



The Influence Of Work Environment, Work Discipline and Intrinsic Motivation on Employee Work Productivity PT Panca Guna Saudara

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How to Cite :

Lawang, R. I., Subiyanto, D., Kirana, K.C. (2024). The Influence Of Work Environment, Work Discipline and Intrinsic Motivation on Employee Work Productivity PT Panca Guna Saudara. EKOMBIS REVIEW: 12(2).doi: <https://doi.org/10.37676/ekombis.v12i2>

ARTICLE HISTORY

Received [29 November 2023]

Revised [19 March 2024]

Accepted [05 April 2024]

KEYWORDS

Work Environment, Work Discipline, Intrinsic Motivation, Work Productivity

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ABSTRACT

This study aims to examine the influence of the work environment, work discipline, and intrinsic work motivation on employee work productivity. The Population of PT Panca Guna Saudara employees. Sampling technique used in this research was purposive sampling with a total of 100 employees as respondents, who were then analyzed using SPSS version 25. Data processing was carried out using multiple linear regression analysis. The results of the research show that the work environment variables, work discipline, and intrinsic work motivation together influence the work productivity of employees at PT Panca Guna Saudara

INTRODUCTION

Management plays a crucial role in improving the efficiency and effectiveness of a company. According to Saleh & Utomo (2018), management is the science and art of organizing the processes of utilizing human resources and other resources effectively and efficiently to achieve a specific goal. Companies are required to be productive in producing high-quality, sustainable products. Thus, when the productivity of a company is high, it can consistently provide products needed by consumers. This, in turn, leads to an increase in the company's profit targets.

Every successful business is attributed to the high level of employee productivity within a company (Purnami & Utama, 2019). High employee work productivity can be achieved when employees have the desire to enhance their capabilities, ensuring that the company's goals are effectively and efficiently accomplished (Purnami & Utama, 2019). In other words, work productivity is closely related to human resources, which act as the driving force in an organization, serving as planners, executors, and determinants of the realization of qualification

goals. This not only involves intellectual abilities and skills but also emotional intelligence and individual motivation in achieving organizational objectives.

Several factors can influence the level of employee work productivity, including the work environment, employee discipline, and work motivation. An employee with high discipline, motivation, and enthusiasm will be able to perform their job well and to the fullest extent. Consequently, the company's productivity targets will be achieved (Wahyuningsih, 2019).

The first factor influencing employee work productivity is the work environment. The work environment plays a crucial role in the activities of a company, as a comfortable work environment enhances employee work productivity. A comfortable work environment can foster enthusiasm and productivity. Companies should pay attention to creating a work environment that aligns with the desires and needs of employees who carry out their tasks in that workplace (Wahyuningsih, 2019). However, not all companies address this situation. One common challenge faced by companies is how to improve and maintain a conducive work environment.

The better the company's work environment, the higher the level of employee productivity. This aligns with research conducted by Wahyuningsih (2018), Segoro & Pratiwi (2021), and Fransisca (2022), which explain that the work environment has a positive and significant impact on work productivity. However, this differs from the study conducted by Saleh (2018), which states that there is no positive and significant influence of the work environment variable on employee work productivity.

The second factor influencing employee work productivity is work discipline. According to Hasibuan (2016), discipline is an individual's awareness and willingness to adhere to all company rules and prevailing social norms. Discipline in work can have either positive or negative impacts on achieving good results in a job. Good discipline reflects an individual's sense of responsibility towards assigned tasks. As companies grow and technology advances, the scope of work undertaken by the workforce expands, necessitating discipline to achieve organizational/company goals.

The higher the level of work discipline among employees, the higher the level of employee work productivity (Segoro & Pratiwi, 2021). This is in line with research conducted by Andini et al. (2019), Winarsih et al. (2020), and Segoro & Pratiwi (2021), which explain that work discipline significantly influences employee productivity. This contrasts with the findings of the study by Saleh & Utomo (2018), which states that the work discipline variable does not affect work productivity.

