

# Improving Bank Employee Performance through Motivation, Work Discipline and Work Environment

Yuli Artha Ratna Wulandari<sup>1</sup>, Mokh. Natsir<sup>2</sup>, Harianto Respati<sup>3\*</sup>

<sup>1,2,3</sup> Department of Economics Development, Universitas Merdeka Malang, Indonesia

## Abstract

Efforts to improve employee performance at Bank Rakyat Indonesia (BRI) Magetan Regency Branch require proper processing of human resources to achieve the desired performance in line with expectations. Factors influencing employee performance include motivation, work discipline and work environment; these factors are mutually supportive in producing better employee performance. This research aims to analyze the influence of motivation, work discipline and work environment on employee performance at BANK BRI Magetan Regency Branch, both simultaneously and partially. This research also wants to analyze which variables, such as motivation, work discipline, and work environment, influence employee performance at BRI Bank Magetan Regency Branch. The type of research used is explanatory research. The research population was all first officer employees of the Indonesian Air Force at BRI Bank Magetan Regency Branch, namely 76 employees. Considering that the population is a manageable size, census research is used. Namely, all first officer employees at BRI Bank Magetan Regency Branch will be research respondents. The analysis method uses multiple linear regression and hypothesis testing. The research results show that motivation, work discipline and work environment affect the performance of first officer employees at BRI Bank Magetan Regency Branch, both simultaneously and partially. Furthermore, this research identified that work motivation has a dominant influence on employee performance at the BRI Bank Magetan Regency Branch.

## Article Info

**Keywords:**  
Motivation,  
Performance,  
Work Discipline,  
Work Environment

**JEL Classification:**  
A12, H11, Q51

**Corresponding Author:**  
Harianto Respati  
(patidarma@yahoo.com)

**Received:** 30-06-2024  
**Revised:** 25-07-2024  
**Accepted:** 08-08-2024  
**Published:** 13-08-2024



## 1. Introduction

In connection with work discipline, in Maryani et al. (2021) view, an employee's work discipline is not only seen from attendance. However, it can also be assessed from the employee's attitude in carrying out work. Employees with high discipline do not procrastinate at work and always try to finish on time even though there is no direct supervision from their superiors. Therefore, employee discipline can influence the level of success of an organization or company. In several studies conducted, researchers found that work discipline significantly affects employee performance. According to Tupti and Arif (2020), work discipline will be maximized if superiors always pay attention to their employees' absences, reward them for good work results, provide encouragement or work enthusiasm to their employees, and increase sanctions regarding attendance.

Motivational factors appear more often in discussions regarding how to improve employee performance (Sulistyan, 2017). Kitsios and Kamariotou (2021) states that motivation is a condition in a person's personality that encourages the desire to work to carry out certain activities to achieve goals. Motivating care activities is believed to improve employee abilities. Motivation, satisfaction and work discipline are central factors in an organization, and the results of several studies serve as a reference for these findings (Paais & Pattiruhu, 2020). This research

shows that motivation, satisfaction and work discipline are interesting to research. Motivation, satisfaction, and good work discipline will make it easier to achieve goals in an organization (Sitopu et al., 2021; Efendi et al. 2020).

Motivation describes a consistent combination of internal and external drives within a person, indicated by desire and interest (Legault, 2020). The right motivation will stimulate the driving force to create enthusiasm for a person's work so that they are willing to work together effectively and integrate with all their efforts to achieve satisfaction. Apart from that, motivation can be the cause or support of a person's behavior so that the person is willing to work hard and enthusiastically to achieve optimal results. Aryanta et al. (2019) have researched work motivation on employee performance, which states that motivation significantly influences employee performance.

One factor that can influence employee performance is discipline. The discipline which means followers or adherents of teachings. Exercise, and so on. Discipline is a specific situation where members of an organization submit to existing rules with pleasure. Meanwhile, work is all human activity carried out to achieve its goals. Discipline is one of the primary keys to achieving success. Apart from being the main key to achieving success, discipline is also essential for every individual in forming good behavior patterns, both from the perspective of humans as individual creatures and social creatures. Disciplined individuals can carry out their duties in an orderly manner according to applicable regulations, which will make their lives orderly. Bear (2020) states that self-discipline is a conscious and responsible effort to regulate, control and control their behavior and attitudes so that their existence does not harm others and themselves.

