



# The Effect Of Discipline, Stress, And Motivation On Employee Performance At The Housing, Settlement And Land Office Of Buleleng Regency

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## ABSTRACT

The quality of service at the Housing, Settlement Area, and Land Office of Buleleng Regency is highly dependent on the performance of existing employees. Therefore, efforts to improve employee performance should be a major concern. This study aims to determine the influence of discipline, stress, and motivation on employee performance. The research method used is quantitative research with a causal approach. The research sample used the purposive sampling method, so that a sample of 69 respondents was obtained. The results of the study show that discipline has a positive and significant effect on employee performance, stress has a negative and significant effect on employee performance, and motivation has a positive and significant effect on employee performance.

## INTRODUCTION

Improving employee performance is one of the key factors in achieving organizational goals, both in the public and private sectors. The optimal performance of each individual in the organization will have a positive impact on the efficiency and effectiveness of services to the community. This optimal performance is inseparable from the determining factors, one of which is (HR), in the context of government organizations, employee performance is a very important element to achieve organizational goals. In government agencies, one of which is the Housing, Settlement Areas, and Land Office of Buleleng Regency, the quality of service is highly dependent on the performance of existing employees. Therefore, efforts to improve employee performance should be a major concern. However, it is undeniable that there are various factors that can affect employee performance. Some of these factors include discipline, stress, and motivation.

Discipline reflects the level of employee compliance with the rules and procedures set by the organization. Good discipline can create an orderly and efficient work environment. In the context of an organization, discipline includes many aspects, ranging from punctuality in carrying out tasks, compliance with work procedures, to responsibility for the work given. Employees who have high discipline tend to be more productive, can complete tasks on time, and have better

performance compared to employees who are not disciplined. Wahyudi et al. (2023) found that high discipline, such as punctuality, good attendance, and compliance with company procedures and regulations, is highly correlated with improved employee performance.

Stress is one of the phenomena that is often encountered in various types of organizations and can affect employees in various aspects of professional and personal life. Stress occurs when individuals feel unable to cope with job demands that exceed their abilities, both physically, emotionally, and psychologically. This can be caused by various factors, such as excessive workload, unclear tasks, conflicts with colleagues or superiors, and a less supportive work environment. Stress that is not managed properly can have bad consequences for employees, such as decreased motivation, job satisfaction, and even physical and mental health. In a study by Arifianto et al. (2023), it was found that prolonged stress can have a detrimental impact on employees' mental and physical health. This research shows that employees who experience chronic stress tend to be more susceptible to psychological disorders such as anxiety and depression, as well as physical disorders such as headaches, insomnia, and digestive problems. Stress is caused by various factors both from within the individual and from the work environment.

In the world of work that continues to develop, the factors that affect motivation have also changed. Technological developments, changes in organizational structures, and social and economic dynamics can affect how employees respond and are motivated in their work. For example, with the rise of remote work, many companies are looking for new ways to keep employees motivated to stay productive despite working from home. Motivated employees tend to be more productive, have higher engagement rates, and can adapt to change better. They also have a greater sense of responsibility for the tasks given, contribute to improving the quality of work results and strive to achieve organizational goals more efficiently. Conversely, a lack of motivation can lead to decreased performance, higher absenteeism, and even increased turnover rates. Setiawan et al. (2024) found that motivation has a significant influence on employee performance. Highly motivated employees are more likely to work harder, show greater initiative, and are better able to work under pressure.

## LITERATURE REVIEW

### Employee Performance

Performance is the entire process of working from an individual whose results can be used as a basis to determine whether the individual's work is good or otherwise. Swasto (2023) states that work achievement or performance is the actions of carrying out tasks that have been completed by a person in a certain period of time. According to Bintang Anggara (2022), performance is a measurement of the expected work results in the form of something optimal. According to Hariandja (2022), performance is the result of work produced by employees or real behavior displayed in accordance with their role in the organization. There are several ways to measure work performance in general, including: quantity of work, quality of work, knowledge about the work, opinions or statements submitted, decisions taken, work planning and work areas. Performance is the results obtained by employees based on the standards that apply to a job that is carried out in a certain period of time and is seen in the aspects of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization. Employee performance can be declared good if employees can carry out their duties and responsibilities in accordance with the achievement of the targets in the company (Gautama & Wiguna, 2024). According to Robbins (2003), employee performance is a function of the interaction between ability and motivation.

