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**THE INFLUENCE OF WORK ENVIRONMENT AND WORK
DISCIPLINE ON WORK PRODUCTIVITY WITH WORK
MOTIVATION AS A VARIABLE MODERATOR**

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Abstract:

This study aims to evaluate the influence of work environment and work discipline on employee work productivity, as well as to examine the role of work motivation as a moderation variable in the relationship. The research method used was a quantitative survey, with data collected through a questionnaire from 100 employees using the snowball sampling technique. Data analysis was carried out using multiple linear regression analysis and Moderated Regression Analysis (MRA) with the help of SmartPLS 3.3 software. The results showed that the work environment had a significant influence on work productivity, while work discipline did not show a significant influence, Work Motivation had a significant effect on work productivity. In addition, work motivation is proven not to moderate the influence between the work environment and work discipline on work productivity. These findings emphasize the importance of a conducive work environment in increasing employee productivity.

Keywords:

Work Discipline; Work Environment; Work motivation; Work Productivity

Introduction

One of the company's efforts to increase competitiveness is to increase the work productivity of its employees. However, increasing work productivity is not an easy thing to do, there must be work motivation that supports to achieve goals, also greatly affects the work environment and work discipline. Productivity is a measure of the extent to which an employee is able to complete his work according to the quality and quantity set by the company. An employee's productivity can be measured by the total output produced by an employee in doing his or her job Zivin & Neidell (Martono & Aspiyah, 2016) .

An employee is said to be productive if the employee is able to produce products in accordance with the targets that have been set in the company. Work discipline can affect employee performance, because if there is no discipline in work, all work will bring work results that are not in accordance with expectations and are less satisfactory (Asriningtyas & Kusumayadi, 2022). Discipline can be described if employees come and go home according to the specified time, can complete their work, comply with the company's regulations and social norms, discipline must be built in the company, because without the help of good employee discipline it is not easy for the company to achieve its goals (Adipradana, 2021).

Based on the description above, it can be found that there is a problem phenomenon and is the main problem of low employee work motivation, namely low internal motivation support which includes the dimensions of low employee responsibility in carrying out duties and still low employee responsibility in carrying out tasks in accordance with the set targets (Adipradana, 2021). In addition to work discipline, another antecedent of employee performance that is widely studied is work motivation. Work motivation is the desire to do something with a high level of effort for the goals of the organization, conditioned by the effort to meet the needs of the individual. In essence, employees are motivated to do their job depending on the strength of the motive that affects them (Adipradana, 2021), while according to Setiawan (2016) work motivation is an energy that comes from within that awakens, directs and gives strength to stay in that direction to individuals in achieving a goal (Adipradana, 2021).

Work motivation plays an important role in determining an employee's productivity; To fill the gap between the employee's ability and his willingness, the organization must motivate the employee so that he can deliver results according to his ability (Adipradana, 2021). Likewise, a good work environment can be exemplified by adequate office layout, inefficient layout causes employees to tend to be more happy to chat during working hours. A conducive work environment creates a sense of comfort like employees so that employees can work optimally (Nurhandayani, 2022).

Related to work motivation, work environment and work discipline, there are several research things that have been discussed by previous researchers, namely the variables of work discipline on work productivity have a positive and significant effect (Ambarwangi & Nugroho, 2024), Work discipline has a significant positive effect on performance, and the work environment has a significant positive effect on performance (Husain et al., 2024), social-motivation has a significant and positive influence on work productivity, and social-motivation moderation has a positive influence on the work-life-balance variable on work productivity (Yahya, 2021), Discipline and motivation variables simultaneously have a positive and significant effect on employee performance (Nadi & Karunia, 2023), Work environment

variables have a significant effect on employee performance (Sutaguna et al., 2023), and leadership, organizational culture, work discipline and job satisfaction have an effect on motivation (Widia & Rusdianti, 2018).

