolute Residual Sig. > 0,05	0.222 > 0.05	0.053 > 0.05	0.274 > 0.05
Multicollinearity Test	Tolerance > 0,1	X1= 0.306 > 0.1	X2= 0.306 > 0.1	-
	Variance Inflation Factor < 10	X1= 3.272 < 10	X2= 3.272 < 10	-
Auto Correlation Test	DW > DUtable	1.817 > 1.714	1.979 > 1.714	1.834 > 1.714
	DW < (4 – DUtable)	1.817 < 2.286	1.979 < 2.286	1.834 < 2.286

Note: Y = Employee Performance; X1 = Work Discipline; and X2 = Work Environment

All preliminary tests are considered to have fulfilled the requirements for continuing the stages of linear regression analysis. The normality test is considered to have attained the requirements of the histogram curve in the form of a bell curve, the requirements of the normal curve P-P Plot, and the requirements of the Kolmogorov-Smirnov calculation. The linearity test is considered to have met the requirements of the linearity curve, and the requirements of the calculation deviation from linearity. Heteroscedasticity test data through the glejser test are considered to have carried out the requirements of the calculation of the value of the absolute residual. The multicollinearity test is considered to have fulfilled the requirements of tolerance calculation and the Variance Inflation Factor (VIF) calculation. Data autocorrelation testing is regarded as having satisfied the criteria for Durbin-Watson calculations.

Table 2.
 Results of the First Hypothesis Testing at PT MDL Medan

Hypothesis Testing	Requirements	X1 --> Y
Regression Constant	-	18.522
Regression Coefficient X1	-	0,660
Simple Linear Regression Equation	-	$Y = 18.522 + 0.660 X1$
Partial t Test	$t_{count} > t_{table}$	$10.800 > 1.985$
	Sig. < 0.05	$0.000 < 0.05$
Coefficient Test	r Value	0.739
	r ² Value	0.546
	Adjusted r ² Value	0.541

Note: Y = Employee Performance; and X1 = Work Discipline

Research suggests that good work discipline was found to partially predict the possibility of significant relationships with the realization of good employee performance at PT MDL Medan. Employee performance at PT MDL Medan could be predicted through work discipline revealed in a simple linear regression equation in the form of $Y = 18.522 + 0.660 X1$. Good work discipline had a strong relationship ($r = 0.739$) with the good work performance of employees at PT MDL Medan. Only half as often (54.6%) could work discipline predict employee performance. Numerous other factors not included in the study are likely to predict the final contribution of 45.4%. Table 2 displays the results of the first hypothesis testing research at PT MDL Medan.

Employee performance at PT MDL Medan is known through task performance assessment, work behavior assessment, and counterproductive behavior assessment. The assessment is in line with employee performance aspects proposed by Colquitt et al. (2019). Work discipline displayed by employees at PT MDL Medan is known through punctuality assessment, job responsibility assessment, and understanding regulation assessment. The assessment corresponds to aspects of work discipline proposed by Afandi (2016).

Table 3 also provides an overview of a few additional intriguing findings that can be discussed in this study. First, job responsibility assessment had a strong relationship ($r=0.620$) with an assessment of counterproductive behavior. The behavior of a disciplined employee, responsible for checking the work results, made a small contribution to predicting the tendency of political irregularities committed by an employee. This implies that disciplined and responsible employees at work could restrain the appearance of counterproductive behavior. However, the behavior of a disciplined employee who is in charge of reviewing the work's results

is only 30.0% less likely to foresee the emergence of such politically incorrect behavior.

