

The Influence of Work Environment and Work Discipline on Employee Performance at Waled Regional Hospital, Cirebon Regency

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Abstract

This study aims to analyze the influence of the work environment and work discipline on the performance of health workers (nakes) at Waled Regional General Hospital, Cirebon Regency. This study uses a quantitative approach with a survey method. The study population was all health workers at Waled Regional General Hospital, Cirebon Regency with a sample of 175 respondents determined using the Slovin technique. Data were collected through a Likert scale questionnaire and analyzed using IBM SPSS Statistics. Data analysis techniques include validity tests, reliability tests, classical assumption tests, simple and multiple linear regression analyses, coefficients of determination, and hypothesis tests (t-test and F-test). The results showed that the work environment had a positive and significant effect on employee performance with a regression coefficient of 0.398, a calculated t-value of 7.293, and a significance of 0.000 <0.05. Work discipline also had a positive and significant effect on employee performance with a regression coefficient of 0.605, a calculated t-value of 10.797, and a significance of 0.000 <0.05. The results of the simultaneous test indicate that the work environment and work discipline significantly influence employee performance. The coefficient of determination indicates that variations in employee performance can be explained by the work environment and work discipline, while the remaining variation is influenced by other factors outside the study. Work discipline is the most dominant variable influencing employee performance. This research is expected to provide consideration for hospital management in improving employee performance.

Keywords: *Work Environment, Work Discipline, Employee Performance, Regional General Hospital, Health Workers*

INTRODUCTION

Hospital employee performance is a multidimensional concept that reflects an employee's ability to carry out tasks accurately, thoroughly, quickly, and responsibly, while demonstrating a professional attitude toward the organization and colleagues. Optimal performance is inseparable from the work environment and the level of employee discipline in carrying out their duties. A conducive work environment can create a sense of security and comfort for employees, thereby increasing focus and work productivity (Sudaryo & Sofiati, 2018). Conversely, an inadequate work environment can reduce work enthusiasm and impact employee performance.

In addition to the work environment, work discipline also plays a crucial role in improving employee performance. Work discipline reflects employees' awareness and willingness to comply with the regulations, procedures, and work norms applicable within the organization (Hasibuan, 2013). Low levels of work discipline can lead to various problems, such as late arrivals, inaccurate work performance, and a lack of responsibility for assigned tasks. These conditions have the potential to hinder the smooth operation of healthcare services and reduce the quality of hospital services.

Various previous studies have shown that the work environment and work discipline have a significant influence on employee performance. Research conducted by Andriani and Widyanti (2020) stated that the work environment has a positive and significant effect on the performance of hospital employees. Furthermore, research by Anggraini et al. (2024) proved that work discipline significantly influences the performance of public sector employees. Another study by Basirun et al. (2022) also concluded that the work environment and work discipline simultaneously have a significant influence on employee performance.

Based on the phenomena occurring at Waled Regional Hospital, Cirebon Regency, and supported by previous research, a scientific study is needed to analyze the influence of the work environment and work discipline on employee performance. This research is expected to contribute academically to the development of human resource management science and provide a basis for consideration for the management of Waled Regional Hospital, Cirebon Regency, in efforts to improve employee performance and the quality of healthcare services.

Waled Regional Hospital employee performance can be measured not only by achieving internal work targets but also by its impact on patient experience and satisfaction as service users. An unsupportive work environment, such as limited facilities, uncomfortable workspace conditions, and ineffective work coordination, has the potential to reduce service quality. On the other hand, poor work discipline, such as delays in responding to complaints, inaccurate service times, and lack of adherence to work procedures, can worsen public perception of hospital performance.

Employee performance at Waled Regional Hospital can be assessed not only through the achievement of internal work targets but also through its impact on patient experiences and satisfaction as healthcare service users. An unsupportive work environment, such as limited facilities, uncomfortable workplace conditions, and ineffective work coordination, has the potential to reduce service quality. In addition, low levels of work discipline, including delays in responding to patient complaints, non-compliance with service schedules, and failure to follow established procedures, may negatively affect public perceptions of hospital performance and healthcare quality.