All the results of this study predict the variables to be studied and have a relationship with each other. In addition to motivation, work environment and discipline are one of the important things in work activities. Job satisfaction is an individual's attitude towards his or her work, such as interactions with colleagues and superiors. Job satisfaction can also be interpreted as the assessment, feeling, or attitude of a person or employee towards his or her work and related to the work environment is the fulfillment of several desires and needs through work activities (Koesmono, 2014).

PT Dakka Opa Energi Timur (DOET) was established in 2016 by a local female entrepreneur who is engaged in the oil industry and has a complete administration starting from company registration certificates, trade licenses (SIUP) and has a Distribution Certificate (SKP) from the ministry and is registered with the Ministry of Oil and Gas as a fuel distributor. This company has provided many jobs for the community so that it has a great contribution to welfare. Based on the previous description, the purpose of this study is to identify how the work environment and job satisfaction affect work productivity in employees by including work motivation as a moderator variable.

Literatur Review

Work Environment

The work environment is around the workplace that affects the performance and productivity of employees. This includes factors such as the physical condition of the workplace, interactions between employees, company culture, and work patterns. The work environment also includes factors such as temperature, light, ventilation, and ergonomics. A good work environment has a positive influence on employee performance. It helps motivate employees, boost morale, and improve employee well-being. Conversely, a poor work environment can affect employee performance and decrease productivity. Work environment indicators according to Sedarmayanti in (Ratnasari & Firmansyah, 2021), namely 1) Lighting: Sufficient and even light in the workplace. 2) Room temperature: The room temperature is comfortable and suitable for the type of work. 3) Noise: A noise level that does not interfere with the concentration of workers. 4) Work safety: Safe equipment and workplace for workers.

Work Discipline

Work discipline is a predictor of employee performance. The company's goals can be realized if the work discipline culture is realized appropriately. The implementation of work discipline is based on awareness of the creation of harmonious conditions between desire and reality. Harmonious conditions are accompanied by harmony between employee obligations and rights. So that it is interpreted as work discipline is the behavior of loyalty and obedience of individuals and groups to written and unwritten regulations, seen through behavior and deeds (Adipradana, 2021). Work discipline has a great influence on employee productivity and performance. Employees who have good work discipline will have a higher level of productivity and have a positive influence on the performance of the team and the company as a whole. By paying attention to work discipline indicators, namely 1) attendance of the

employee's obligation to attend; 2) Attitude: a person's behavior or attitude; 3) responsibility, 4) punctuality; 5) integrity, more concerned with the interests of other charcoal than oneself.

Work Motivation

Work motivation is the provision of driving force that creates a person's enthusiasm for work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Adipradana, 2021). Motivation comes from the word "motive". Motivation is related to the motives, natures, goals of work ecology, and the mechanisms and processes involved in it to achieve the goals in which work motivation affects the skills individuals develop in order to develop, the jobs and careers that individuals pursue, and the ways in which individuals allocate their resources (e.g., attention, effort, time, and human and social capital) to influence the direction, intensity, and persistence of activities during work (Adipradana, 2021). Meanwhile, according to Diamantidis and Chatzoglou (2019), motivation is the desire to achieve individual and organizational goals, greatly determining employee performance. Motivational indicators according to Hasibuan in (Sriyani et al., 2023).are as follows: 1) The need for achievement; 2) The need for affiliation, and; 3) The need for strength.

Work Productivity

Work productivity is a concept that measures the efficiency and effectiveness of employees or labor in producing output (goods or services) in a certain period. Work productivity is often considered an important performance indicator in an organization because it reflects how well human resources are used to achieve company goals. Work productivity indicators according to Sedarmayanti (2001) are discipline, skills, commitment and motivation. This study examines the influence of work environment and work discipline on work productivity with work motivation as a moderation variable. Based on the above explanation and some literature, this study aims to answer the following questions:

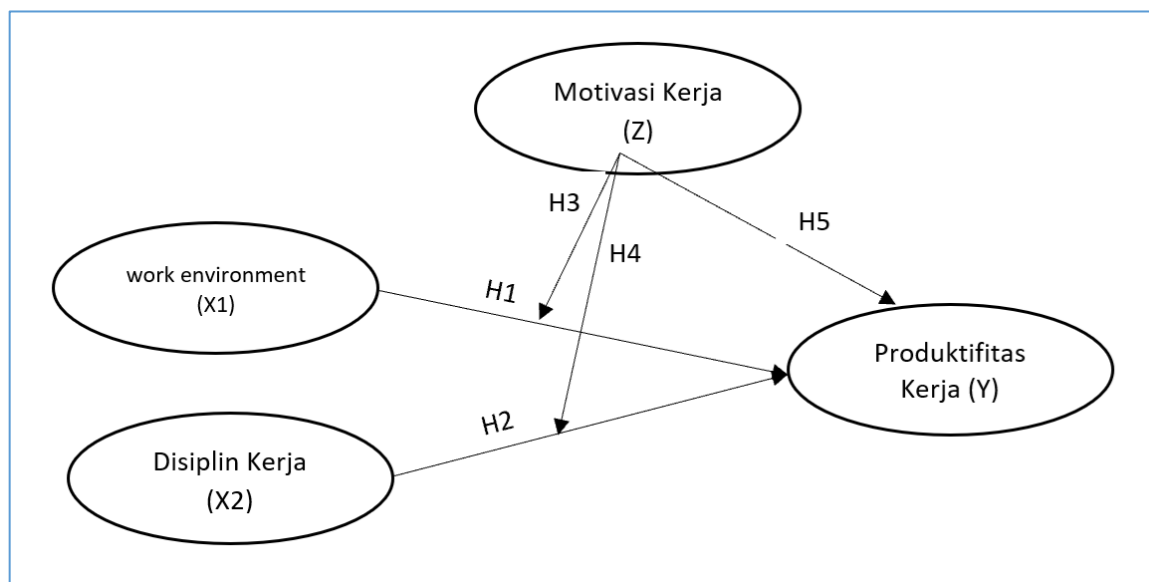


Figure 1: Conceptual Framework

From the framework of the research model in figure 1, the hypothesis of this study can be described as follows:

RQ. 1. Does the work environment and work discipline affect work productivity?

RQ. 2. Does work motivation moderate the influence of the work environment and work discipline on work productivity?

Research Methods

This research was conducted at PT. DOET Palopo City. The random data collection method is equipped with informant demographics such as gender, age, education and time span as employees of PT. DOET. The source of data in this study is Active employees. The population in this study is all employees of PT. DOET. As for the sample of 100 employees by sampling using *Snowball sampling*.

This study uses a questionnaire for data collection. The questionnaire will be distributed online through platforms such as Google Forms and through offline channels at the PT. DOET. Each questionnaire will be accompanied by information about the purpose of the research, data confidentiality, and consent to participation to ensure participants provide informed consent. This study uses a likert scale to measure ordinal data.

Data analysis will be carried out using descriptive statistics to describe the demographic profile of the respondents and the distribution of answers. Reliability tests (*Cronbach's alpha*) and construct validity (*factor analysis*) will be carried out on the scale used. Furthermore, *Moderated Regression Analysis* will be used to test whether work motivation moderates the relationship between work environment and work discipline on work productivity with SmartPLS 3.3 software.

Results And Discussion

Respondent Overview

In this study, the general description of respondents was used in the survey based on gender, age and length of work. For more details about the general overview of the respondents, please see the table below:

Table 1. Respondent Overview

Characteristics Responden	Sum	%
Gender		
Woman	60	60
Man	40	40
Sum	100	100
Age		
18-25 Years	30	30
26-35 Years	45	45
36-45 Years	20	20
Above 46 Years	5	5
Sum	100	100
Length of Work		

0-5 Years	75	75
Above 6 years old	25	25
Sum	100	100

In table 1. It can be seen that the female gender (60%) dominates employees compared to the number of men who are less (40%). Meanwhile, in terms of age, the majority are in the productive age of 18-45 years. Meanwhile, the length of work is between 5-6 years so that respondents have understood and felt how to work for the company.