Performance is the result or level of overall success of a person during a certain period in carrying out a task compared to various possibilities, such as standards of work

results, targets, goals or criteria that have been predetermined and agreed upon. Budiasa (2021; 15) explains that performance refers to the ability of individuals to use existing resources to achieve work results, both in terms of quality and quantity. Performance that is considered good is one that is in accordance with predetermined procedures and standards. Researchers can conclude that performance is the result of work produced by an employee in carrying out his duties in accordance with his responsibilities in a certain period of time that has the potential to affect the achievement of certain organizational goals.

### **Discipline**

Etymologically, discipline comes from the English word "disciple" which means follower or adherent of teaching. Practice and so on. Discipline is a certain state in which the people who belong to an organization submit to the existing rules with pleasure. Meanwhile, discipline is all human activities that are carried out to achieve the goals that have been set. According to Bintang Anggara (2022), discipline is a person's awareness and willingness to obey all applicable company regulations and social norms. According to Diktawan (2023), discipline must be enforced in a company organization. Without the support of good employee discipline, it is difficult for companies to realize their goals. So, discipline is the key to a company's success in achieving its goals.

According to Wahyuni & Lubis (2020), defining discipline is the willingness and ability of employees to be able to follow and obey all rules and work standards that have been set by the company. In addition, according to Fahmi (2021), discipline is the level of compliance and obedience to the applicable rules and willingness to accept sanctions or punishments if they violate the rules set in the discipline. In addition, discipline is a person's respect for organizational rules or norms in order to achieve the planned organizational goals (Widyaningrum, et al. 2025). So it can be concluded that discipline shows a condition or attitude of respect that exists in employees towards the company's regulations and regulations. Thus, if the rules and regulations in the company are ignored, or often violated, then employees have poor discipline. On the other hand, if the employee is subject to the company's regulations, it illustrates the existence of good discipline conditions.

### **Stress**

Stress is an emotional, mental, or physical condition that occurs as a result of excessive demands on work that do not match an individual's abilities or resources. According to Robbins (2006), stress is a condition in which a person experiences tension due to conditions that affect him. Stress can arise when individuals feel stressed, anxious, or burned out due to excessive workload, interpersonal conflicts, or uncertainty at work. stress is becoming an increasingly important issue amid dynamic changes in the workplace. Recent research highlights the importance of work environment factors, social support, effective stress management, as well as individual factors in influencing employee stress levels. Organizations are expected to pay more attention to the mental and physical well-being of employees to create a healthier and more productive workplace. Research from the Journal of Applied Psychology (2023) states that stress during the pandemic is related to decreased job satisfaction and psychological well-being, as well as increased feelings of stress due to the absence of a healthy work-life balance.

### **Motivation**

Motivation in management is only shown in human resources in general and subordinates in particular. The importance of motivation because motivation is what causes, channels, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. The definition of motivation according to

Hasibuan (2008:132) is the provision of driving force that creates a person's enthusiasm, so that they are willing to work together, work effectively and integrate with all their efforts to achieve goals. Meanwhile, motivation according to Siagian (2002:89) is as an impetus for a person to make the greatest contribution for the success of the organization in achieving its goals, with the understanding that the achievement of organizational goals means that the personal goals of the members of the organization concerned are also achieved.

## METHODS

This research was conducted at the Housing, Settlement Areas, and Land Office of Buleleng Regency, Jalan. Teleng No.1, Banyuasri, Buleleng District, Buleleng Regency. The Buleleng Regency Housing, Settlement and Land Office is a government agency in Buleleng Regency, Bali. The population is the total number of units whose characteristics will be expected (Jasmalinda, 2021). In this study, the population taken is all employees at the Housing, Settlement and Land Office of Buleleng Regency, both Civil Servants and not, which totals 95 people. In this study, the sample selection method used the purposive sampling method. This method is one of the sampling methods in research where the selected subject or unit is based on certain criteria that have been predetermined by the researcher. This technique is often used when researchers have specific goals and need relevant samples to answer research questions or achieve research objectives. Meanwhile, below are the characteristics set by the researcher in determining the sample as follows:

**Table 1. Research Sample Criteria**

No.	Characteristics/ Criteria	Number of Samples
<b>Population</b>		<b>95</b>
1	Employees who are not civil servants	(23)
2	Employees not with PP3K status	(3)
<b>Total sample count</b>		<b>69</b>

Source: Researchers' thoughts, 2025.