This research aims to analyze the influence of motivation, work discipline and work environment on employee performance at BRI Bank Magetan Regency Branch, both simultaneously and partially. This research also wants to analyze which variables, such as motivation, work discipline, and work environment, influence employee performance at BRI Bank Magetan Regency Branch. The benefits of this research can be helpful for practitioners and Bank BRI find out how employees' attitudes towards motivation variables, work discipline, and work environment affect performance. It can also be used as a reference. It is hoped that it can be used as a reference material for the increasingly complex demands of developing human resource management and for further research, especially those related to motivation, work discipline, work environment and performance of BRI Bank employees.

## **Literature Review**

Mangkunegara (2017) states that performance (work achievement) is the quality and quantity of work results an employee achieves when carrying out tasks according to his responsibilities. Performance is the quality and quantity of work results an employee achieves in carrying out his duties according to the responsibilities given to him Mangkunegara (2017). Performance results from a process referred to and measured over a certain period based on previously established provisions or agreements (Karkkainen, 2019). According to Mangkunegara (2016), the term performance comes from the words job performance or actual performance (work performance or actual achievement achieved by someone), namely the quality and quantity of work results achieved by an employee in carrying out his duties by the responsibilities given to him.

Nnubia stated (2020) that motivation is a potential force that exists within a human being, which can be developed by himself or developed by several external forces that revolve around monetary and non-monetary rewards, which can influence his performance results positively or negatively. Onyango (2019) discipline is every individual and group that guarantees compliance with orders and takes the initiative to take necessary actions if there are no orders. Work discipline is a tool that leaders use to communicate with employees so that they are willing to change their behavior and follow the established rules of the game. Work discipline is two words that have their meanings. For this reason, if you want to explore it in depth, you need to pay close attention to understanding these two words.

According to several experts explaining the meaning of the work environment, Johnson et al. (2019), the work environment is everything that surrounds the worker and can influence him in carrying out the assigned tasks. The work environment in the workers' environment can influence

them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and at least adequate work equipment. Kurniawaty et al. (2019) states that factors that influence the work environment are physical environmental factors and psychological environment. The physical environment includes workspace plans, work design, work environment conditions, level of visual privacy, and acoustical privacy. The psychological environment includes excessive work, poor supervision systems, frustration, changes in all forms, and disputes between individuals and groups.

The hypothesis of this research is H1: Motivation, work discipline and work environment are simultaneously significant to the performance of BRI Bank employees. H2: Motivation, work discipline and work environment are partially significant in the performance of BRI Bank employees. H3: Motivation has a dominant influence on the performance of BRI Bank employees.

## 2. Methods

The research design is quantitative research with a hypothesis where statistical tools are needed to prove the hypothesis. This type of research is causal-comparative, using three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth so that this type of research is explanatory. Sugiyono (2018) research is research that aims to find out and explain the relationship between two or more variables, looking for the influence of a causal relationship between the independent variable (the variable that influences) and the dependent variable (the variable that is influenced).

Sugiyono (2018) states that a population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. So, the population in this study are BRI bank employees from BRI Bank Magetan Branch, East Java Province. Sugiyono (2018) The sample is part of the Number and characteristics of the population. Suppose the population is significant, and researchers cannot study only some things in the population, for example, due to limited funds, energy, and time. In that case, researchers can use samples taken from that population.

The sampling method used by the author in this research is purposive Sampling, which is a technique for determining samples based on specific considerations. For example, if you want to research motivation, work discipline and work environment, the data source will be people who are bank employees (Sugiyono, 2018). Sampling in this study was based on the author's consideration that the respondents were BRI Bank, Magetan Branch employees. At this stage, a sampling frame was determined: the stratification of BRI Bank employees according to age, gender and occupation. The author can choose whoever the respondent is concerned, wherever and whenever they are found so that they can be used as elements of the research sample (Hamid, 2012). Sampling in this study was based on the author's consideration that the respondents were employees of BRI Bank, Magetan Branch. The Number of samples determined by the author in this research was 80 respondents, which was considered sufficient to conduct this research.