Validity and Reliability Test

The analysis was carried out to determine the influence between variables in this study using variance-based Structural Equation Modeling (VB-SEM) analysis with the help of SmartPLS 3.3 software. Before the SEM model is used to estimate the variables analyzed, it is first necessary to know the validity and reliability of the resulting SEM model.

Model Validity Test

The validity test used to assess the validity level of the VB-SEM model in this study is the validity of Convergen. There are two ways to determine the validity of the SEM model with convergent validity techniques, namely looking at *the outer loading* value (Loading factor) and *the Average Variance Extracted* (AVE) value.

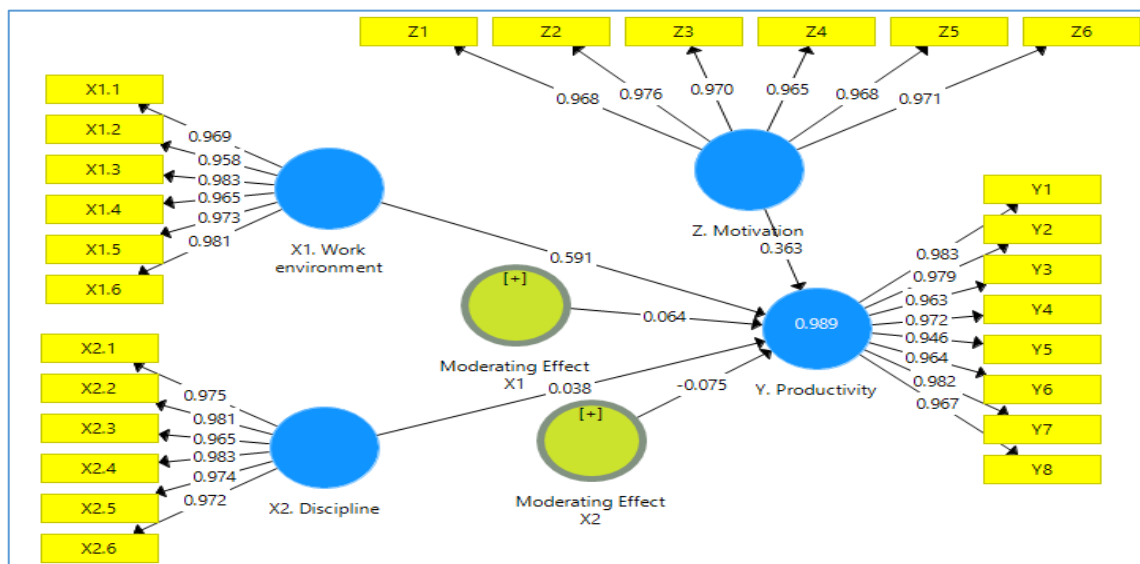


Figure 2. Outer model PLS-SEM

The required loading factor value is >0.7 . In the validity test carried out, it is known that all indicators have a value of >0.7 . The SEM model that has been declared valid is presented in figure 1 and table 1.

Table 1. Validity and Reliability of the PSL-SEM Model

Variable	Indicator	Loading factor	Cut off Value	AVE	Validity	Cronbach's Alpha	CR	Reliability
X1	X1.1	0.969	0.7	0.944	valid	0.988	0.990	Reliable
	X1.2	0.958	0.7		valid			
	X1.3	0.983	0.7		valid			
	X1.4	0.965	0.7		valid			
	X1.5	0.973	0.7		valid			
	X1.6	0.981	0.7		valid			
X2	X2.1	0.975	0.7	0.951	valid	0.990	0.991	Reliable
	X2.2	0.981	0.7		valid			
	X2.3	0.965	0.7		valid			
	X2.4	0.983	0.7		valid			
	X2.5	0.974	0.7		valid			
	X2.6	0.972	0.7		valid			
Z	Z1	0.969	0.7	0.940	valid	0.987	0.989	Reliable
	Z2	0.976	0.7		valid			
	Z3	0.970	0.7		valid			
	Z4	0.965	0.7		valid			
	Z5	0.967	0.7		valid			
	Z6	0.971	0.7		valid			
Y	Y1	0.983	0.7	0.940	valid	0.991	0.992	Reliable
	Y2	0.979	0.7		valid			
	Y3	0.963	0.7		valid			
	Y4	0.972	0.7		valid			
	Y5	0.946	0.7		valid			
	Y6	0.964	0.7		valid			
	Y7	0.982	0.7		valid			
	Y8	0.967	0.7		valid			