Previous studies have demonstrated that work environment and work discipline significantly influence employee performance. However, most existing studies have been conducted in general organizational settings and have primarily focused on private or public sector institutions outside the healthcare context. Furthermore, previous research has largely emphasized internal organizational performance indicators while paying limited attention to the discrepancy between institutional performance achievements and public perceptions of service quality. This indicates the existence of a research gap, particularly in understanding how work environment and work discipline affect employee performance within regional public hospitals, where service quality directly influences community satisfaction and trust.

Based on the service phenomena observed at Waled Regional Hospital, Cirebon Regency, as well as the identified research gap, it is important to examine the influence of work environment and work discipline on employee performance. Therefore, this study aims to analyze the effect of work environment and work discipline on employee performance at Waled Regional Hospital, Cirebon Regency. The findings are expected to contribute to the development of human resource management literature, particularly in the healthcare sector, and provide practical recommendations for hospital management in improving employee performance and enhancing the quality of healthcare services.

RESEARCH METHODS

This study employed a quantitative research approach based on the positivist paradigm. According to Sugiyono (2018), quantitative research is a method grounded in the philosophy of positivism that is used to examine specific populations or samples, collect data using research instruments, and analyze data statistically to test predetermined hypotheses. Similarly, Creswell (2014) states that quantitative research focuses on measuring variables objectively and examining relationships among variables through numerical data and statistical procedures.

In line with these perspectives, this study aimed to examine the causal relationship between the independent variables, namely work environment (X1) and work discipline (X2), and the

dependent variable, employee performance (Y). The quantitative approach was selected because it enables objective measurement of research variables using standardized instruments and facilitates hypothesis testing through statistical analysis. Therefore, this approach is considered appropriate for analyzing the influence of work environment and work discipline on employee performance at Waled Regional Hospital, Cirebon Regency.

Population in study This is all over There are 309 nurses at Waled Regional Hospital. Determination sample done use probability sampling technique with formula Slovin on level 5% error , so obtained amount sample as many as 175 nurses . Sample chosen For represent characteristics population in a way proportional to the results study reflect condition actually in the environment Waled Regional Hospital work . With amount sample said , research This expected own strength adequate analysis For explain connection between the variables studied .

Research data obtained through primary data and secondary data . Primary data is collected in a way direct from respondents use questionnaire based scale Likert five level For measure perception respondents to environment work , discipline work , and performance employees , as well as through interview with party management related . Meanwhile that is secondary data obtained from internal documents of Waled Regional Hospital related to with aspect personnel like presence , discipline , attitude , and skills . All collected data Then analyzed in a way quantitative For give description empirical about influence environment Work And discipline Work to performance nurse.

RESULTS AND DISCUSSION

Validity Test

In study This, testing Instrument validity was tested using *the Pearson Product Moment correlation technique* , which aims to determine the relationship between the score of each question item and the total score of all items in one variable. The following is the r table:

Figure 1. Mark Mark r Product Moment

DISTRIBUSI NILAI r_{tabel} SIGNIFIKANSI 5% dan 1%

N	The Level of Significance		N	The Level of Significance	
	5%	1%		5%	1%
3	0.997	0.999	38	0.320	0.413
4	0.950	0.990	39	0.316	0.408
5	0.878	0.959	40	0.312	0.403
6	0.811	0.917	41	0.308	0.398
7	0.754	0.874	42	0.304	0.393
8	0.707	0.834	43	0.301	0.389
9	0.666	0.798	44	0.297	0.384
10	0.632	0.765	45	0.294	0.380
11	0.602	0.735	46	0.291	0.376
12	0.576	0.708	47	0.288	0.372
13	0.553	0.684	48	0.284	0.368
14	0.532	0.661	49	0.281	0.364
15	0.514	0.641	50	0.279	0.361
16	0.497	0.623	55	0.266	0.345
17	0.482	0.606	60	0.254	0.330
18	0.468	0.590	65	0.244	0.317
19	0.456	0.575	70	0.235	0.306
20	0.444	0.561	75	0.227	0.296
21	0.433	0.549	80	0.220	0.286
22	0.422	0.537	85	0.213	0.278
23	0.413	0.526	90	0.207	0.269
24	0.404	0.515	95	0.202	0.263
25	0.396	0.505	100	0.195	0.256
26	0.388	0.496	125	0.176	0.230
27	0.381	0.487	150	0.159	0.210
28	0.374	0.478	175	0.148	0.194
29	0.367	0.470	200	0.138	0.181
30	0.361	0.463	300	0.113	0.148
31	0.355	0.456	400	0.098	0.128
32	0.349	0.449	500	0.088	0.115
33	0.344	0.442	600	0.080	0.105
34	0.339	0.436	700	0.074	0.097
35	0.334	0.430	800	0.070	0.091
36	0.329	0.424	900	0.065	0.086
37	0.325	0.418	1000	0.062	0.081

Source : YouTube Channel Ayu Amabarita, 2021

As for criteria For determine validity is as following:

- If $r_{count} > r_{table}$ on level significant 0.05 then grains question valid (suitable for use in research).
- If $r_{count} < r_{table}$ so grains question No valid (No worthy For used in research).

Test Validity Work Environment Variables

Test The validity of the Work Stress instrument variable was determined using IBM SPSS version 26 for Windows. The output results of the validity test of the Environment variable instrument Work shows that in the table column below, the validity test of the Work Environment variable statement instrument is obtained :

Table 1. Environmental Validity Test Measurement Results Work (X₁)

No	R count	R table	Information
X11	0.529	0.1484	Valid
X12	0.519	0.1484	Valid
X13	0.628	0.1484	Valid
X14	0.748	0.1484	Valid
X15	0.672	0.1484	Valid
X16	0.699	0.1484	Valid
X17	0.880	0.1484	Valid
X18	0.816	0.1484	Valid
X19	0.672	0.1484	Valid
X110	0.703	0.1484	Valid

Source: Researcher Processed Data (2026)

The validity test results for the Work Environment variable (X₁) show that all statement items have a calculated r value greater than the table r value of 0.1484. The calculated r value for the Work Environment variable ranges from 0.519 to 0.880, so it can be concluded that each item has a significant correlation with the total score of the variable. Thus, all indicators in the Work Environment variable are declared valid, because they are able to measure and represent the concept of the work environment being studied accurately, so they are suitable for use in further research analysis.

Test Validity Work Discipline Variable

Table 2. Results Test Validity Variables Discipline Work

No	R count	R table	Information
X21	0.768	0.1484	Valid
X22	0.647	0.1484	Valid
X23	0.559	0.1484	Valid
X24	0.783	0.1484	Valid
X25	0.893	0.1484	Valid
X26	0.853	0.1484	Valid
X27	0.873	0.1484	Valid
X28	0.843	0.1484	Valid
X29	0.818	0.1484	Valid
X210	0.766	0.1484	Valid

Based on the validity test results for the Work Discipline variable (X₂), all statement items were declared valid. This is indicated by the calculated r values for each item, which range from 0.559 to 0.893, where all values are greater than the table r value of 0.1484. This condition indicates that each item has a significant relationship with the total score of the Work Discipline variable. Thus, all indicators are considered capable of representing the aspects of work discipline to be measured in this study and are suitable for use in the next analysis stage.

Test Validity Employee Performance Variable.