Table 3.
 Probability Prediction of Employee Performance based on
 Work Discipline in PT MDL Medan

Independent Variable	Dependent Variable	r Value	r ²
Work Discipline Variable (X1)	Employee Performance Variable (Y)	0.739	0,546
Job Responsibility Aspects	Counterproductive Behavior Aspects	0.620	0.385
Descriptor of Checking Work Results	Descriptor of Political Deviations	0.548	0.300
Understanding Regulation Aspects	Counterproductive Behavior Aspects	0.612	0.374
Descriptor of Compliance with Rules	Descriptor of Individual Aggression	0.531	0.282
Job Responsibility Aspects	Task Performance Aspects	0.603	0.363
Descriptor of Checking Work Results	Descriptor of Routine Task Performance	0.486	0.236
Understanding Regulation Aspects	Work Behavioral Aspects	0.556	0.309
Descriptor of Compliance with Rules	Descriptor of Organizational Work Behavior	0.635	0.404
Descriptor of Implementing Health Protocol	Descriptor of Organizational Work Behavior	0,398	0,158
Punctuality Aspects	Work Behavioral Aspects	0.398	0.158
Descriptor of Arriving on Time	Descriptor of Interpersonal Work Behavior	0.068	0.005

Apart from the above, there was a strong correlation ($r=0.612$) between understanding regulation assessment and an assessment of counterproductive behavior.. The behavior of a disciplined employee in understanding the rules made a small contribution to predicting the tendency for individual aggression in an employee. This means that a disciplined employee who understands the rules could restrain counterproductive behavior. Despite this, the likelihood that such individual aggressive behavior will occur was only marginally lower (28.2%) when predicted by the conduct of a worker who is disciplined and aware of the rules.

Third, the assessment of job responsibilities had a strong relationship ($r=0.603$) with the assessment of task performance. A small amount of information can be gleaned from the actions of a disciplined employee who is in charge of reviewing the work's results to predict how well an employee will perform his or her regular tasks. This could imply that a worker who is accountable and disciplined at work can perform tasks well. Despite this, the performance of such routine tasks was only marginally less likely (23.6%) to be predicted by the conduct of a disciplined employee who is in charge of reviewing the work.

Fourth, there was a moderate relationship between understanding rules ($r=0.556$) and an assessment of work behavior. The behavior of a disciplined employee in understanding the rules contributed moderately to predicting an employee's good organizational work behavior. This could imply that a person who is disciplined and understands the rules exhibits good behavior. Nevertheless, an employee who is disciplined in understanding the rules had a lower probability (40.4%) of correctly predicting the organization's work behavior. The same assessment also revealed that it was very unlikely (15.8%) for an employee's organizational work behavior to be predicted by the conduct of an employee who had received discipline for following health protocols.

Fifth, the assessment of punctuality had a weak relationship ($r=0.398$) with an assessment of work behavior. When determining whether an employee will behave well at work and interact with others, the behavior of an employee arriving on time makes a very small contribution. This denotes that an employee who lacks discipline in keeping time may have poor work behavior in general. However, it was extremely unlikely (0.5%) for an employee's interpersonal work behavior to be predicted through the behavior of a disciplined employee who arrives at work on time.

These findings are corroborated by the acquisition of test results of t partial, among others: t_{count} by 10,800 > t_{table} of 1,985 and Sig. equal to 0.000 < 0.05. Table 2 shows $X1 \rightarrow Y$ (3rd column) displays the summary. The findings in this study are supported by the findings of previous research conducted by Suryani et al. (2021); Akbar et al. (2020); Anah et al. (2020); Iskamto et al. (2020); Jepry & Mardika (2020); Rumstikasany et al. (2020); Saputri et al. (2020); also Syatoto (2019) that good work discipline was found to be able to predict the possibility of the relationship of the realization of good employee performance significantly.

The findings in this study are confirmed by the opinions expressed by Kasmir (2018) that employees who are able to display good work discipline in time management and job-following leaders will increase employee performance. Improving employee performance implies that employees will manage their time properly and do their jobs well.

Answers to the first formulation of the problem, which queries the role of work discipline in predicting employee performance at PT MDL Medan, can be obtained based on the explanation of the research findings and the deepening of the research discussion that was revealed. According to the study's findings and the further development of the research discussion that has been revealed, the first hypothesis that has been put forth in this study that good work discipline can predict the possibility of a significant relationship between the realization of good employee performance partially in PT MDL Medan is considered acceptable. The formulation of the first problem, which was posed in the introduction to this study, is also thought to have been addressed by this first hypothesis.