The value that measures the validity of the SEM model based on *Average Variance Extracted* (AVE) is > 0.5 . Based on Table 1, the AVE values for all variables observed in this study > 0.5 so it can be said that all variables are valid and can be used to test the SEM model.

Model Reliability

Reliability is a measure of the consistency of indicators in measuring their variables. The values used to determine the level of reliability of the SEM model are *Composite Reliability and Cronbach Alpha*. This type of reliability serves to determine the internal reliability level of variable indicators. The standard value of Cronbach's Alpha is a variable so that it is declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on table 1 above, it is known that all variables have a Cronbach's Alpha value of > 0.06 and a Composite Reliability value of > 0.7 so that it can be stated that the analyzed SEM model is reliable.

Variable Influence Analysis and Hypothesis Test

Analysis SEM aims to test the magnitude of the influence of independent variables on dependent variables. The SEM model results of the analysis of the influence between variables are shown in the Figure below.

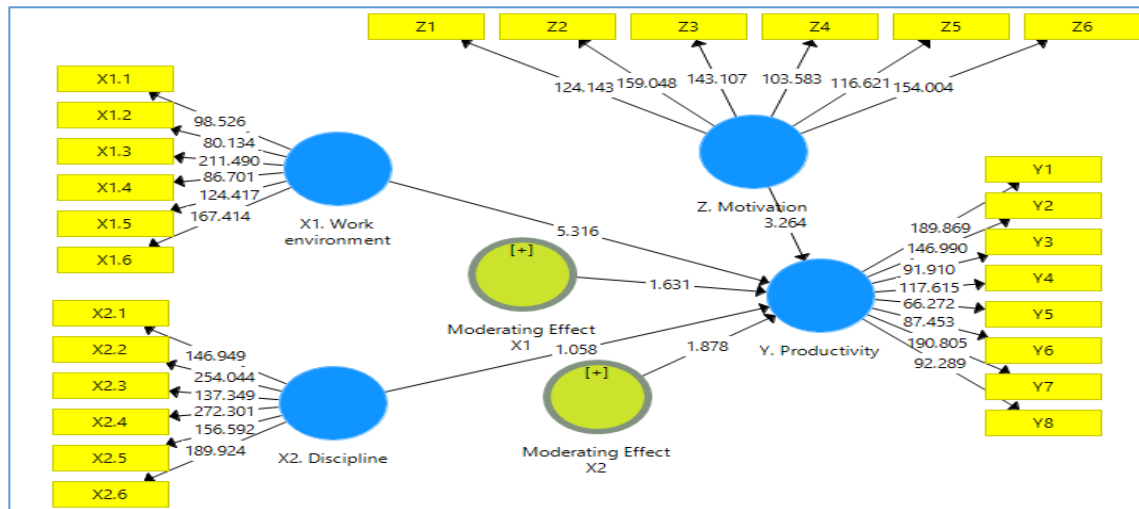


Figure 3. Influence between Variables

The analysis of the influence of the variables observed in this study is the influence of work environment and work discipline variables on work productivity (Y) and the analysis of moderator variables (motivation). The analysis is also used to test research hypotheses. The magnitude of the influence of these variables is shown in Table 2.