Location: This research was conducted at the BRI Bank, Magetan Regency city branch. The scope of this research is in the field of Human Resources Management (HRM) with a focus on determining the influence of motivation, work discipline and work environment, both simultaneously and partially, which have a significant effect on the performance of employees at BRI Bank in the Magetan Regency Branch. The method of analyzing data in this research was carried out using descriptive analysis, Multiple Linear Regression analysis, and Classical Assumptions based on multicollinearity, heteroscedasticity, autocorrelation and normality tests. The multiple linear regression model used in this research is Ghozali (2007).

To test the first hypothesis in this research, the F test was used, namely testing the regression coefficient simultaneously by comparing the probability value with an alpha ( $\alpha$ ) of 5% or 0.05. The criteria used are if the probability value (Sig.) is smaller than  $\alpha$  (0.05), it means that the first hypothesis is accepted; conversely, if the probability value (Sig.) is more significant than  $\alpha$  (0.05), it means that the first hypothesis is rejected. With the following formula:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Where :

- F = Calculated F value
- R<sup>2</sup> = Determinant coefficient
- K = Number of independent variables
- n = Number of samples.

Next, to test the second hypothesis in this research, the t-test was used, namely testing the regression coefficient partially by comparing the probability value with an alpha ( $\alpha$ ) of 5% or 0.05. The criteria used are if the probability value (Sig.) is smaller than  $\alpha$  (0.05), it means the second hypothesis is accepted; conversely, if the probability value (Sig.) is greater than  $\alpha$  (0.05), it means that the second hypothesis is rejected.

With the following formula:

$$t = \frac{\beta_i}{\delta\beta_i}$$

Where :

- t = count value
- $\beta_i$  = Regression coefficient
- Sb = Standard error / standard deviation  $\beta_i$

A comparison of standardized coefficients (Beta) numbers between independent variables was used to test the third hypothesis in this research. The criteria used are if an independent variable has the most significant standardized coefficient (Beta) Number compared to other independent variables. The independent variable is declared to have the greatest or dominant influence on the dependent variable.

### 3. Results and Discussion

#### 3.1. Results

##### Analysis Results Description

In the description of work motivation, five indicators are measured, namely physical needs, security needs, social needs, esteem needs and actualization needs. Physical needs are measured by one questionnaire item: the basic salary received is sufficient. The results of the mean analysis show the highest value of 4.46, measuring physical needs as indicated by the basic salary received, which is sufficient to support oneself and family. The choice of strongly shows this agree as much as 50.0% and agree as much as 46.1%.

The need for security is protection at work that is regulated by regulations. The results of the mean analysis show the highest value of 4.32, measuring the need for security as indicated by protection at work regulated by regulations, work equipment and safety allowances. This is shown by the choice of strongly agreeing as much as 43.4% and agreeing as much as 47.4%: on social needs, namely the relationship between superiors and subordinates. The results of the mean analysis show the highest value of 4.55, measuring the social needs shown by the relationship between superiors and subordinates to be well-developed and mutually respectful. This is shown by the strongly agree choice of 59.2%, the agree of 36.8%, and the neutral choice of 3.9%.

The need for appreciation is to appreciate work performance and work creativity. The results of the mean analysis show the highest value of 4.32, measuring the need for appreciation, as shown by employees appreciating work performance and work creativity. The choice of strongly shows this agree as much as 50.0% and agree as much as 40.0%, and the neutral choice is as much as 10.0%. The need for actualization is valuing work performance and work creativity. The results of the mean analysis show the highest value of 4.32, measuring the actualization needs of each employee who has the opportunity to take part in education and training. The choice of strongly shows this agree as much as 43.4%, agree as much as 47.4%, and neutral choice as much as 2.6%.

In the description of work discipline, compliance with time rules is measured by one questionnaire item, namely punctuality of working hours. Accurate employee working hours create work discipline. The results of the mean analysis show the highest value of 4.61, measuring compliance with the time regulations of BRI Bank Magetan Branch employees as indicated by the accuracy of employee working hours. The choice of strongly shows this agree as 56.6% and agree as much as 60.5%. Compliance with organizational regulations means working conditions are harmonious and always comply with work procedures. Having relatively harmonious working conditions and always complying with work procedures will create work discipline.