The third factor is intrinsic work motivation. Motivation is the willingness to exert high-level effort toward organizational goals conditioned by the ability to meet individual needs (Riyanto et al., 2017). The higher the work motivation of employees, the higher the level of productivity they generate. Research by Suwarno (2014) shows that intrinsic motivation has a positive and significant effect on employee productivity. This is because the stronger the intrinsic motivation within an employee, the more their behavior is directed towards achieving goals, resulting in higher productivity (Nopitasari & Krisnandy, 2019). However, this differs from the research by Segoro & Pratiwi (2021), which explains that the motivation variable does not have a partial effect on employee work productivity.

This research was conducted at PT Panca Guna Saudara, a shipyard construction company that provides ship repair services. The company is committed to providing the best service by utilizing high work productivity. To achieve optimal results, the company implements productivity improvements for all employees according to established standards. Quality human resources that are qualified and professional are key to meeting the needs of the ship fleet in optimal condition, ready to sail long distances. Therefore, the company is committed to making special efforts to improve the quality of professional human resources, supporting employee

work productivity. With this research, it is hoped that employee work productivity can be increased so that the company's goals can be achieved successfully.

From the above phenomena, it can be concluded that efforts by companies are needed to support a positive work environment, and work discipline, and to enhance intrinsic motivation to increase employee work productivity. The better the created work environment, the better the work discipline, and the stronger the intrinsic motivation of employees, the higher the employee work productivity.

Based on the descriptions, several problem formulations can be drawn, including:

1. Does the work environment influence employee work productivity?
2. Does work discipline influence employee work productivity?
3. Does intrinsic motivation influence employee work productivity?
4. Do work environment, work discipline, and intrinsic motivation collectively influence employee work productivity?

LITERATURE REVIEW

According to Andini et al. (2019), work productivity is the ability of employees to produce compared to the input used. Productivity will differ in each company based on the conditions, potential, shortcomings, and expectations held by the company in the short and long term. Employee work productivity for a company is crucial as a measure of success in running the business. Higher employee work productivity in a company corresponds to higher levels of overall productivity (Wahyuningsih, 2019). In summary, work productivity is the amount of production achieved or generated by an individual or a group of workers in a specific period, with an overall comparison between output and input used during that time.

Winarsih et al. (2020) suggest indicators for measuring work productivity: (1) capability; (2) improvement of results; (3) work enthusiasm; (4) self-development; (5) quality; and (6) efficiency. Employee capabilities depend on the skills they possess, and professionalism provides the power to complete assigned tasks. Employees should also be provided with updates on the skills needed. Company goals can be achieved through increased employee productivity.

The work environment encompasses everything around employees that can influence their performance in carrying out their tasks, resulting in optimal work outcomes. A conducive work environment includes facilities that support employees in task completion, contributing to increased employee work in an organization (Tedi, 2023). Assessment indicators for the work environment include (1) workplace lighting; (2) air temperature; (3) noise level; (4) use of colors; (5) required workspace; (6) safety; and (7) interpersonal relationships among employees (Wahyuningsih, 2019).

Discipline is a management activity to enforce company rules and tasks responsibly and fairly (Andini et al., 2019). Good discipline reflects an individual's sense of responsibility towards assigned tasks, fostering work enthusiasm, and achieving company goals. Assessment indicators for work discipline include (1) discipline during working hours, including attendance and working hours; (2) discipline in work behavior, including ethics and responsibility; and (3) discipline in work regulations, including standard completion time and compliance with rules and regulations (Winarsih et al., 2020).

Yusuf (2021) explains that motivation is factors originating from within or outside an individual that emerge during psychological processes. In general, there are two known types of motivation: intrinsic motivation arises within an individual, and extrinsic motivation is caused by external stimuli or influences. People will do something they desire because there is a drive to

achieve a specific goal. One form of motivation that comes from within is intrinsic motivation. Assessment indicators for intrinsic motivation include (1) achievement; (2) responsibility; and (3) self-development (Nopitasari & Krisnandy, 2019).

Influence of Work Environment on Work Productivity

The better the company's work environment, the better the level of employee productivity. This aligns with research by Wahyuningsih (2018), Segoro & Pratiwi (2021), and Fransisca (2022), which explain that the work environment has a positive and significant impact on work productivity. However, this differs from the study by Saleh & Utomo (2018), which states that there is no positive and significant influence of the work environment variable on employee work productivity.