Table 3. Results Test Validity Variables Performance Employee

No	r count	r table	Information
Y11	0.848	0.1484	Valid
Y12	0.755	0.1484	Valid
Y13	0.892	0.1484	Valid
Y14	0.916	0.1484	Valid
Y15	0.918	0.1484	Valid
Y16	0.908	0.1484	Valid
Y17	0.876	0.1484	Valid

Y18	0.852	0.1484	Valid
Y19	0.846	0.1484	Valid
Y110	0.888	0.1484	Valid

All statement items in the Employee Performance (Y) variable were declared valid based on the validity test results. This can be seen from the calculated r values which range from 0.755 to 0.918, where all values are greater than the table r value of 0.1484. Thus, each item has a significant relationship to the total score of the variable, indicating that the instrument is able to measure employee performance accurately. Therefore, all indicators in the Employee Performance variable are considered suitable for use in further analysis because they have been proven to be able to represent the aspects of employee performance studied.

Test Reliability

Reliability indicates the extent to which an instrument can produce consistent results when used repeatedly under similar conditions. An instrument is considered reliable if it can produce stable and consistent data (Ghozali, 2021). In this study, reliability testing was conducted using the Cronbach's Alpha method. The criteria for assessing reliability are as follows:

- If the Cronbach's Alpha value ≥ 0.60 , then the instrument is declared reliable.
- If the Cronbach's Alpha value is < 0.60 , then the instrument is declared unreliable.

Test Reliability Variables Environment Work

Table 4. Results Test Reliability variables Environment Work

Reliability Statistics	
Cronbach's Alpha	N of Items
.911	10

Based on the Reliability Statistics output for the Work Environment variable (X1), the Cronbach's Alpha value was 0.911 for the 10 analyzed statement items. This Cronbach's Alpha value exceeded the minimum threshold of 0.60, which is generally used as a criterion for declaring an instrument to have a good level of reliability (Ghozali, 2021). Therefore, it can be concluded that the statement items in the Work Environment instrument have a high level of consistency in measuring the variables studied and are able to produce reliable data. These results indicate that the research instrument is suitable for use because it is able to provide stable and reliable measurement results.

Test Reliability Variables Discipline Work

Table 5. Results Test reliability Variables Discipline Work

Reliability Statistics	
Cronbach's Alpha	N of Items
.944	10

Based on the results of the Reliability Statistics test on the Work Discipline variable (X2), a Cronbach's Alpha value of 0.944 was obtained for the 10 statement items analyzed. This value is included in the very high category, because it is above the threshold of 0.60, which according to (Ghozali, 2021) indicates that an instrument has a very strong level of reliability. Thus, it can be concluded that all items in the Work Discipline instrument have very good internal consistency in measuring the intended variable. This means that the data generated from this instrument is stable, consistent, and reliable, making it suitable for use in further research.

Test Reliability Variables Performance Employee

Table 6. Results Test Reliability Variables Performance Employee

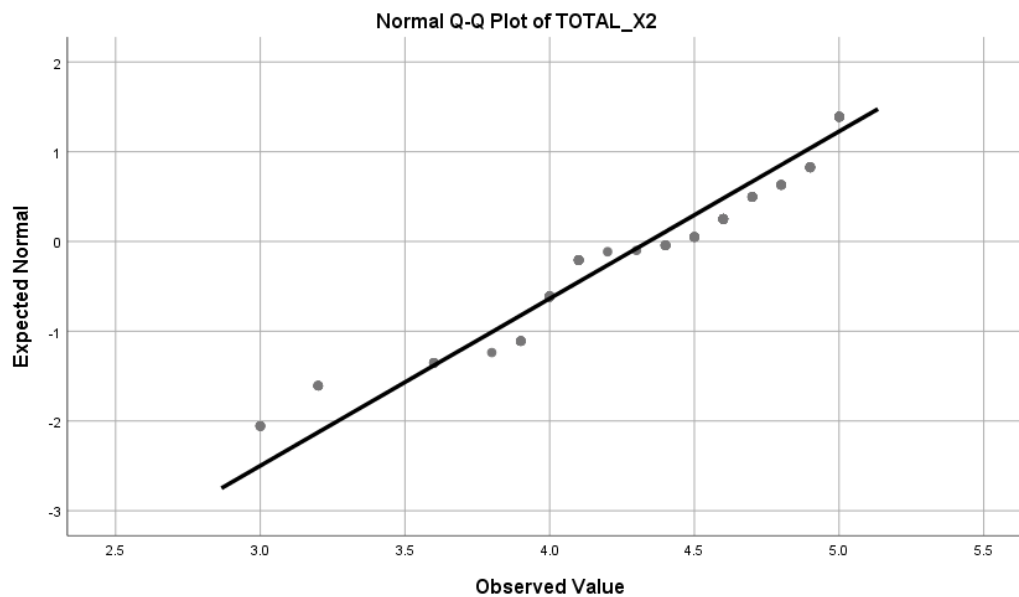
Reliability Statistics	
Cronbach's Alpha	N of Items
.972	10