Table 2. Influence Of Variables

Influence between variables	T Statistics	T Table	P Values	Cut off P value	Hypothesis
Moderating Effect X1 -> Y. Productivity	1.631	1.98	0.104	0.05	Rejected
Moderating Effect X2 -> Y. Productivity	1.878	1.98	0.061	0.05	Rejected
X1. Work environment -> Y. Productivity	5.316	1.98	0.000	0.05	Accepted
X2. Discipline -> Y. Productivity	1.058	1.98	0.291	0.05	Rejected
Z. Motivation -> Y. Productivity	3.264	1.98	0.001	0.05	Accepted

Based on Table 2 above, hypothesis tests can be carried out as follows:

Hypothesis 1: The work environment is suspected to have a significant effect on work productivity. The results of the statistical T analysis obtained the calculated t value = 4.847 > t table = 1.98 with a P Value of 0.000 or smaller than the *Cut off Value* of 0.05. This means that the variables of the work environment have a significant effect on work productivity. So it can be stated that hypothesis 1 is accepted.

Hypothesis 2: Work discipline is suspected to have a positive effect on work productivity. The results of the statistical T analysis obtained a calculated t value = 1.058 < t table = 1.98 with a P Value of 0.291 or smaller than the *Cut off Value* of 0.05. This means that the variables of

work discipline do not have a significant effect on work productivity. So it can be stated that hypothesis 2 is rejected.

Hypothesis 3: Work motivation is suspected to moderate the work environment to work productivity. The results of the statistical T analysis obtained a calculated t value = $1.631 < t_{table} = 1.98$ with a P Value of 0.104 or greater than the *Cut off Value* of 0.05. This means that the work motivation variable does not moderate the work environment to work productivity. So it can be stated that hypothesis 3 is rejected.

Hypothesis 4: Work motivation is suspected to moderate work discipline on work productivity. The results of the statistical T analysis obtained a calculated t value = $1.631 < t_{table} = 1.98$ with a P Value of 0.061 or greater than the *Cut off Value* of 0.05. This means that the work motivation variable does not moderate work discipline to work productivity. So it can be stated that hypothesis 4 is rejected.

Hypothesis 5: Work motivation is suspected to have a significant effect on work productivity. The results of the statistical T analysis obtained a calculated t value = $3.264 > t_{table} = 1.98$ with a P Value of 0.001 or smaller than the *Cut off Value* of 0.05. This means that the variable of work motivation has a significant effect on work productivity. So it can be stated that hypothesis 5 is accepted.

Discussion

Work Environment Affects Work Productivity

The results of the analysis showed that the work environment had a significant influence on work productivity with a calculated t value of 4.847 which was greater than the t of table 1.98, and a P Value of 0.000 which was smaller than the *Cut off Value* of 0.05. This shows that a good and conducive work environment can significantly increase employee work productivity. These findings are consistent with several previous studies that state that a comfortable and supportive work environment can increase employee productivity, although there are some findings that are not significant (Alqawi et al., 2024; Ariansah & Wahyuningsih, 2023; Fau & Buulolo, 2023).

With the acceptance of this hypothesis, it can be concluded that companies that want to increase the productivity of their employees need to focus on improving the quality of the work environment. This includes managing the physical and psychological environment that supports the needs of employees, so that they can work more effectively and efficiently. With a good work environment, employees will feel more comfortable and motivated to give their best in their jobs. A poor work environment can lead to stress, burnout, and job dissatisfaction which ultimately decreases productivity. Therefore, companies need to pay attention to and improve aspects of the work environment to achieve optimal work results.

Work Discipline Affects Work Productivity

Although work discipline is suspected to have a positive effect on work productivity, the results of the analysis show that this hypothesis is rejected, with a calculated t value of 1.058 which is smaller than the t table of 1.98, and a P value of 0.291 which is greater than the *Cut off Value* of 0.05. This means that work discipline does not have a significant influence on work

productivity in the context of this study. These results may differ from some previous studies that show that work discipline is an important factor in increasing productivity.

