

INFLUENCE OF WORK MOTIVATION TO IMPROVE EMPLOYEE PERFORMANCE: A RESEARCH STUDY ON WORK DISCIPLINE AND WORK MOTIVATION TOWARDS EMPLOYEE PERFORMANCE AT XYZ KUNINGAN MSMES, WEST JAVA

Gessa Mertha Asri¹, Dene Herwanto²

^{1,2}Universitas Singaperbangsa Karawang, JL. H. S. Ronggowaluyo Telukjambe Timur, Karawang, Indonesia
E-mail: ¹gessamerthaa23@gmail.com, ²dene.herwanto@ft.unsika.ac.id

Abstract

Human Resources (HR) is something that is very important in a company because it can affect whether or not a company is good. Small, Micro and Medium Enterprises (MSMEs) XYZ is a business unit engaged in the food sector, namely making tofu such as skin tofu, milk tofu, wet tofu, etc. This study aims to determine whether there is an influence between work motivation and work discipline on employee performance. The research method used is descriptive quantitative, namely discussing the company's problems with work discipline and work motivation on employee performance. This research was conducted by distributing questionnaires to 15 employees at MSMEs XYZ. Based on the research that has been done, from the results of the partial test (t test) that the Work Motivation variable (X2) has an effect on Employee Performance (Y) with a significant value of $0.048 < 0.05$ because the significant value of t count is smaller than t table.

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INTRODUCTION

Industrial development in Indonesia has a positive impact on the economic growth of the Indonesian nation, as well as a negative impact, namely the decline in the quality of companies, due to intense business competition with the strengths and strengths of each company. The company's achievement is said to be good with the performance and performance of employees at work. If support or motivation for employees will have a direct impact on the company, of course it will reduce the quality of Human Resources (Theodora, 2015).

The food industry is currently experiencing high competition. There are so many food

companies that are increasingly varied so that the emergence of a variety of unique foods makes each company must have a competitive advantage that can make it survive in running its business. Every organization or company that works uses all available resources such as financial, physical, human resources, and technology and systems to produce products that are superior or equivalent to other types of food products (Ranto, 2016).

Lestary & Harmon (2017) states that Human Resources (HR) is a very important thing in a company because it can affect whether or not a company is good. The existence of organizational goals is made to fulfill the company's vision. The mission is carried out and managed by humans. Therefore, humans are very important in organizational activities. It must be realized that their labor force is due to increasingly competitive businesses.

One of the goals of an organization or company in achieving work goals and productivity is the existence of good employee performance. Because employees are an important asset in a company or an organization to achieve the goals the company wants. One of the factors that affect employee performance is motivation or support to increase employee productivity. If employee productivity is good, it will affect the quality of the company (Amalia & Fakhri, 2016).

Performance comes from the basic Indonesian language "work" which means achievement or work results. In the organization, performance is the answer to the success or failure of the organizational goals that have been set. Here are some of the characteristics of individuals who have good and high performance, including: achievement-oriented, have self-confidence, and competence (Budianto & Katini, 2015).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Performance is a work result that can be achieved by a person or group of people in the organization, in accordance with their respective responsibilities and responsibilities in the organization, in order to achieve organizational or organizational goals legally, does not violate the law and is in accordance with morals and ethics. (Wijayanti & Winarno, 2020).

The main purpose of disciplinary action is ensure that employee behaviors are consistent with established rules set by the organization. Disciplinary action can also help employees become more productive, thereby benefiting him in the long run. Appropriate disciplinary action can encourage employees to improve performance which will ultimately result in individual achievement (Wibowo & Adilla, 2019).

Employee discipline can be determined by the work motivation factor of the employee. Work discipline for employees is one of the important things in human resource management,

because the better the employee's discipline and quality, the higher the results of employee performance, it certainly affects the company (Rozalia, 2015).

Theodora (2015) states that motivation is one of the factors that can determine the level of employee performance. With the motivation and support provided to employees, employees will have high enthusiasm and passion for work and increase employee productivity. If the motivation given to employees is not supportive or insufficient, then the quality of employee performance will decrease so that the company's goals are difficult to achieve.