Based on the results of Reliability Statistics, a Cronbach's Alpha value of 0.972 was obtained for 10 statement items on the Employee Performance variable (Y). This value indicates that the instrument has a very high level of reliability, as it is above the threshold of 0.60. This indicates that each item in the questionnaire has very strong internal consistency in measuring employee performance variables. Thus, the research instrument can be declared reliable and consistent, and is suitable for use as a data collection tool in this study.

Normality Test

Test Normality used For determine whether the dependent variable , independent variable, or both of them distributed normally .

Chart 1. Results Test Normality



Data source: SPSS

The results of the normality test which show independent abnormalities 2913 can be caused by several 2913 factors, including:

1. The number of independent samples 2913 is large ($n = 175$), where the Kolmogorov–Smirnov and Shapiro–Wilk tests become highly 2913 independent of small deviations from the normal distribution.
2. The use of Likert scale data, which is basically perception data, often does not completely follow a normal distribution.
3. There are small deviations in extreme values (mild outliers) that affect the results of the 2913 independent test, although they are not practically significant.

Although the results of 2913 the independent test indicate that the residuals are not normally distributed, based on the Normal Q–Q Plot graph, it can be seen that the residual points are spread around and follow the diagonal line. This pattern indicates that the residuals visually approach a normal distribution and do not form an extreme deviation pattern. Thus, it can be concluded that the residuals in the regression model are visually normally distributed, so the normality assumption is considered met and the regression model is suitable for further analysis.

Multicollinearity Test

Test multicollinearity done For know whether there is strong relationship between 2913 dependent 2913 independent , namely 2913 depend on X1 and X2. Testing This aim ensure that each 2913 dependent free No each other influence linearly in the regression model . If happen high correlation between 2913 dependent 2913 independent , then results estimate coefficient regression can become No stable And difficult interpreted . By Because that , test multicollinearity required For ensure accuracy And the feasibility of the regression model used .

Table 10. Results Test Multicollinearity

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.049	.168		-.289	.773		
	WORK DISCIPLINE	.605	.056	.567	10,797	.000	.432	2,313
	WORK ENVIRONMENT	.398	.055	.383	7,293	.000	.432	2,313