This research is different from the findings (Agustina et al., 2023) which supports the idea that good work discipline can improve the efficiency and productivity of employee performance. However, the results of this study show that in PT. DOET, work discipline may not be the main factor that determines productivity. This could be due to other factors that are more dominant in influencing productivity, such as organizational culture or leadership. The rejection of this hypothesis indicates the need for further review of the factors that affect work discipline and its relationship to productivity. Companies may need to evaluate existing discipline policies or look for new approaches to managing work discipline in order to have a more significant impact on employee productivity

Work Motivation Moderates the Work Environment to Work Productivity

This hypothesis states that work motivation moderates the influence of the work environment on work productivity. However, the results of the analysis show that this hypothesis is rejected, with a calculated t value of 1.631 which is smaller than the t of table 1.98, and a P value of 0.104 which is greater than the *Cut off Value* of 0.05. This means that work motivation does not moderate the relationship between the work environment and work productivity. These results are supported by research (Darni & Febriansyah, 2024) who found that work motivation has not been able to moderate the relationship between work quality variables and work effectiveness on work productivity.

The results of this study show that work motivation does not have a strong enough role to moderate the influence of the work environment on productivity. This could mean that employees may already feel sufficiently motivated by the existing work environment, so the additional motivation does not have a significant impact. With this hypothesis rejected, companies may need to explore other moderation variables that can affect the relationship between the work environment and productivity, such as leadership factors or social support in the workplace. It also opens up opportunities to conduct further research to understand the more complex dynamics in the relationship between work environment, motivation, and productivity.

Work Motivation Moderates Work Discipline Towards Work Productivity

This hypothesis assumes that work motivation can moderate the influence of work discipline on productivity. However, the results of the analysis show that this hypothesis is rejected, with a calculated t value of 1.631 which is smaller than the t of table 1.98, and a P value of 0.061 which is greater than the *Cut off Value* of 0.05. Thus, work motivation does not moderate the relationship between work discipline and work productivity. In the research findings (Lakoy et al., 2024), The work discipline variable is proven to be able to moderate the influence of the punishment variable on work productivity.

With this hypothesis rejected, companies need to consider other factors that can affect the relationship between work discipline and productivity. It also signifies that work motivation, while important, may need to be studied more deeply in a company-specific context to understand how it impacts the relationship between variables.

Work Motivation Has a Significant Effect on Work Productivity

This hypothesis states that work motivation has a significant effect on work productivity. The results of the analysis show that this hypothesis is accepted with a calculated t value of 3.264 which is greater than the t of table 1.98, and a P value of 0.001 which is smaller than *the Cut off Value* of 0.05. This shows that work motivation has a significant influence on employee work productivity. This is reinforced by the findings (Amrulloh & Nawatmi, 2023) which shows that the work motivation variable has a positive and significant effect on work productivity, the work environment variable has a positive and significant effect on work productivity and compensation has a significant positive effect on employee work productivity. Motivated employees tend to have a higher commitment to their work, show greater initiative, and achieve better results compared to those who are less motivated. The acceptance of this hypothesis emphasizes the importance of the role of motivation in increasing work productivity. Companies need to continuously monitor and improve employee motivation levels through various programs and policies that encourage employee rewards, career development, and well-being. Thus, work motivation can continue to make a positive contribution to increasing productivity in the company.

Conclusion and Advice

This study reveals that the work environment and work motivation have a significant influence on the work productivity of employees at PT. DOET in Palopo City, while work discipline did not show a significant influence. In addition, work motivation does not moderate the relationship between the work environment and work discipline on work productivity. These findings emphasize the importance of creating a conducive work environment and maintaining employee motivation to achieve optimal productivity.

Companies are advised to continue to improve the quality of the work environment and strengthen motivation programs for employees to encourage productivity. In addition, further evaluation and development of work discipline policies need to be carried out to ensure that employee discipline can also make a significant contribution to increasing productivity. Further research can explore other variables that can moderate the relationship between work discipline and productivity, as well as consider qualitative approaches to understand the dynamics more deeply.

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