Table 4.
 Results of the Second Hypothesis Testing at PT MDL Medan.

Hypothesis Testing	Requirements	$X2 \rightarrow Y$
Regression Constant	-	14.116
Regression Coefficient $X2$	-	0.721
Simple Linear Regression Equation	-	$Y = 14.116 + 0.721 X2$
Partial t Test	$t_{count} > t_{table}$	$10.194 > 1.985$
	Sig. < 0.05	$0.000 < 0.05$
Coefficient Test	r Value	0.719
	r^2 Value	0.517
	Adjusted r^2 Value	0.512

Note : $Y =$ Employee Performance; and $X2 =$ Work Environment

Research shows that a good work environment was found to partially predict the possibility of a significant relationship with good employee performance at PT MDL Medan. Employee performance at PT MDL Medan could be predicted by the work environment using a simple linear regression equation in the form of $Y = 14.116 + 0.721 X2$. A good work environment had a strong relationship ($r=0.719$) with good employee performance at PT MDL Medan. The probability that the work environment will influence employee performance was only 51.7%. A variety of other factors outside the study were probably able to predict the remaining contribution of 48.3%. Table 4 presents the results of the second hypothesis testing at PT MDL Medan.

Employee performance at PT MDL Medan is known through task performance assessment, work behavior assessment, and counterproductive behavior assessment. The assessment is in line with employee performance aspects proposed by Colquitt et al. (2019). The working environment

at PT MDL Medan is known through the assessment of the physical work environment and the assessment of the non-physical work environment. The assessment corresponds to the aspects of the work environment proposed by Sedarmayanti (2017).

Table 5 also provides an overview of a few additional intriguing findings that can be discussed in this study. First, the assessment of the non-physical work environment had a strong relationship ($r = 0.618$) with the assessment of task performance. The behavior of work coordination among employees made a small contribution to predicting the performance of their routine tasks. This suggests that a worker who effectively perceives a non-physical workplace is capable of performing tasks. Despite this, the behavior of an employee who coordinates work only made it 30.5% less likely that such routine tasks would be performed as predicted.

Table 5.
 Probability Predictions of Employee Performance based on
 Work Environment at PT MDL Medan

Independent Variable	Dependent Variable	r Value	r ²
Work Environment Variable (X2)	Employee Performance Variable (Y)	0,719	0,517
Non-Physical Work Environment Aspects	Task Performance Aspects	0,618	0,382
Descriptor of Job Coordination	Descriptor of Routine Task Performance	0,553	0,305
Non-Physical Work Environment Aspects	Work Behavioral Aspects	0,616	0,380
Descriptor of Helping Colleagues	Descriptor of Organizational Work Behavior	0,585	0,342
Descriptor of employee interaction with leaders Reminding to Follow Health Protocols	Descriptor of Organizational Work Behavior	0,449	0,202
Physical Work Environment Aspects	Task Performance Aspects	0,512	0,262
Descriptor of Lighting	Descriptor of Routine Task Performance	0,417	0,174
Physical Work Environment Aspects	Counterproductive Behavior Aspects	0,503	0,253
Descriptor of Hygiene	Descriptor of Individual Aggression	0,369	0,136
Non-Physical Work Environment Aspects	Counterproductive Behavior Aspects	0,445	0,198
Descriptor of Employee Interaction with Leaders	Descriptor of Production Deviation	0,042	0,002

Moreover, there was a strong correlation between non-physical activity ($r=0.616$) and an assessment of work behavior. The actions of compassionate workers who are eager to help their coworkers who are having difficulties can help predict, to a small extent, whether an employee will behave well in an organizational setting at work. This implies that an employee who perceives a non-physical work environment well reflects good work behavior. The behavior of a worker who empathically has a desire to assist colleagues who encounter difficulties at work, however, is only slightly less likely (34.2%) to be predictive of the organization's work behavior. In a related analysis, it was discovered that an employee's organizational work behavior was only marginally less likely (20.2%) to be predicted by their interactions with leaders, which included reminding one another to follow workplace health protocols.