H1: Work Environment has a Positive and Significant Influence on Work Productivity.

Influence of Work Discipline on Work Productivity

According to Hasibuan (2016), discipline is an individual's awareness and willingness to adhere to all company rules and prevailing social norms. The higher the level of work discipline among employees, the higher the level of employee work productivity (Segoro & Kusuma Pratiwi, 2021). This is in line with research by Andini et al. (2019), Winarsih et al. (2020), and Segoro & Kusuma Pratiwi (2021), which explain that work discipline significantly influences employee productivity. This contrasts with the findings of the study by Saleh & Utomo (2018), which states that the work discipline variable does not affect work productivity.

H2: Work Discipline has a Positive and Significant Influence on Work Productivity.

Influence of Intrinsic Motivation on Work Productivity

Motivation is the willingness to exert high-level effort toward organizational goals conditioned by the ability to meet individual needs (Riyanto et al., 2017). The higher the work motivation of employees, the higher the level of productivity they generate. Research by Suwarno (2014) shows that intrinsic motivation has a positive and significant effect on employee productivity. However, this differs from the research by Segoro & Pratiwi (2021), which explains that the motivation variable does not have a partial effect on employee work productivity.

H3: Intrinsic Motivation Has a Positive and Significant Influence on Work Productivity.

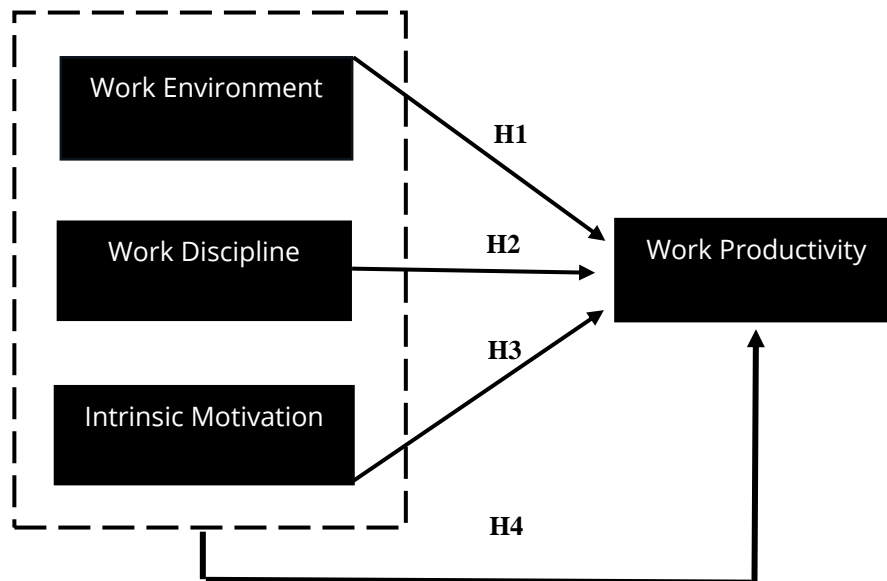
Influence of Work Environment, Work Discipline, and Intrinsic Motivation on Work Productivity.

The work environment, work discipline, and intrinsic motivation mutually influence employee work productivity. This is supported by research from Vivi Fransisca (2022), explaining that the work environment, work motivation, and work discipline have a strong and positive relationship with work productivity, benefiting PT. Alfa Surya Mandiri. Similarly, research by Abdul Rachman Saleh & Utomo (2018) found that there is a significant combined effect of work discipline, work motivation, work ethic, and the work environment on employee work productivity at PT. Inko Java.

H4: Work Environment, Work Discipline, and Intrinsic Motivation Jointly Have a Positive and Significant Influence on Work Productivity.

For the easiness of understanding, these are the theoretical framework in this study:

Figure 1. Theoretical Framework



The Theoretical Framework can be interpreted as follows: work environment influences work productivity (H1), work discipline influences work productivity (H2), intrinsic motivation influences work productivity (H3), and collectively, work environment, work discipline, and intrinsic motivation together play a role in influencing work productivity (H4).