The results of the mean analysis show the highest value of 4.42, measuring compliance with organizational regulations as indicated by relatively harmonious working conditions and always complying with work procedures. The choice of strongly shows this agree as much as 47.4% and agree as much as 47.4% obedience to the rules of behavior at work, namely employees carrying out work by their position. The results of the mean analysis show the highest value of 4.46, measuring compliance with the rules of behavior at work, which is shown by employees carrying out work by their position. The choice of strongly shows this agree as much as 50.0%, agree as much as 46.1%, and neutral choice as much as 3.9%.

In the work environment description, physical environmental factors are measured by one questionnaire item, namely that employees receive adequate work support facilities and equipment. The results of the mean analysis show the highest value of 3.90 measuring the physical environmental factors of the Air Force Operations and Training Service (Disopslatau) Air Force Headquarters (Mabesau) Cilangkap Magetan which is indicated by employees receiving adequate work support facilities and equipment. This is shown by the choice of strongly agreeing as much as 37.5% and agreeing as much as 30.0%. Psychological and environmental factors are a sense of trust between employees and a harmonious work atmosphere. The results of the mean analysis show the highest value of 3.62, measuring the psychological environmental factors of Disopslatau Mabesau Cilangkap Magetan, which is indicated by a sense of trust between employees and a harmonious working atmosphere. This is shown by the choice of strongly agreeing as much as 25.0% and agreeing as much as 37.5%.

The job description indicator measures work quality by one questionnaire item: maximizing workability. Only with quality work can all tasks be carried out well. Poor work quality leads to decreased performance. The results of the mean analysis show the highest value of 4.05, which measures the quality of employee work as indicated by the quality of employee work. This is shown by the choice of strongly agreeing as much as 30.3% and agreeing as much as 52.6%. Work quantity is determined according to established procedures. The results of the mean analysis show the highest value of 3.93, measuring the quantity of work employees can do by the procedures set by BRI Bank, as indicated by the quantity of work. The choice of strongly shows this agree as 26.3% and agree as much as 53.9%.

Responsibility is being responsible for trying to reduce errors in work. The results of the mean analysis show the highest value of 4.55, measuring employee responsibility for having good collaborative relationships with colleagues at BRI Bank as demonstrated by employee responsibility. This is shown by the strongly agree choice of 59.2%, the agree of 36.8%, and the neutral choice of 3.9%. Cooperation means having an excellent cooperative relationship with co-workers. The results of the mean analysis show the highest value of 4.36, measuring cooperation and having an excellent cooperative relationship with co-workers as shown by employee cooperation. This is shown by the choice of strongly agreeing as much as 38.2% and agreeing as much as 59.2%. And neutral choices of as much as 2.6%. The initiative is to work without waiting for orders from superiors but must comply with procedures. The results of the mean analysis show the highest value of 3.97, measuring employee initiative, always working independently and automatically without supervision, which is shown by employee initiative. The choice of strongly shows this agree as much as 26.3%, agree as much as 48.7%, and neutral choice as much as 21.1%.

### Classic Assumption Test Results

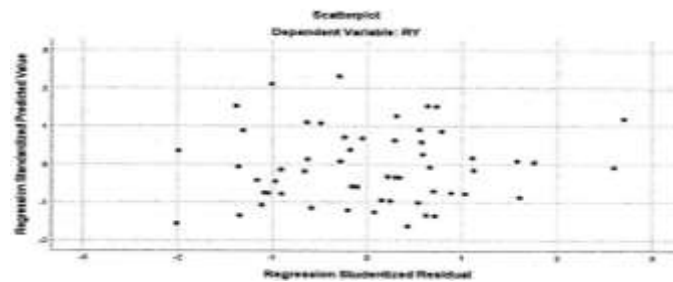
Multicollinearity is a situation where there is a very high correlation between independent variables in a regression equation. To find out the symptoms of multicollinearity, you can look at the VIF value. The VIF value must be less than 10 to be said to be free of symptoms of multicollinearity.