Micro, Small and Medium Enterprises (MSMEs) XYZ is one of the business units engaged in the food sector, namely making tofu such as skin tofu, milk tofu, wet tofu and others. To be able to compete with the same industry and other types, XYZ MSMEs need to have a good Human Resource Management aspect to improve the quality of employees so that product quality increases.

Based on this background, research at XYZ MSMEs aims to determine whether there is an influence on work motivation and work discipline with employee performance. This must be considered so that employees can work well and comfortably to achieve productivity so that the production process can run well and smoothly so that they can meet the production targets expected by the XYZ MSMEs company.

The following are some of the results of previous research which are used as parameters in this study. Research conducted by Nur Avni Rozalia, Hamida Nayati Utami and Ika Ruhana: that there is a significant influence between Work Motivation and Work Discipline variables simultaneously affect employee performance (Rozalia, 2015). Research conducted by Syarah Amalia and Mahendra Fakhri: that based on the coefficient of determination, work motivation affects employee performance by 68.06% and the remaining 31.94% is influenced by other variables not examined in this study (Amalia & Fakhri, 2016). Research conducted by Suwarsito: that the results of this study indicate that the work environment has a significant effect on WVI employee work motivation, and the work environment and work motivation simultaneously have a significant effect on WVI employee performance. Motivational satisfaction and a comfortable work environment can spur employees to work better (Suwarsito, 2020). Research conducted by Olivia Theodora: that partially relatedness motivation and growth have a significant effect on employee performance. Meanwhile, existence motivation has no significant effect on employee performance. The relatedness motivation is the motivation that has the most dominant influence on employee performance compared to the motivation for existence and growth motivation (Theodora, 2015). Research conducted by Rita Ayu Wijayanti and Winarno: that the results of the study indicate that 1)

The work environment has a positive and significant effect on employee performance. 2) Work discipline has a positive and significant effect on employee performance. 3) The work environment has a positive and insignificant effect on employee performance with job satisfaction as an intervening variable. 4) Work discipline has a positive and significant effect on employee performance with job satisfaction as an intervening variable (Wijayanti & Winarno, 2020).

METHOD

The data used in this study are primary data and secondary data.

1. Primary Data

Employee opinion data regarding work motivation on employee performance through a questionnaire.

2. Secondary Data

- a. Company profile data (company history).
- b. Company production data.
- c. Data on the number of employees and machines..

The research data collection techniques are as follows:

Questionnaire / Interview

The questionnaire data was collected by distributing questionnaires in writing to employees which contained work motivation on the performance of employees in the XYZ MSMEs production room, while interviews were needed to approach employees in their daily language to obtain more data. if they cannot be explained in writing in the questionnaire.

The research method used is descriptive quantitative, namely discussing the company's problems on work motivation and employee performance. The data analysis used is quantitative data, namely numerical data. Data analysis was performed by identifying the results obtained from data processing. The questionnaire result data is processed to get the interval value. The results of the questionnaire were then processed using SPSS statistics to determine statistics between variables.

RESULTS AND DISCUSSION

The study was focused on distributing questionnaires through questionnaires to 15 employees in the production department at MSMEs XYZ in Kuningan, West Java.

Table 1
Results of the Work Discipline Questionnaire (X1)

Respondent Number	Work Discipline X1					Total X1
	X1.1	X1.2	X1.3	X1.4	X1.5	
1	2	3	2	5	4	16
2	4	4	5	3	4	20
3	4	2	4	2	4	16
4	3	3	3	3	3	15
5	4	3	4	4	3	18
6	4	5	5	4	5	23
7	3	3	2	3	3	14
8	5	5	5	5	5	25
9	4	4	3	3	4	18
10	3	4	5	5	2	19
11	2	4	5	5	4	20
12	3	3	4	4	3	17
13	5	5	5	5	5	25
14	4	4	4	4	4	20
15	5	2	4	4	5	20

Source: Author's processing, 2021

Table 2
Work Motivation Questionnaire Results (X2)