RESEARCH METHODS

This research employs a quantitative research method through a survey approach. The variables in the research object involve two types, where the dependent variable is Work Productivity (Y), and the independent variables are Work Environment (X1), Work Discipline (X2), and Intrinsic Motivation (X3). The researcher aims to examine the influence of work environment, work discipline, and intrinsic motivation on the work productivity of employees at PT Panca Guna Saudara.

The research indicators used can be seen in the following table:

Table 1. Research Indicators

No	Variable	Research Indicators
1	Work Productivity (Y) (Saleh & Utomo, 2018).	1) Capability 2) Improving achieved results 3) Work enthusiasm 4) Self-development 5) Quality 6) Efficiency
2	Work Environment (X1) Sedarmayanti (2011)	1) Lighting 2) Air temperature 3) Noise level 4) Use of colors 5) Workspace 6) Required safety measures 7) Employee relationships
3	Work Discipline Nitisemito (2000)	1) Attendance 2) Working hours 3) Work attitude and ethics 4) Responsibility in tasks 5) Compliance with the standard completion time 6) Adherence to rules and regulations
4	Work Productivity Robbins (2006)	1) Achievement 2) Responsibility 3) Self-development

The population in this study consists of employees at PT Panca Guna Saudara, totaling 111 employees. The sampling technique employed is non-probability sampling. The study utilizes the Slovin formula, resulting in a sample size of 100 employees out of the total number of employees at PT Panca Guna Saudara. The data sources for this research include both primary and secondary data. Primary data is obtained through the distribution of questionnaires using a Likert scale. The research is conducted at PT Panca Guna Saudara, located at Kp Lumajang RT 001 RW 002 Ds. Bojonegoro, Kec. Bojonegara, Kab. Serang, Prov. Banten in the year 2023.

RESULTS AND DISCUSSION

Data from research that has been carried out is obtained from questionnaires that have been distributed to employees who work at PT Panca Guna Saudara. The result of the questionnaire distribution received 100 data from respondents that could be processed.

Validity test

This research uses a significance value of 5% so it can be said that the data will be valid if it obtains a significance value of less than 0.05. The results of the validity test in this study showed that all items were valid. This can be proven by the *r-count* value $>$ *r-table* (0,196).

Reliability Test

The results of the reliability test showed that all items in the study were reliable. The results of this test can be seen from the following table:

Table 1 Reliability Test Results

Variable	Cronbach's Alpha	Information
Work Environment (X1)	0.725	Reliable
Work Discipline (X2)	0.797	Reliable
Intrinsic Motivasi (X3)	0.667	Reliable
Work Productivity (Y)	0.777	Reliable

Based on table 1, this is evidence by the reliability value of the variable of work environment show the value of *Cronbach's Alpha* $0,725 > 0,60$, the variable work discipline show the value of *Cronbach's Alpha* $0,797 > 0,60$, the variable of intrinsic motivation show the value of *Cronbach's Alpha* $0,667 > 0,60$, the variable of work productivity show the value of *Cronbach's Alpha* $0,777 > 0,60$. This proves that all indicators used are reliable, when an indicator is said to be reliable if it has *Cronbach's Alpha* $> 0,60$.

Data Normality Test

This test uses a significance level of 5%. Data is considered normal if it has a significance value greater than 0,05. The results of the normality test in this study used *one sample Kolmogorov Smirnov Test*. The result of this test can be seen from the following table:

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
Number of Respondents	100
Significance Value	0.200
Significance Level	0.05

Based on the results of the normality test in table 3, it is known that the significance value is $0.200 > 0.05$, so it can be concluded that the residual value is normally distributed. The significance value is greater than 0,05 so that the results of the study proved that the data has been distributed normally.

Multicollinearity Test

The multicollinearity test is carried out to test whether there is a correlation between the independent variables in the regression model. If there is no correlation between the independent variables, then the regression model can be said to be good.

Table 3 Multicollinearity Test Results

Model	Tolerance	VIF
Work Environment	0.998	1,003
Work Discipline	0.937	1,067
Intrinsic Motivation	0.939	1,064

From the results of the multicollinearity test in table 4, it is known that the Work Environment variable has a *tolerance value* of 0.998, the Work Discipline variable has a *tolerance value* of 0.937, and the Intrinsic Motivation variable has a *tolerance value* of 0.939. Likewise, the VIF value for all independent variables has a value of less than 10. So, it can be concluded that the data tested does not have multicollinearity because it has a *tolerance value* of greater than 0.10 and a VIF value of less than 10.