## RESULTS

### Validity Test

**Table 2. Validity Test of Employee Performance Variables**

Question No.	Calculation	r <sub>Table</sub>	Information
Y.1	0,2369	0,576	Valid
Y.2	0,2369	0,557	Valid
Y.3	0,2369	0,785	Valid
Y.4	0,2369	0,732	Valid
Y.5	0,2369	0,746	Valid
Y.6	0,2369	0,725	Valid
Y.7	0,2369	0,403	Valid
Y.8	0,2369	0,688	Valid
Y.9	0,2369	0,625	Valid
Y.10	0,2369	0,506	Valid

Source: SPSS Data Processing Results (2025).

**Table 3. Testing the Validity of Discipline Variables**

Question No.	Calculation	r <sub>Table</sub>	Information
X1.1	0,2369	0,446	Valid
X1.2	0,2369	0,572	Valid
X1.3	0,2369	0,526	Valid
X1.4	0,2369	0,749	Valid
X1.5	0,2369	0,680	Valid
X1.6	0,2369	0,691	Valid
X1.7	0,2369	0,686	Valid
X1.8	0,2369	0,707	Valid
X1.9	0,2369	0,792	Valid
X1.10	0,2369	0,663	Valid

Source: SPSS Data Processing Results (2025).

**Table 4. Stress Variable Validity Test**

Question No.	Calculation	r <sub>Table</sub>	Information
X2.1	0,2369	0,618	Valid
X2.2	0,2369	0,493	Valid
X2.3	0,2369	0,326	Valid
X2.4	0,2369	0,590	Valid
X2.5	0,2369	0,538	Valid
X2.6	0,2369	0,458	Valid
X2.7	0,2369	0,654	Valid
X2.8	0,2369	0,781	Valid
X2.9	0,2369	0,610	Valid
X2.10	0,2369	0,622	Valid

Source: SPSS Data Processing Results (2025).

**Table 5. Validity Test of Motivation Variables**

Question No.	Calculation	r <sub>Table</sub>	Information
X3.1	0,2369	0,549	Valid
X3.2	0,2369	0,566	Valid
X3.3	0,2369	0,422	Valid
X3.4	0,2369	0,676	Valid
X3.5	0,2369	0,296	Valid
X3.6	0,2369	0,415	Valid
X3.7	0,2369	0,613	Valid
X3.8	0,2369	0,727	Valid
X3.9	0,2369	0,569	Valid
X3.10	0,2369	0,633	Valid

Source: SPSS Data Processing Results (2025).

**Reliability Test****Table 6. Reliability Test**

Questionnaire Questions on Variables	Cronbach's Alpha Criteria	Cronbach's Alpha Values	N	Information
Employee Performance (Y)	0,70	0,836	10	Reliable
Discipline (X1)	0,70	0,836	10	Reliable
Stress (X2)	0,70	0,731	10	Reliable
Motivation (x3)	0,70	0,734	10	Reliable

Source: SPSS Data Processing Results (2025).

**Normality Test****Table 7. Normality Test Results**

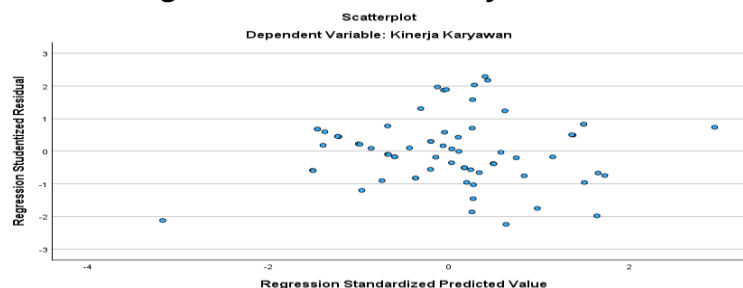
Unstandardized Residual	
N	69
Test Statistic	0,802
Asymp. Sig. (2-tailed)	0,200

Source: SPSS Data Processing Results (2025).

**Multicollinearity Test****Table 8. Multicollinearity Test Results**

No.	Variable	Tolerance Value	VIF Value
1	Discipline (X1)	0,647	1,545
2	Stress (X2)	0,782	1,279
3	Motivation (x3)	0,554	1,806

Source: SPSS Data Processing Results (2025).

**Heteroscedasticity Test****Figure 1 Heteroscedasticity Test Results****Multiple Linear Regression Analysis****Table 9. Multiple Linear Regression Analysis Results**

Variable	Regression Coefficients	Calculated t-value	Nilai Sig.
Constant	13,221		
Discipline	0,692	8,491	<0.001
Stress	-0,302	-4,084	0,015
Motivation	0,296	3,814	0,032

Source: SPSS Data Processing Results (2025).