Respondent Number	Work Motivation X2					Total X2
	X2.1	X2.2	X2.3	X2.4	X2.5	
1	4	4	4	4	5	21
2	5	5	5	5	3	23
3	4	4	4	5	4	21
4	4	4	3	4	3	18
5	3	5	5	5	5	25
6	5	5	4	5	5	24
7	5	5	5	5	5	25
8	5	5	5	5	5	25
9	5	5	4	5	3	22
10	5	5	3	5	4	22
11	5	5	5	5	5	25
12	5	5	4	5	4	23
13	5	5	4	5	5	24
14	5	5	3	5	5	23
15	4	3	3	5	4	22

Source: Author's processing, 2021

Table 3
Results of the Employee Performance Questionnaire (Y)

Respondent Number	Employee Performance Y						Total Y
	Y1	Y2	Y3	Y4	Y5	Y6	
1	5	5	5	5	5	5	30
2	5	4	4	3	5	5	26
3	4	3	5	2	4	3	21
4	5	3	5	3	2	4	22
5	3	5	3	3	5	4	23
6	5	5	5	4	5	5	29
7	3	3	5	5	4	5	25
8	5	5	5	5	5	5	30
9	3	3	2	3	4	5	20
10	5	5	4	4	3	4	25
11	5	5	5	4	5	5	29
12	4	4	4	5	5	4	26
13	5	5	5	5	4	5	29
14	4	5	3	5	5	4	26
15	3	3	3	5	4	4	22

Source: Author's processing, 2021

The 3 tables above are the results of the questionnaire distributed to all employees with a total of 15 respondents.

1. Validity Test

Riyadi (2019) said that whether an item is appropriate or not, the significance test of the correlation coefficient at the 0.05 level can be done, which means that an item can be said to be valid if it is significantly correlated with the total score. The criteria for testing is if $r_{count} \geq r_{table}$, then the instrument or item of the question has a significant correlation to the total score or can be said to be valid. This validity test consisted of 15 respondents (all employees) with a value of r_{table} 0.514, using SPSS software

Table 4
Work Discipline Validity Test Results (X1)

Question To-	r Table	r Count	Information
1	0,514	0,619	Valid
2	0,514	0,766	Valid
3	0,514	0,778	Valid
4	0,514	0,556	Valid
5	0,514	0,679	Valid

Source: Author's processing, 2021

Based on the table above, it can be seen that the results of the validity of the 5 question instruments distributed to 15 respondents (all employees) were declared valid.

Tabel 5
Results of the Validity Test of Work Motivation (X2)

Question To-	r Table	r Count	Information
1	0,514	0,757	Valid
2	0,514	0,757	Valid
3	0,514	0,691	Valid
4	0,514	0,698	Valid
5	0,514	0,655	Valid

Source: Author's processing, 2021

Based on the table above, it can be seen that the results of the validity of the 5 question instruments distributed to 15 respondents (all employees) were declared valid..

Tabel 6
Employee Performance Validity Test Results (Y)

Question To-	r Table	r Count	Information
1	0,514	0,667	Valid
2	0,514	0,773	Valid
3	0,514	0,571	Valid
4	0,514	0,603	Valid
5	0,514	0,525	Valid
6	0,514	0,606	Valid

Source: Author's processing, 2021

Based on table 7, it can be seen that the results of the validity of the 6 question instruments distributed to 15 respondents (all employees) were declared valid.

2. Reliability Test

A questionnaire can be said to be reliable or reliable if a person's answer to the statement instrument is consistent or stable over time. The reliability test results of a test refer to the degree of stability, consistency, predictive power, and accuracy. Measurements that have high reliability are measurements that can produce reliable data (Efendi & Widodo, 2019).

Table 7
Interpretation of Correlation Coefficients (r)

Coefficient Interval	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Moderate
0,60 -0,799	Strong
0,80 – 1,000	Very Strong

Source: Author's processing, 2021

The decision-making criteria are to determine whether r is reliable or not if r count > from r table then the item is reliable. r table used in this study with a total of 15 respondents (all employees) amounted to 0.514.