Heteroscedasticity Test

This test was carried out using the Glejser test. A good regression model is a regression model that does not experience symptoms of heteroscedasticity.

Table 4 Heteroscedasticity Test Results

Model	t	Significance Value
Work Environment	1.949	0.054
Work Discipline	-1.373	0.173
Intrinsic Motivation	1.100	0.274

From the Glejser test results in table 5, it can be seen that all independent variables have a significance value greater than 0.05 so it can be concluded that there are no symptoms of heteroscedasticity or the data can be said to be good.

Multiple Linear Regression Test

This analysis was carried out to find out in the regression model, how much influence the independent variable has on the dependent variable simultaneously which can be seen from the *adjusted R - Square value*. The following are the output results from the test results.

Table 5 Coefficient of Determination Test Results

Model Summary	
R value	0.841
R Square	0.707
Adjusted R Square	0.698
Std. Error of the Estimate	1.821

The test results in table 6 show that the *adjusted R - Square value* is 0.698. So, the influence of Work Environment (X1), Work Discipline (X2), and Intrinsic Motivation (X3) on Work Productivity is 69.8% and the remaining 30.2% is influenced by other variables. So, there are still other variables that have a greater influence on Work Productivity.

F test

The results of the F test in this research can be seen from the following table:

Table 6F Test Results

Model	df	F	Significant Value
Regression	3	77.202	0,000
Residual	96		
Total	99		

The simultaneous test results in Table 7 show that the independent variables together or simultaneously can influence the independent variables because the significance value is $0.000 < 0.05$ and the value is $F_{count} 77.202 > F_{table} 3.09$. So, it can be concluded that the variables Work Environment, Work Discipline, and Intrinsic Motivation have a positive and significant effect on Work Productivity.

t test

The results of the t test in this research can be seen from the following table:

Table 7t test results

Model	B	t	Significance Value
(Constant)	21.654	5.414	0.000
Work Environment	-0.158	-2.218	0.029
Work Discipline	-0.801	15.097	0.000
Intrinsic Motivation	-0.197	-2.540	0.013

DISCUSSION

The Influence of Work Environment on the Work Productivity

From the results of partial hypothesis testing, it can be concluded that **H1 is accepted** because work environment has a positive and significant effect on employee work productivity at PT Panca Guna Saudara. This can be proven by the partial test results in table 8, that the transformational Work Environment (X1) has a positive effect on the Employee Work Productivity (Y). The results showed that a significance value of $0.029 < 0.05$ with $t_{count} 2.218 > t_{table} 1.984$ and a *Standardized Coefficients Beta* value of 0.123.

A conducive work environment enhances work productivity. This means that a work environment carrying significant meaning is crucial, employees experience comfort both in terms of their tasks and in their relationships with colleagues, fostering a positive working atmosphere. With an increasingly favorable work environment, employees will enhance their productivity.

This finding aligns with the research conducted by Pajaitan (2017) which asserts a positive and significant influence of the work environment on work productivity. Similarly, Wahyuningsih (2018) in her concludes that the work environment significantly and positively influences work

productivity. Therefore, a conducive work environment has the potential to elevate performance for the company.

The Influence of Work Discipline on the Work Productivity

From the results of partial hypothesis testing, it can be concluded that **H2 is accepted** because Work Discipline has a positive and significant effect on employee loyalty. This can be proven by the partial test results in table 8, that the Work discipline variable (X2) influences the work productivity (Y). The results showed that a significance value of $0.000 < 0.05$ with $t_{count} 15.097 > t_{table} 1.984$ and a *Standardized Coefficients Beta* value of 0.861.

High work discipline will enhance employee work productivity. This means that the work discipline of employees, which carries significant meaning, involves a sense of responsibility towards the job, adhering to both written and unwritten rules and regulations. With the increasing level of work discipline, it will improve the efficiency of time spent on work.