Third, the assessment of the physical work environment had a moderate relationship ($r=0.512$) with the assessment of task performance. Good lighting conditions in the work environment contributed to predicting the performance of an employee's routine tasks. This implies that an employee who perceives the physical work environment well would provide good task performance. Despite this, it is extremely unlikely (17.4%) that the lighting conditions in the

workplace could predict how well these routine tasks will be performed.

Fourth, there was a moderate relationship between physical activity ($r=0.503$) and an assessment of counterproductive behavior. Good hygiene conditions in the work environment contributed very little to predicting the propensity for individual aggression in an employee's behavior. This implies that an employee who perceives the physical work environment well can suppress the emergence of counterproductive behavior. Despite this, it was highly improbable (13.6%) that the hygiene conditions at work would have predicted the emergence of such individual aggressive behaviors.

Fifth, there was a moderate relationship between non-physical activity ($r=0.445$) and an assessment of counterproductive behavior. The manner in which an employee interacts with his or her boss contributed very little to predicting the likelihood of an employee's production deviation. This infers that an employee who perceives a non-physical work environment poorly will find it challenging to suppress the emergence of counter-productive behavior. However, it was extremely unlikely (0.2%) that the behavior of an employee's interaction with his superiors could have predicted the appearance of such production deviation behavior.

These findings are supported by the results of *t* partial test that: t_{count} by 10,194 > t_{table} of 1,985; and Sig. equal to 0.000 < 0.05. Table 4, particularly $X_2 \rightarrow Y$ (3rd column), displays the summary. The findings are supported by the findings of previous research conducted by Irman et al. (2021); Simanjuntak et al. (2021); Ardianti & Susanty (2020); Nuraldy (2020); Rumstikasany et al. (2020); Prihanto et al. (2019); Hasibuan & Bahri (2018); also Siagian & Khair (2018) that a good work environment was found to predict the probability of a relationship of good employee performance significantly.

The findings are also confirmed by the opinions expressed by Kasmir (2018) that a work environment with a comfortable atmosphere provides peace, a convenient working atmosphere, and an impact on employee performance to increase better. Improved employee performance may occur due to the free-of-distraction work setting.

Answers to the second formulation of the problem, which inquires about the role of the work environment in predicting employee performance at PT MDL Medan, can be found based on the explanation of the research findings and the exploration of the research discussion. The second hypothesis that has been put forward, that a good work environment can partially predict the possibility of a significant relationship between the realization of good employee performance at PT MDL Medan, is considered acceptable by the findings of the study and the exploration of the research discussion that has been revealed. The second hypothesis is also assumed to have answered the formulation of the second problem that has been proposed in the introduction to this study.

According to research, PT MDL Medan's ability to predict the likelihood of a significant relationship between the realization of good employee performance depended on both good work discipline and good work environment. Employee performance at PT MDL Medan can be predicted by work discipline and work environment, as revealed by the multiple linear regression equation in the form of $Y = 13.330 + 0.408 X_1 + 0.340 X_2$. Good discipline and a good work environment had a strong relationship ($r=0.762$) in the realization of good employee performance at PT MDL Medan. Workplace environment and discipline were only half as likely (57.2%) to predict employee performance. The remaining contribution of 42.8% would have been likely to be predicted by a range of other factors outside the study. Table 6 shows the results of the third hypothesis testing at PT MDL Medan.

Employee performance at PT MDL Medan is known through task performance assessment, work behavior assessment, and counterproductive behavior assessment. The assessment is in line

with employee performance aspects proposed by Colquitt et al. (2019). Work discipline displayed by employees at PT MDL Medan is known through punctuality assessment, job responsibility assessment, and understanding regulation assessment. The assessment corresponds to aspects of work discipline proposed by Afandi (2016). The working environment at PT MDL Medan is known through the assessment of the physical work environment and the assessment of the non-physical work environment. The assessment corresponds with aspects of the work environment proposed by Sedarmayanti (2017).

Table 6.
 Results of the Third Hypothesis Testing at PT MDL Medan.