Table 8
Reliability Test Results

Variable	r Table	r Count	Information
X1	0,514	0,771	Reliabel
X2	0,514	0,762	Reliabel
Y	0,514	0,748	Reliabel

Source: Author's processing, 2021

Based on the above results, it can be seen that the alpha value of the Work Discipline variable (X1) is 0.771 while the Work Motivation variable (X2) is 0.762 and the Employee Performance variable (Y) is 0.748. Judging from the value of the Interpretation of the Correlation Coefficient in the interval 0.60 -0.799, which means that

the level of relationship of the three variables can be said to be "strong". In addition, the alpha value of the two variables is greater than 0.514, which means that the questionnaire items of the Work Discipline (X1), Work Motivation (X2) and Employee Performance (Y) variables are said to be reliable.

3. Descriptive Analysis

Descriptive analysis is an analysis technique that is used only by describing the characteristics or characteristics of the sample data without drawing conclusions. These characteristics include the average value, mode, midpoint (median), maximum value, minimum value, and so on.

Table 9

Result of Descriptive Analysis of Work Discipline (X1)

	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	15	4	5	4,80	.414
X1.2	15	4	5	4,80	.414
X1.3	15	3	5	4,07	.799
X1.4	15	4	5	4,87	.352
X1.5	15	3	5	4,33	.816
Valid N	15				

Source: Author's processing, 2021

The mean value of (X1.1) is 4.80 and is included in the interval 4.24-5.04 which means "Very Good". The mean value of (X1.2) of 4.80 is included in the interval 4.24-5.04 which means "Very Good". The mean value of (X1.3) of 4.07 is included in the interval from 3.43 to 4.23 which means "Not Good". The mean value of (X1.4) of 4.87 is included in the interval 4.24-5.04 which means "Very Good". The mean value of (X1.5) of 4.33 is included in the interval 4.24-5.04 which means "Very Good". It can be concluded from the Work Motivation variable (X1) that the condition of Work Discipline is "Very Good" because if averaged over all the questions get a value of 4.57 which is included in the interval 4.21-5.04.

Table 10
Result of Descriptive Analysis of Work Motivation (X2)

	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	15	2	5	3,67	.976
X2.2	15	2	5	3,60	.986
X2.3	15	2	5	4,00	1.069
X2.4	15	2	5	3,93	.961
X2.5	15	2	5	3,87	.915
Valid N	15				

Source: Author's processing, 2021

The mean value of (X2.1) is 3.67 and is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (X2.2) of 3.60 is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (X2.3) of 4.00 is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (X2.4) of 3.93 is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (X2.5) of 3.87 is included in the interval from 3.43 to 4.23 which means "Good". It can be concluded from the Work Motivation variable (X2) that the condition of Work Discipline is "Good" because if averaged over all the questions get a value of 3.81 which is included in the interval 3.43-4.23.

Table 11
Test Results Descriptive Analysis of Employee Performance (Y)

	N	Minimum	Maximum	Mean	Std. Deviation
Y1	15	3	5	4,27	.884
Y2	15	3	5	4,20	.941
Y3	15	2	5	4,20	1.014
Y4	15	2	5	4,07	1.033
Y5	15	2	5	4,33	.900
Y6	15	3	5	4,47	.640
Valid N	15				

Source: Author's processing, 2021

As for the Employee Performance variable (Y), the mean value of (Y1) is 4.27 and it is included in the interval from 4.24 to 5.04 which means "Very Good". The mean value of (Y2) of 4.20 is included in the interval from 3.43 to 4.23 which means "Good".

The mean value of (Y3) of 4.20 is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (Y4) of 4.07 is included in the interval from 3.43 to 4.23 which means "Good". The mean value of (Y5) of 4.33 is included in the interval 4.24-5.04 which means "Very Good". The mean value of (Y6) of 4.47 is included in the interval 4.24-5.04 which means "Very Good". It can be concluded that from the Employee Performance variable (Y) that the condition of Employee Performance is "Very Good" because if averaged from all the questions it gets a value of 4.26 included in the interval from 4.24 to 5.04.

4. Normality Test

The normality test aims to see whether all the questions are appropriate or not. Significant values are obtained from the 0.05 normality test, so all question items are normally distributed. As in the table below.