Based on table 9 by looking at the regression coefficient column, the multiple linear regression equation can be formulated as follows:

$$Y = 13.221 + 0.692X_1 - 0.302X_2 + 0.296X_3 + e$$

Meanwhile, the explanation of the results in the above equation is as follows:

1. In the regression equation, the value of the constant is stated to be 13.221. This value explains that without the variables of discipline, stress, and motivation, employee performance has a fixed value of 13,221.
2. The value of the coefficient in the discipline variable was 0.692. This means that assuming that the value of the stress variable coefficient and motivation remains (unchanged), then every 1 unit increase in discipline will increase employee performance by 0.692.
3. The value of the coefficient in the variable stress is -0.302. This means that assuming that the value of discipline coefficient and motivation remains (unchanged), then every increase in stress by 1 unit will decrease employee performance by 0.302.
4. The value of the coefficient in the motivation variable was 0.296. That is, assuming that the value of the discipline and stress coefficient remains (unchanged), every increase in motivation by 1 unit will increase employee performance by 0.296.

### Partial test t

**Table 10. Partial Test Results t**

	Unstandardized Value B	Calculated t-value	Nilai Sig.
Constant	13,221		
Discipline	0,692	8,491	<0.001
Stress	-0,302	-4,084	0,015
Motivation	0,296	3,814	0,032

Source: SPSS Data Processing Results (2025).

Based on the test results in table 4.13, the results of the partial t test can be explained as follows:

1. The Effect of Discipline on Employee Performance  
In the discipline variable, the significance value (Sig.) states a value of <0.001. This proves that the significance value is less than 0.05. Thus, it can be concluded that H1 is accepted. In other words, discipline variables have a significant effect on employee performance.
2. The Effect of Stress on Employee Performance  
In the stress variable, the significance value (Sig.) shows a value of 0.015. This proves that the significance value is less than 0.05. So, it can be concluded that H2 is accepted. In other words, stress variables have a significant effect on employee performance.
3. The Influence of Motivation on Employee Performance  
In the motivation variable, the significance value (Sig.) shows a value of 0.032. This proves that the significance value is more than 0.05. Thus, it can be concluded that H3 is accepted. In other words, motivation variables have a significant effect on employee performance.

### Coefficient of Determination

**Table 11. Determination Coefficient Results**

R Square	Adjusted R Square	Std. Error of the Estimate
0,598	0,579	2,100

Source: SPSS Data Processing Results (2025).

Based on the results of table 4.14, it can be seen that the value of the Adjusted R Square is 0.579. This states that 57.9% of the variables of discipline, stress and motivation affect employee performance. Meanwhile, the remaining 42.1% was influenced by other factors that were not tested in this study.

## **DISCUSSION**

### **The Effect of Discipline on Employee Performance**

The results of the regression analysis stated that the regression coefficient in discipline was 0.692. Meanwhile, the results of the partial test  $t$  stated that the value of the significance of discipline was  $<0.001$ . This concludes that discipline has a positive and significant effect on employee performance at the Housing, Settlement Area, and Defense Office of Buleleng Regency. This means that the higher the level of discipline in employees, the employee's performance will also increase. In other words, the first hypothesis (H1) is accepted.

Low sense of responsibility is the main factor in the influence of suboptimal employee performance. There are still many employees who still do not work according to the terms of work quality that have been implemented in the company. Employees often procrastinate work due to the length of the work process that is always not on time and will hinder work on other parts of the employee's performance. The number of employees who are still often late and do not come to work has an impact on reducing working hours which causes employee performance in the company to decrease. To improve employee performance in an organization, they must apply high discipline to employees in working or performing assigned tasks (Arifin & Sasana, 2022). Employee discipline is shown by obtaining higher performance, and can be seen from the employee's skill level to carry out his responsibilities as an employee in a company or organization in his workplace.

To improve employee performance in an organization, they must apply high discipline to employees in working or performing assigned tasks. Employee discipline is shown by obtaining higher performance, and can be seen from the employee's skill level to carry out his responsibilities as an employee in a company or organization in his workplace. Through discipline will reflect strength, because usually someone who succeeds in their work is those who have high discipline (Yuliati Indah & Puspasari, 2022).

The results of this study are in line with research by Purnawijaya (2019) which revealed that discipline has a significant and positive effect on employee performance. Research by Putra & Fernos (2023) also states that discipline has a positive and significant effect on employee performance.