a. Dependent Variable: EMPLOYEE PERFORMANCE

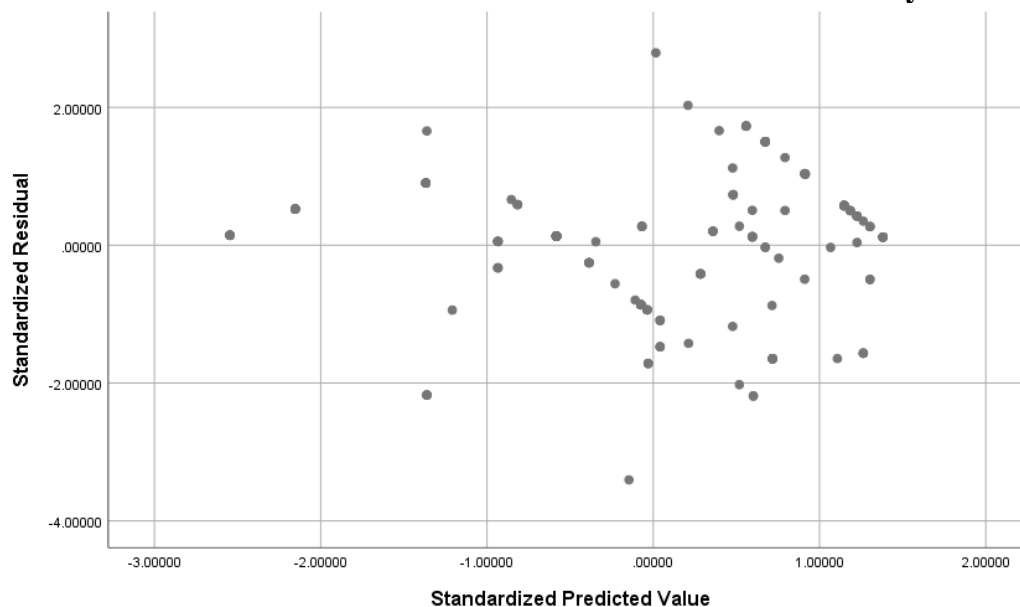
Source: Results Output Researchers IBM SPSS version 26 for Windows

High multicollinearity Also can enlarge standard error value , so lower accuracy in testing hypothesis . In context study this , testing multicollinearity done For ensure that each variables independent (X1 and X2) can stand Alone in explain variables dependent (Y) without each other influence in a way excessive . With Thus , the results analysis regression obtained will more valid, reliable , and can used as base in taking decision study in a way right . See Tolerance value of .736 and VIF of 1.359 at variables X1 and X2, can concluded that the regression model used No show symptom multicollinearity . By Because that , the regression model used assessed stable And fulfil condition For analysis more carry on .

Heterodacty Test

Heteroscedasticity is used to assess whether a regression model meets the assumption of equality of residual variances. This test aims to determine whether the residual distribution exhibits a different pattern for each value of the independent variable. If the residual variance fluctuates or is unstable, this indicates heteroscedasticity. Conversely, if the residual variance is relatively equal or stable across all observations, the regression model is said to meet the assumption of homoscedasticity.

Chart 1. Results Test Heteroscedasticity



Source Data: SPSS

Based on the results of the Scatterplot graph, it can be seen that the residual points are randomly spread above and below zero on the Y-axis and do not form a specific pattern, either narrowing, widening, or wavy. This condition indicates that there are no symptoms of heteroscedasticity in the regression model. Thus, it can be concluded that the regression model used to test the effect of Work Environment (X₁) and Work Discipline (X₂) on Employee

Performance (Y) has met the heteroscedasticity assumption and is declared suitable for further analysis.

Discussion

The Influence of the Work Environment on the Performance of Healthcare Employees at Waled Regional Hospital, Cirebon

The statistical test results indicate that the work environment variable has a positive regression coefficient on the performance of healthcare workers at Waled Regional Hospital, Cirebon. The calculated t-value obtained is greater than the t-table value and the significance value is below the 0.05 limit, thus it can be said that the first hypothesis is accepted. This finding means that when the work environment improves, the performance of healthcare workers tends to improve in carrying out their duties and responsibilities.

Substantively, the work environment in question encompasses both physical and non-physical elements in the workplace. Physical elements include workspace facilities, adequate lighting, a clean work area, and conducive relationships between coworkers. Non-physical elements include social and psychological support from coworkers and superiors, as well as effective internal communication management. A conducive work environment provides a sense of security and comfort for employees to focus on completing work that requires high precision and concentration, especially in hospitals that are often faced with stressful working conditions and demands for fast and accurate health services.

Descriptive data in this study shows that the average work environment score is in the high category, meaning that most respondents believe that the work environment at Waled Regional Hospital in Cirebon tends to optimally support their work activities. This is consistent with other findings showing that a good work environment is directly related to improved employee performance in various contexts, including in healthcare institutions. Research by Suryati et al. (2022) at Bhayangkara Hospital in Ambon found that the work environment significantly influences the performance of medical personnel, where a suitable environment fosters the ability of medical personnel to complete their tasks well. Furthermore, research by Putriandi et al. (2022) in the Health Service area also confirmed that physical work environment conditions such as ventilation, cleanliness, and lighting have a positive relationship with employee performance.