**Table 1.** Inflation Factor Variant Values

Free/Independent Variable	Collinearity Statistics	
	Tolerance	VIF
X1 - Motivation	0,272	3,670
X2 - Work discipline	0,236	4,229
X3 - Work Environment	0,733	1,365

Source: Data Processed (2023)

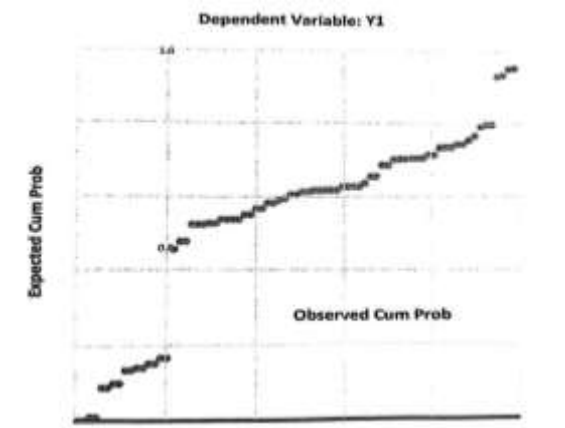
Based on the VIF calculation above, it can be seen that all independent variables, namely motivation, work discipline and work environment, have values below ten so that there are no symptoms of multicollinearity. Autocorrelation in a regression model can be determined using a serial correlation test model using the Durbin-Watson (DW) method. A regression model equation has no autocorrelation symptoms if the Durbin-Watson value is between -2 and 2 or  $-2 < DW < 2$ . Based on the calculation results, the Durbin-Watson value is 1.709, which is more significant than the value -2 and smaller than 2. This means that it can be concluded that there is no autocorrelation in the regression model. The heteroscedasticity test can be demonstrated by looking at the scatterplot results. If the scatterplot distribution is spread out, the regression equation is heteroscedasticity-free.



**Figure 1.** Heteroscedasticity Test Scatterplot

Source: Data Processed (2023)

The image above is a scatterplot that explains that the scattered dots do not form a pattern, according to the results of statistical analysis of the irregularity of the pattern above, it shows that heteroscedasticity is free, meaning that the respondent's perception can be measured. The normality test is intended to evaluate whether the independent and dependent variables in a regression model are normally distributed.



**Figure 1.** Normality Test

Source: Data Processed (2023)

The picture shows that the points spread around and approach the diagonal line, so this shows that the research data is usually distributed.

## Multiple Linear Regression Results

**Table 2.** Recapitulation of Multiple Linear Regression Analysis Results

Variables	Information	Regression Coefficient (b)	t count	Sig.
X1	Motivation	0.057	3,890	0,000
X2	Work discipline	0.016	3,233	0,000
X3	Work environment	0.926	23,566	0,000
Constant	1,129			
R	0.958			
Adjusted R Square	0.915			
F count Sig. F				
n	270,492			
	0,000			
	76			

variable = Employee Performance (Y)

Source: Data Processed (2023)

Based on the regression table above, a multiple linear regression equation is prepared as follows:

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

$$Y = 1.129 + 0.057 X_1 + 0.016 X_2 + 0.926 X_3 + e$$

The regression constant value of 1.129 indicates that when the independent variables (motivation, work discipline and work environment) are assumed to be constant or have a value of 0, then there is still or is performance on the work of BRI Bank employees. The regression coefficient ( $\beta_1$ ) of the motivation variable is 0.057, indicating that motivation positively influences employee performance. The t-test results show that the probability value of variable X1 (0.000) is less than the researcher's error level of 0.05 ( $\alpha = 0.05$ ).

The regression coefficient ( $\beta_2$ ) of the work discipline variable is 0.016, indicating that work discipline positively influences employee performance. The t-test results show that the probability value of the variable X2 (0.000) is less than the researcher's error level of 0.05 ( $\alpha = 0.05$ ). The regression coefficient ( $\beta_3$ ) of the work environment variable is 0.926, indicating that the work environment positively influences employee performance. The t-test results show that the probability value of variable X3 (0.000) is less than the researcher's error level of 0.05 ( $\alpha = 0.05$ ).