Hypothesis Testing	Requirements	X1 and X2 --> Y
Regression Constant	-	13.330
Regression Coefficient X1	-	0.408
Regression Coefficient X2	-	0.340
Multiple Linear Regression Equation	-	$Y = 13.330 + 0.408 X1 + 0.340 X2$
Simultaneous F Test	Fcount > Ftable	66.563 > 3.091
	Sig. < 0.05	0.000 < 0.05
Coefficient Test	r Value	0.762
	r ² Value	0.581
	Adjusted r ² Value	0.572

Note : Y = Employee Performance; X1 = Work Discipline; and X2 = Work Environment

In opinion of Colquitt et al. (2019), to achieve good employee performance, it needs to go hand in hand with the need for organizational commitment owned by employees. Organizations or companies need good employee performance in the long term so that employees can benefit the organization or company in the long term as well. Good organizational commitment can be shown by employees through their commitment to displaying good work discipline. The company or organization can demonstrate strong organizational commitment by pledging to create a positive workplace culture. The findings in this study reinforce the view Colquitt et al. (2019) in realizing good employee performance, it cannot be separated from the commitment shown by employees by displaying good work discipline, nor can it be separated from the commitment shown by the organization or company by forming a good work environment.

The following Table 7 provides a summary of some additional intriguing findings that can be discussed in this study. First, the assessment of job responsibilities and assessment of the non-physical work environment had a strong relationship ($r=0.654$) with an assessment of the performance of tasks. The performance of routine tasks by an employee can be somewhat predicted by looking at the disciplined employee's behavior who is accountable for meeting work targets and the employee who coordinates work. This implies that an employee can perform his duties effectively because accountable disciplined for his work and he has a good perception of the non-physical work environment. However, the performance of routine tasks was only slightly less likely (31.9%) to be predicted by the behavior of a responsible employee for achieving job targets and the behavior of an employee who coordinates the job.

The second is that the assessment of understanding regulations and the assessment of the non-physical work environment had a strong relationship ($r=0.640$) with an assessment of work behavior. The behavior of a disciplined employee in understanding the rules and the behavior of an

employee who is eager to help colleagues in need made a small contribution to predicting whether an employee has good organizational work behavior. This means that a disciplined employee who understands the rules and who perceives a non-physical work environment well would reflect good work behavior. However, the behavior of a disciplined employee in understanding the rules and the behavior of an employee who is eager to help colleagues in need at work were only half as likely (49.9%) to be predictive of organizational behavior. In the equal assessment, it was also found that organizational work behavior of the employee was only slightly less likely (26.3%) to be predicted by the behavior of a disciplined employee in carrying out health protocols and the behavior of employee interaction with leaders to remind the implementation of health protocols in the work environment.

Table 7.
 Probability Predictions of Employee Performance Based on
 Work Discipline and Work Environment at PT MDL Medan

Independent Variable	Dependent Variable	r Value	Adj. r ²
Work Discipline Variable (X1) Work Environment Variable (X2)	Employee Performance Variable (Y)	0.762	0.572
Job Responsibility Aspects Non-Physical Work Environment	Task Performance Aspects	0.654	0.416
Descriptor of Accomplishing Job Target Descriptor of Job Coordination	Descriptor of Routine Task Performance	0.577	0.319
Understanding Regulation Aspects Non-Physical Work Environment Aspects	Work Behavioral Aspects	0.640	0.398
Descriptor of Compliance with the Rules Descriptor of Helping Colleagues	Descriptor of Organizational Work Behavior	0.713	0.499
Descriptor of Implementing Health Protocol Descriptor of Interaction Employee and Leaders Reminding to Follow Health Protocol	Descriptor of Organizational Work Behavior	0.527	0.263
Job Responsibilities Aspects Physical Work Environment Aspects	Counterproductive Behavior Aspects	0.629	0.383
Descriptor of Checking Work Results Descriptor of Spatial Layout	Descriptor of Political Deviations	0.581	0.324
Aspects of Punctuality Aspects of Physical Work Environment	Work Behavioral Aspects	0.500	0.234
Descriptor of Arriving on Time Descriptor of Spatial Layout	Descriptor of Interpersonal Work Behavior	0.092	0.012