Table 12
Normality Test

		Unstandardized Residual
N		15
Normal Parameters ^{a,b}	Mean	24.27
	Std. Deviation	4.832
Most Extreme Differences	Absolute	.160
	Positive	.118
	Negative	-.160
Test Statistic		.160
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Author's processing, 2021

The table above shows that the significant value is greater with the specified value, namely $0.200 > 0.05$, which means that all variables are normally distributed.

5. Multicollinearity Test

If the tolerance value is greater than 0.10 then multicollinearity does not occur. If the VIF value is less than 10.00 then multicollinearity occurs. Can be seen in the table below.

Table 13
Multicollinearity Test

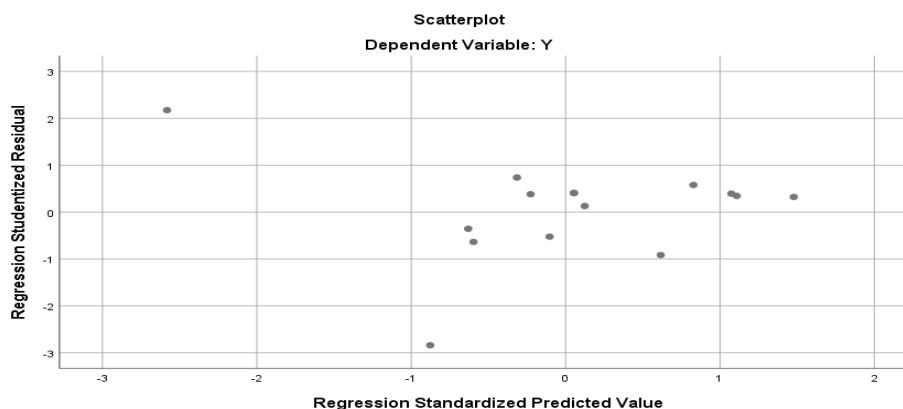
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	12.368	12.696		-.974	.349		
	Work Discipline	.385	.347	.259	1.111	.288	.887	1.128
	Work motivation	1.265	.576	.513	2.196	.048	.887	1.128

Source: Author's processing, 2021

It can be seen from the table above that the Tolerance value of 0.889 > 0.10 means that there is no Multicollinearity. Meanwhile, the VIF value of 1.128 < 10.00 means that there is no multicollinearity.

6. Heteroscedasticity Test

The heteroscedasticity test aims to see if there are points that form a certain pattern. As shown below



Source: Author's processing, 2021

Figure 1 Heteroscedasticity Test

Based on the heteroskedasticity test, it shows that the dots spread out in a pattern that is not above and below the number 0 on the y-axis, so it can be concluded that there is no heteroscedasticity problem in the regression model.

7. Multiple Linear Regression Analysis

How big is the influence of the independent variables, namely Work Discipline (X1) and Work Motivation (X2) on Employee Performance (Y). as in the table below.

Table 14
Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	12.368	12.696		-.974	.349
	Work Discipline	.385	.347	.259	1.111	.288
	Work Motivation	1.265	.576	.513	2.196	.048

Source: Author's processing, 2021

The results of the multiple linear regression equation are:

$$Y = 12,368 + 0,385 X_1 + 1,265 X_2$$

Based on the table above, the value of Constant is 12.368 means that if the work discipline and work motivation under study are constant, it means that the increase in work discipline will increase in employee performance by 0.385. And for work motivation of 1.265 on employee performance.

8. Simultaneous Test (F Test)

This test is done by comparing the significant level numbers. The results of the calculation with a significant level of 0.05 (5%) with the criteria, if F count (sig) > 0.05

then H_0 is accepted and H_a is rejected and if F count (sig) < 0.05 then H_0 is rejected and H_a is accepted. As in the table below:

Table 15
Simultaneous Test (F Test)

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	137.225	2	68.613	4.340	.038 ^b
	Residual	189.708	12	15.809		
	Total	326.933	14			

Source: Author's processing, 2021

Based on the table above, it shows that the significant value for the effect of work discipline (X1) and Work Motivation (X2) simultaneously is 0.038, which means $0.038 < 0.05$ and the value of F count $> F_{table}$, namely $4.340 > 3.49$. So that it can conclude that the employee performance hypothesis is accepted, which means that there is a simultaneous influence of X1 and X2 on employee performance (Y)