This result aligns with the study by Andini et al., (2019), which indicates that simultaneously, the work discipline variable significantly influences employee work productivity. Therefore, the more disciplined employees are in their work, the higher the productivity for a company.

The Influence of the Intrinsic Motivation on the Work Productivity

From the results of partial hypothesis testing, it can be concluded that **H3 is accepted** because the intrinsic motivation has a positive and significant effect on work productivity. This can be proven by the partial test results in table 8, that the intrinsic motivation variable (X3) influences work productivity (Y). The results showed that a significance value of $0.013 < 0.05$ with $t_{count} 2.540 > t_{table} 1.984$ and a *Standardized Coefficients Beta* value of 0.145.

The level of intrinsic motivation possessed by employees at PT Panca Guna Saudara plays a crucial role in influencing productivity. It depends on the intrinsic motivation of employees, and the support from PT Panca Guna Saudara strengthens the level of awareness among employees in executing their productivity. In other words, intrinsic motivation in an employee significantly influences the company at PT Panca Guna Saudara, reinforcing the employees' desire to persist, develop, and enhance the company's productivity due to their emotional attachment to the company, the aspiration to work more passionately towards self-development and career goals, and a sense of responsibility.

This result is consistent with the research by Menhard et al. (2022), which explains that there is a significant influence between intrinsic and extrinsic motivation simultaneously on productivity. Therefore, the higher the intrinsic motivation possessed by employees, the more it can contribute to improving work productivity.

The Influence of Work Environment, Work Discipline, and Intrinsic Motivation on Work Productivity

From the results of simultaneous hypothesis testing, it can be concluded that **H4 is accepted** because Work Environment, Work Discipline, and Intrinsic Motivation have a positive and significant effect on Work Productivity. This can be proven by the results of the simultaneous test in table 7, that the variables Work Environment (X1), Work Discipline (X2), and Intrinsic Motivation (X3) influence Work Productivity (Y) with a significance value of $0.000 < 0.05$ and a value of $F_{count} 77.202 > F_{table} 3,09$.

This result is also in line with the research conducted by Fransisca (2022), both simultaneously and partially, indicating that the influence of the work environment, work motivation, and work discipline significantly affects employee work productivity. If a company pays attention to the work environment and establishes good work discipline, employees are likely to have a high level of intrinsic motivation for the company, thereby contributing to the improvement of work productivity.

CONCLUSION

This study was conducted to demonstrate the influence of the work environment, work discipline, and intrinsic motivation on employee work productivity at PT Panca Guna Saudara. The data used in this research were primary data obtained through the distribution of online questionnaires via Google Form, disseminated to the employees of PT Panca Guna Saudara. The data collected in this study amounted to 100 respondents and were processed using SPSS Statistics Version 25. Based on the test results and discussions presented in the previous chapter, the following conclusions can be drawn:

1. The Work Environment variable has a positive influence on employee work productivity at PT Panca Guna Saudara.
2. The Work Discipline variable has a positive influence on employee work productivity at PT Panca Guna Saudara.
3. The Intrinsic Work Motivation variable has a positive influence on employee work productivity at PT Panca Guna Saudara.
4. The variables of work environment, work discipline, and intrinsic work motivation collectively have a positive influence on employee work productivity at PT Panca Guna Saudara.

SUGGESTION

Based on the results of the questionnaire and data processing in this research, the researchers' suggestions are as follows:

1. For PT Panca Guna Saudara:
 - a. It is expected that the company can provide a comfortable working environment for employees that encourages motivation, leading to increased productivity. This will enable employees to work effectively and flawlessly, positively impacting their work productivity at PT Panca Guna Saudara.
 - b. The company is encouraged to foster a sense of high work discipline and punctuality among employees by assigning responsibilities and risks that align with their job roles. This will contribute to the company's positive work performance image, consequently affecting the work productivity of employees in the company.
2. For Researchers:
 - a. Future research is recommended to include other independent variables related to factors influencing employee work productivity, such as managerial factors, employee quality, workload intensity, length of service, and other factors that may affect employee work productivity.
 - b. Subsequent research is encouraged to expand on data collection or employ alternative methods due to limitations in this study. This is expected to yield more varied results, providing insights different from those obtained in the current research.

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