Third, the assessment of job responsibilities and assessment of the physical work environment had a strong relationship ($r=0.629$) with an assessment of counterproductive behavior. The behavior of a disciplined employee in checking the work results and the condition of good spatial layout in the work environment made a small contribution to predicting the tendency of political deviation behavior by an employee. This means that a disciplined employee who takes responsibility at work and perceives the physical work environment well would suppress the occurrence of counterproductive behavior. Nevertheless, the emergence of such political deviant behavior was only less likely (32.4%) to be predicted by the behavior of a disciplined employee who

is responsible for checking the results of work and spatial layout in the work environment.

Fourth, the assessment of punctuality and assessment on the physical work environment had a moderate relationship ($r=0.500$) with an assessment of work behavior. The behavior of a disciplined employee to come to work on time and good spatial layout in the work environment contributed very little in predicting an employee to have good interpersonal work behavior. This implies that an employee who lacks discipline in keeping time and who perceives the physical work environment poorly would reflect that he or she has poor work behavior. Nevertheless, interpersonal work behavior that an employee has was very unlikely (1.2%) to be predicted by the behavior of a disciplined employee to come to work on time and spatial conditions in the work environment.

These findings are supported by the results of F test simultaneous, among others: Fcount of 66,563 > Ftable 3,091; and Sig. of 0.000 < 0.05. Table 6 showing X1 and X2 --> Y (3rd column) displays the summary. The findings in this study are supported by the findings of previous research conducted by Suryani et al. (2021); Akbar et al. (2020); Anah et al. (2020); Iskanto et al. (2020); Jepry & Mardika (2020); Rumstikasany et al. (2020); Saputri et al. (2020); also Syatoto (2019) that good work discipline was found to be able to predict the possibility of the relationship of the realization of good employee performance significantly. The findings in this study are also following the results of research conducted by Irman et al. (2021); Simanjuntak et al. (2021); Ardhianti & Susanty (2020); Nuraldy (2020); Rumstikasany et al. (2020); Prihanto et al. (2019); Hasibuan & Bahri (2018); also Siagian & Khair (2018) that a good work environment was found to predict the possibility of a relationship of realization of good performance significantly.

The findings in this study are confirmed by the opinions expressed by Kasmir (2018) that employees who are able to display good work discipline in time management and job-following leaders will increase employee performance. The findings are also confirmed by the opinions expressed by Kasmir (2018) that a work environment with a comfortable atmosphere provides peace, a convenient working atmosphere, and an impact on employee performance to increase better. Although this study does not discuss the improvement of employee performance specifically, it found that good work discipline and a good work environment predicted the possibility of a significant relationship in the realization of good performance, which has important implications for improving employee performance.

Based on the explanation of the research findings and the exploration of the research discussion that was revealed, answers can be obtained to the formulation of the third problem on the role of work discipline and work environment in predicting employee performance at PT MDL Medan. According to the results of the study and the furthering of the research discussion that has been revealed, the third hypothesis that has been put forth in this study that good work discipline and a good work environment can predict the possibility of significant relationships and the realization of good employee performance simultaneously at PT MDL Medan is considered acceptable. This third hypothesis is also considered to have answered the formulation of the third problem that has been proposed in the introduction to this study.

Another interesting finding in the age-based data at PT MDL Medan reveals the work discipline displayed and the perceived work environment of employees aged 17–25 years had a strong relationship with the possibility of good employee performance. The work discipline displayed and the perceived work environment of 26 years old - 35 years old, 36 years old to 45 years old, as well as employees over 45 years old employees had the possibility of a very strong relationship to the realization of good employee performance at PT MDL Medan. The work discipline displayed and the work environment of 26 years old to 35 years old, 36 years old to 45 years old, as well as those over 45 years old, contributed greatly to predicting the likelihood of good employee performance. These findings suggest

that as an employee ages, the work discipline displayed and the perceived work environment will have a strong relationship with the realization of good employee performance. These findings are significant given the growing intergenerational problem that, as employees age, their work ethic and perceptions of their workplace contribute more to predicting the likelihood of good performance. Table 8 shows the values r (8th column) and Adjusted r^2 (9th column) displays the summary.