The close relationship between the independent variables motivation (X1), work discipline (X2) and work environment (X3) with the dependent variable performance (Y) can be measured using multiple correlation coefficient analysis. The resulting R (Correlation Coefficient) value is 0.958, indicating that the correlation between the independent variables (motivation, work discipline and work environment) and the dependent variable (performance) is 95.8%. This figure shows a strong relationship between the independent variable chosen by the researcher and the dependent variable. The R<sup>2</sup> (adjusted) value or the coefficient of determination is 0.915, which means that motivation, work discipline and work environment contribute to performance by 91.5%. The remaining 8.5% is another independent variable that should have been studied.

## Hypothesis Test Results

Proposing hypothesis I in this research uses the F test, namely testing the influence of motivation variables, work discipline and work environment on the performance of BRI Bank employees. Based on the results of the F test, it can be seen that the calculated F value is 270,492 and the sig value is 0.000, while the F table value ( $\alpha$ : DF= all) for the values  $\alpha = 0.05$  and  $df = 76$  is obtained with a value of 2.76. The comparison value between F calculated and F table shows that F calculated is more significant (F calculated (270,492) > F table (2.76)). And also the Sig. F value (0.000) is less than the researcher's error level 0.05 or 5%.

It can be concluded that motivation, work discipline and work environment significantly affect employee performance. Thus, research hypothesis I can be proven. Testing hypothesis II in this research uses the F test, namely testing the significance of the influence of each (partial) independent variable on the dependent variable. The test results for the three independent variables are summarized in the table below:

**Table 3.** Testing of Independent and Dependent Variables

No	Independent variable	Dependent variable	Coef. Regression	Sig. t	Fault tolerance level	Results
1	Motivation	Performance	0.057	0,000	0.005	Sig
2	Work discipline	Performance	0.016	0,000	0.005	Sig
3	Work Environment	Performance	0.926	0,000	0.005	Sig

Source: Data Processed (2023)

Based on the series above, it shows that all independent variables significantly affect employee performance and the work environment, having the most significant influence (regression coefficient value), namely 0.926, when compared with the regression coefficient value of the independent variables and others. Thus, the third research hypothesis can be proven.

### 3.2. Discussion

The quality of work measures employee performance at Bank BRI and the quantity of work, responsibility, cooperation, and initiative. The results of the analysis of descriptions of performance found that the performance of BRI Bank employees was able to complete work on time by the targets and provisions in force. Maslow identified five levels in the hierarchy of needs because Maslow did not mean that his hierarchy of needs could be applied to work motivation; Douglas Mc Gregor, in his book *The Human Side of Enterprise*, that Maslow's hierarchy of needs theory could be applied in the work motivation satisfaction model. According to respondents' perceptions, employee motivation can influence performance.

The results of the analysis of descriptions of motivation found that BRI Bank employee motivation influences employee performance, so it is necessary to resolve motivation with fellow employees. The research results are similar to Sulistyan (2019), showing a positive and significant influence between work motivation and work discipline on employee performance. The research results show a positive and significant joint influence on employee performance between work motivation and work discipline.

Rivaldo and Nabella (2023) explain the dimensions of work discipline and what employees can and cannot do in an organization. This research is measured by obeying time rules, organizational regulations, and behavioral rules at work. Razak et al. (2018), research results show that motivation and work discipline positively and significantly affect employee performance. The analysis of descriptions of work discipline found that the work discipline of BRI employees influences employee performance so that they are not distracted while on duty. Karl et al. (2018) factors that influence the work environment are physical and psychological environmental factors. The analysis of descriptions of the work environment found that the work environment, influences employee performance and will be the work environment at work.

## 4. Conclusion

Based on the objectives of the problem, this research concluded that work motivation received an excellent perception from BRI Bank Magetan Branch employees and was responded to positively by respondents. Employees' work discipline adheres to time regulations. It has been found that accurate working hours can lead to work discipline. In the employee work environment, punctuality, effectiveness and independence can improve employee performance. The performance of BRI Bank employees was found to be of work quality and quantity, and they could complete work on time according to the applicable rules and regulations. The research



results show that motivation, work discipline and work environment affect the performance of BRI Bank employees. Motivation, work discipline, and a work environment that responds quickly to instructions positively impact employee performance and completing work on time. Employee work motivation is the most dominant symptom measured and influences employee performance most. Thus, improving employee performance at BRI Bank employees is greatly influenced by the quality, quantity of work and work environment.