### **The Effect of Stress on Employee Performance**

The results of the regression analysis stated that the regression coefficient on stress was -0.302. Meanwhile, the results of the partial  $t$  test stated that the significance value of stress was 0.015. This concludes that stress has a negative and significant effect on employee performance at the Housing, Settlement Area, and Defense Office of Buleleng Regency. This means that the higher the level of stress in employees, the employee's performance will decrease. In other words, the second hypothesis (H2) is accepted.

The results of a study conducted by Saha & Rahman (2021) state that high stress leads to a decrease in employee performance. Employees who experience severe stress feel less satisfied with their work, and they no longer have the drive to do well or achieve set goals. In addition, research conducted by Sonnentag & Fritz (2020) revealed that constant work stress is associated with higher absenteeism. Employees who are

often absent or late may not be able to make the maximum contribution to the performance of the team and the organization.

The results of this study are not comparable to the research of Lestari et al. (2020) which stated that work stress has a positive and significant effect on employee performance. This study explains that the driving factor is in the target and expectation indicators, meaning that the targets and expectations set by the company are so high. This can be seen in the phenomenon that occurs where employees must be required to be able to complete work on time and pressure indicators mean that most employees tend to experience stress caused by company rules so that employees feel pressured.

### **The Influence of Motivation on Employee Performance**

The results of the regression analysis stated that the regression coefficient on motivation was 0.296. Meanwhile, the results of the partial t test stated that the significance value of motivation was 0.032. This concludes that motivation has a positive and significant effect on employee performance at the Housing, Settlement Area, and Defense Office of Buleleng Regency. This means that the more motivation increases in employees, the employee's performance will also improve. In other words, the third hypothesis (H3) is accepted.

Motivation is important because motivation is what causes, channels and supports human behavior so that they are willing to work hard and be enthusiastic to achieve optimal results. Performance and work motivation have a very close relationship, meaning that performance studies will always be accompanied by motivation studies because motivation is basically the basis for the realization of a work behavior displayed by an employee (Wahyuni et al, 2023).

Motivation is able to give people the strength to do something better due to the urge to get a hope that they really want to achieve. The motivation that occurs is expected so that each individual employee is willing to work hard or be enthusiastic to achieve high work performance. Managers must know the motives to encourage the motivation that employees want in order to be able to motivate employees. People who want to work are to be able to meet their needs, both conscious *needs* and *unconscious needs*, in the form of material or non-material, physical and spiritual needs (Nurjannah, 2020).

The results of this study are comparable to the research by Ningsih et al. (2022); Putra & Fernos (2023) who stated that motivation has a positive and significant effect on employee performance.

### **CONCLUSION**

Based on the test results, it can be seen that the conclusion results are as follows:

1. Discipline has a positive and significant effect on the performance of employees at the Housing, Settlement and Defense Office of Buleleng Regency. This means that the higher the Discipline, the Employee Performance at the Housing, Settlement and Land Office of Buleleng Regency will increase. This can be seen from the results of data processing contained in the questionnaire indicators
2. Stress has a negative and significant effect on employee performance at the Housing, Settlement and Defense Office of Buleleng Regency. This means that the higher the level of stress in employees, the performance of that employee will decrease.
3. Motivation has a positive and significant effect on employee performance at the Housing, Settlement and Defense Office of Buleleng Regency. This means that the higher the Motivation, the Employee Performance at the Housing, Settlement and Land Office of Buleleng Regency will increase.

4. The combination of these three variables—discipline, stress, and motivation—has a strategic role in shaping overall employee performance. Therefore, management needs to create a work environment that supports improved discipline, healthy stress management, and encourages motivation through awards, career development opportunities, and inspirational leadership.

## LIMITATION

Based on the test results, several variables (discipline, stress, and motivation) explain the correlation and their influence on employee performance at the Housing, Settlement and Defense Office of Buleleng Regency. This is information for related parties, especially as a reference to improve internal schemes to improve discipline and motivation, as well as reduce employee stress, so that it has an impact on employee performance in the official office area. Meanwhile, it was proposed to the next researcher to expand the scope of this study in terms of variables and strengthen the size of the research sample. In this case, there are several important factors that can affect employee performance. For this reason, it is recommended to add several variables for the next research, such as workload variables, environment, facilities, awards and others and use other methods such as qualitative methods and mix methods, namely quantitative methods and qualitative methods.

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