9. Partial Test (T Test)

Partial test is used to test the effect of each independent variable. This study uses the variables of Work Discipline (X1) and Work Motivation (X2) on Employee Performance (Y) by comparing the t count values at $\alpha = 0.05$ or comparing the probability at the 95% real level of the partial coefficient (r). So it can be seen the effect of the independent variables individually by using the hypothesis testing criteria with the t test if $t < t_{table}$ (0.05) then H_0 is accepted. So that H_a is rejected and if $t > t_{table}$ (0.05) then H_0 is rejected so that H_a is accepted. As shown in the table below:

Table 16
Partial Test (T Test)

	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	
		B	Std. Error			Sig.
1	(Constant)	12.368	12.696		-974	.349
	Work Discipline	.385	.347	.259	1.111	.288
	Work Motivation	1.265	.576	.513	2.196	.048

Source: Author's processing, 2021

Based on the table above, it shows that the Work Discipline variable (X1) t count < t table ($1.111 < 2.201$) with a significant value of $0.288 > 0.05$ means that H_0 is rejected and the Work Discipline variable (X1) has no effect on employee performance. While the Work Motivation variable (X2) shows that t count > t table ($2.196 < 2.201$) with a significant value of $0.048 < 0.05$ means that H_0 is rejected and the Work Motivation variable (X2) has an effect on Employee Performance (Y) because the significant value of t count is smaller than t table.

10. Coefficient of Determination

This test aims to determine how much the independent variable is against the dependent variable. As in the table below:

Table 17
Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.648 ^a	.420	.323	3.976

Source: Author's processing, 2021

Based on the table above, that the R² value is 0.420. The value of R² is between $0 \leq R^2 \leq 1$, which means that the regression line formed can predict the dependent variable of Employee Performance (Y) of 4.2%. R with a value of 0.648 that the relationship

between variables X1 and X2 to Y is 64%, the rest is influenced by other factors not examined in this study.

11. Discussion on Testing and Data Processing

Work Discipline and Work Motivation on Employee Performance

Based on the results of data calculations that have been done, it shows that the significance value for the effect of variables (X1) and (X2) simultaneously is $0.038 < 0.05$ and the F value of $4.340 > F$ table is 3.49. So it can be concluded that the Job Satisfaction variable is accepted, which means that there is an effect of X1, X2 simultaneously on (Y). The results of this hypothesis are said to be influential by (Suwarsito, 2020) :

- a. If the calculated F value $> F$ table value, then there is an influence of the variables under study.
- b. If the F value count $< F$ table value, then there is no influence of the variables studied.

Work Discipline on Employee Performance

Based on the results of data calculations that have been done, it shows that the Work Discipline variable (X1) t count $< t$ table ($1.111 < 2.201$) with a significant value of $0.288 > 0.05$ means that H_0 is rejected and the Work Discipline variable (X1) has no effect on employee performance. The results of this hypothesis are said to be influential by (Suwarsito, 2020) :

- a. If the value of t count $>$ the value of t table, then there is an influence of the variables under study.
- b. If the value of t count $<$ Value of t table, then there is no influence of the variables studied.

Work Motivation on Employee Performance

Work Motivation Variable (X2) shows that t count $> t$ table ($2.196 < 2.201$) with a significant value of $0.048 < 0.05$ means that H_0 is rejected and the Work Motivation variable (X2) has an effect on Employee Performance (Y) because the significant value of t is smaller than t table. The results of this hypothesis are said to be influential by (Suwarsito, 2020)

- a. If the value of t count $>$ the value of t table, then there is an influence of the variables under study.

- b. If the value of t count < Value of t table, then there is no influence of the variables studied.

CONCLUSION

Based on the results of this study, the following conclusions can be drawn: (1) Work Discipline and Work Motivation simultaneously have a significant effect on Employee Performance (Y) at MSMEs XYZ in Kuningan. (2) Work Discipline has no significant effect on Employee Performance (Y) at MSMEs XYZ in Kuningan. (3) Work Motivation has an effect on Employee Performance (Y) at XYZ MSMEs in Kuningan.

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