Motivation is not desired in working at Bank BRI to avoid having to respect each other among fellow employees. For this reason, good cooperation with other employees is needed to complete the task according to the target. Aspects of communication between employees to achieve work targets. For this reason, communication facilities and infrastructure need to be reviewed and evaluated. The evaluation results are expected to improve overall performance further. Employee responsiveness to superiors' instructions received the highest response, meaning employees were alert in carrying out superiors' orders. Therefore, the compensation system must be reviewed to support individual performance so employees can be enthusiastic about working. The author believes many other variables can influence performance before being examined in this research. One of them is that the compensation system and fast response culture are becoming more attractive to research at Bank BRI.

## References

- Aryanta, I. K., Sitiari, N. W., & Yasa, P. N. S. (2019). Influence of Motivation on Job Stress, Job Satisfaction and Job Performance at Alam Puri Villa Art Museum and Resort Denpasar. *Jurnal Ekonomi Dan Bisnis Jagaditha*, 6(2), 113-120. <https://doi.org/10.22225/jj.6.2.1353.113-120>
- Bear, G. G., & Soltys, A. (2020). Developing social and Emotional competencies and self-discipline. In *Improving School Climate* (pp. 47-66). Routledge.
- Efendi, R., Rifa'i, M. N., Bahrin, K., Milla, H., & Suharmi, S. (2020). The mediation of work motivation on the effects of work discipline and compensation on performance batik msme employees in yogyakarta city, indonesia. *International Journal of Multicultural and Multireligious Understanding*, 7(1), 689-703. <http://doi.org/10.18415/ijmmu.v7i1.1375>
- Johnson, B., Zimmermann, T., & Bird, C. (2019). The effect of work environments on productivity and satisfaction of software engineers. *IEEE Transactions on Software Engineering*, 47(4), 736-757. <https://doi.org/10.1109/TSE.2019.2903053>
- Karkkainen, B. C. (2019). Information as environmental regulation: TRI and performance benchmarking, precursor to a new paradigm?. In *Environmental law* (pp. 191-304). Routledge.
- Karl, J. P., Hatch, A. M., Arcidiacono, S. M., Pearce, S. C., Pantoja-Feliciano, I. G., & Soares, J. W. (2018). Effects of psychological, environmental and physical stressors on the gut microbiota. *Frontiers in microbiology*, 9, 372026. <https://doi.org/10.3389/fmicb.2018.02013>
- Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, 7(4), e06857. <https://doi.org/10.1016/j.heliyon.2021.e06857>
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*, 9(6), 877-886. <https://doi.org/10.5267/j.msl.2019.3.001>
- Legault, L. (2020). Intrinsic and extrinsic motivation. *Encyclopedia of personality and individual differences*, 2416-2419. [https://doi.org/10.1007/978-3-319-24612-3\\_1139](https://doi.org/10.1007/978-3-319-24612-3_1139)
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16. <https://doi.org/10.5555/ijosmas.v2i2.14>

- Nnubia, A. L. (2020). Monetary incentives and employee performance of manufacturing firms in Anambra State. *International Journal of Innovative Finance and Economics Research*, 8(1), 10-22.
- Onyango, G. (2019). Organizational disciplinary actions as socio-political processes in public organizations. *Public Organization Review*, 19(2), 227-248. <https://doi.org/10.1007/s11115-017-0401-7>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67-71.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee performance: Education, training, experience and work discipline. *Calitatea*, 24(193), 182-188.
- Sitopu, Y. B., Sijinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83. <https://doi.org/10.52970/grhrm.v1i2.79>
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R & D*. CV. Alfabeta.
- Sulistyan, R. B. (2017). Kontribusi Kepemimpinan dan Lingkungan Kerja dalam Meningkatkan Motivasi Pegawai. *Jurnal Ilmu Manajemen Advantage*, 1(2), 166-177. <https://doi.org/10.30741/adv.v1i2.196>
- Tupti, Z., & Arif, M. (2020). The Influence of Discipline and Motivation on Employee Performance. *International Journal of Economic, Technology and Social Sciences (Injects)*, 1(2), 61-69. <https://doi.org/10.53695/injects.v1i1.150>