Table 8.
 Relationship by Category and Characteristics of Respondents
 at PT MDL Medan

Categories	Characteristics	Total	X1 --> Y		X2 --> Y		X1 and X2 --> Y	
			r Value	r ²	r Value	r ²	r Value	Adj. r ²
Gender	Male	55	0.742	0.551	0.768	0.590	0.787	0.605
	Female	44	0.734	0.539	0.637	0.406	0.738	0.522
Age	17 years old to 25 years old	55	0.668	0.447	0.676	0.457	0.709	0.483
	26 years old to 35 years old	26	0.782	0.611	0.769	0.592	0.803	0.614
	36 years old to 45 years old	15	0.807	0.652	0.774	0.599	0.820	0.617
	Over 45 years old	3	0.928	0.861	0.968	0.938	1.000	0.655
Education Level	Level	28	0.792	0.627	0.766	0.587	0.822	0.650
	University	71	0.714	0.510	0.695	0.484	0.735	0.527
Type of Work	Architecture/Design	55	0.773	0.598	0.749	0.561	0.805	0.634
	Construction/Renovation	16	0.716	0.513	0.706	0.498	0.732	0.464
	Furniture/Decoration	17	0.621	0.386	0.653	0.426	0.657	0.350
	Administration/Marketing	11	0.803	0.645	0.910	0.827	0.913	0.792
Tenure	Less than 1 year	40	0.709	0.503	0.723	0.523	0.749	0.537
	1 year	18	0.757	0.574	0.730	0.532	0.772	0.542
	2 years	8	0.437	0.191	0.649	0.422	0.652	0.196
	Over 2 years	33	0.805	0.648	0.743	0.552	0.817	0.645

Note : Y = Employee Performance; $X1$ = Work Discipline; and $X2$ = Work Environment

Researchers found limitations in this study. First, there is a possibility that the respondents were reluctant with the possible concession reasons when giving the answer that is considered most appropriate in filling out the given research instruments: employee performance scale (Y), work discipline scale ($X1$), and the scale of the working environment ($X2$), hence the assessment was highly dependent on the responses of respondents when the study was conducted. Second, the use of research measuring instruments with a predetermined set of respondent responses is very constrained in quantitative research, particularly when used to measure the psychological aspects of the respondent. The selection of quantitative methods in this study is also limited by a short research time, so further research with a longer research time should be considered, such as adding information collection through in-depth interviews and group discussions.

Third, this study is only limited to the prediction of employee performance based on work discipline factors and work environment factors; therefore, further research is encouraged by referring to the possibilities that can be predicted by other factors, such as motivation that prompts the spirit of employees at work, especially intrinsic motivation as an internal factor, and leadership in the company as an external factor that can predict the possibility of relationships and the realization

of good employee performance.

CONCLUSION

Based on the aforementioned analysis of research findings and exploration of the research discussion, several conclusions are drawn in this study. First, this study found that good work discipline was found to predict the possibility of a significant partially realization of good employee performance at PT MDL Medan. Second, this study discovered that a good work environment was able to partially predict the possibility of a significant realization of good employee performance, in PT MDL Medan. Third, this study found that good work discipline and a good work environment predicted the possibility of a significant simultaneous realization of employee performance at PT MDL Medan.

Some important implications are of concern to the human resources manager as well as the leaders of PT MDL Medan according to the findings and exploration of the research discussion. First, changes in employee behavior to get to work on time are expected to have an impact on changes in interpersonal work behavior for the employee concerned. Second, changes in employee behavior to interact with leaders intensely are expected to have an impact on changes in suppressing counterproductive behavior, especially excessive production cost expenditure by the employee. Third, changes in employee behavior in order to be able to go to work on time as well as changes in the spatial layout of the work environment are expected to affect changes in interpersonal work behavior for the employees concerned.

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