The Influence of Work Discipline on the Performance of Healthcare Employees at Waled Regional Hospital, Cirebon

The statistical test results in this study indicate that the work discipline variable has a positive regression coefficient and is the variable with the greatest influence on the performance of healthcare workers at Waled Regional Hospital, Cirebon. The calculated t-value indicates significance that meets the statistical test threshold and the significance value is below the 0.05 level, so the second hypothesis proposed in this study can be accepted. This finding indicates that the higher the level of work discipline possessed by healthcare workers, the higher the quality of performance they demonstrate in carrying out their daily tasks.

The Influence of Work Environment and Work Discipline on the Performance of Healthcare Employees at Waled Regional Hospital, Cirebon

The results of the simultaneous test in this study indicate that the calculated F value is quite large and the significance value is below 0.05, so the third hypothesis stating that the work environment and work discipline together influence the performance of healthcare workers at Waled Cirebon Regional Hospital is accepted. This finding indicates that when a supportive work environment and good work discipline are applied simultaneously, employee performance tends to increase more strongly than if only one of the two factors is considered.

The significance of these simultaneous findings suggests that the work environment and work discipline complement each other in the context of healthcare. The work environment encompasses the physical conditions of the workplace, social relationships among colleagues, and the organizational structure that supports daily work processes. Work discipline encompasses

adherence to schedules, standard procedures, and consistent service routines. When these two aspects work together, healthcare workers can work in an orderly manner, respond more quickly to patient needs, and minimize errors in clinical procedures. Similar findings were also reported in a study (Andriyani et al., 2020) , which found that the work environment and work discipline simultaneously contribute to improved employee performance in the context of a business organization. Quantitative research by Sukandi et al. (2023) also stated that the combined aspects of the work environment and work discipline can explain a significant portion of the variation in employee performance because they reinforce each other in daily work practices.

The coefficient of determination (R^2) in this study indicates that approximately 74.3 percent of the variation in employee performance can be explained by the work environment and work discipline together. This means that most of the variation in performance can be understood through these two factors. The remaining approximately 25 percent is likely influenced by other factors not measured in this model, such as work motivation, leadership style, technical support, or individual workload. This is in line with numerous studies showing that although the work environment and discipline play a strong role, many other factors also influence employee performance, including job satisfaction, motivation, and organizational structure (Wau & Purwanto, 2021) .

Substantially, work discipline can be understood as work behavior and attitudes that reflect compliance with regulations, timely task execution, and consistency in implementing applicable operational standards. Employees with high levels of discipline tend to arrive on time, complete tasks according to procedures, and are responsible for the results of their work. These characteristics are crucial in the healthcare context, where delays, procedural errors, or inaccuracies in task execution can directly impact patient safety. Previous research by Wang et al. (2021) conducted in a hospital setting showed that work discipline empirically positively impacts the performance of medical and non-medical employees. This means that when discipline levels increase, their performance also improves, as measured by indicators such as punctuality and adherence to healthcare procedures. Similar results were also found in a quantitative study examining employees at the Bogor City Health Office, where a simple regression analysis found a positive effect of work discipline on employee performance (Hikmah, 2024).

CONCLUSION

Based on the findings of this study, it can be concluded that both the work environment and work discipline significantly contribute to improving the performance of health workers at Waled Regional General Hospital, Cirebon Regency. Among the two variables, work discipline was found to be the dominant factor influencing employee performance, as reflected by its higher regression coefficient (0.605) compared to the work environment variable (0.398). In addition, the coefficient of determination indicates that employee performance can largely be explained by the combined influence of the work environment and work discipline. These findings imply that efforts to improve employee performance should focus not only on creating a supportive and conducive work environment but also on strengthening employee discipline through consistent implementation of organizational rules and procedures.

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