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## The Influence of Work Motivation, Work Discipline, and Work Facilities on Employee Performance at PT. PLN (Persero) ULP Duri

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### **Abstract**

*This study aims to empirically prove the influence of work motivation, work discipline, and work facilities on employee performance. The research was conducted at PT. PLN (Persero) Ulp Duri and used data obtained from the distribution of questionnaires to 54 permanent employees as respondents. The sampling method in this study used saturated or census sampling, because in this study all members of the population were used as samples. This study used a statistical data analysis method using SPSS version 26. The results of this study indicate that work motivation has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, and work facilities have a positive and significant effect on employee performance. Simultaneously, work motivation, work discipline, and work facilities have a positive and significant effect on employee performance. This finding confirms the importance of management attention to motivation, discipline, and work facilities to increase employee productivity.*

*Keywords: Employee Performance, Work Motivation, Work Discipline, Work Facilities*

### **1. Introduction**

In today's era of globalization, companies are required to continuously prepare themselves to face and adapt to various changes. With the rapid development of the business world triggering increasingly fierce competition among economic actors, companies are required to run their operations optimally, think strategically, and act efficiently. To remain competitive, new strategies are needed to support the development and improvement of employee performance, as well as the optimization of all aspects related to company activities. One important factor that requires attention to achieve company goals is human resource management (Prasetyo et al. 2021).

PT. PLN (Persero), better known as the State Electricity Company (BUMN), is responsible for all electricity matters in Indonesia. Its vision and mission are to become the leading electricity provider in Southeast Asia and to utilize electricity as a means to improve the quality of life for the community. In its operations, it relies heavily on high employee performance. The more employees demonstrate superior work performance, the faster the company can achieve its set targets.

Performance is not achieved automatically; it requires optimal management by the company. Accurately assessing employee performance requires a rigorous evaluation process. Improving employee performance will positively impact the achievement of company goals (Prasetyo et al. 2021). High-performing employees are essential for an organization because they are able to achieve the targets assigned to them. The availability of human resources within an organization is not only essential; their quality must also be improved through concerted efforts (Pramaditha & Surya, 2022).

According to (Mangkunegara, 2017) performance is the work results in terms of quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities given or entrusted to him. According to (Sinambela, 2016) performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned.

Furthermore, (Batubara et al., 2024) stated that another factor that can influence employee performance is motivation. Motivation is defined as the drive that drives someone to act or behave in a certain way in an effort to achieve their personal goals or needs at work.

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The Influence of Work Motivation, Work Discipline, and Work Facilities on Employee Performance at PT. PLN (Persero) ULP Duri

According to (Siagian, 2015) Motivation is a psychological state that can encourage, activate or move and it is this motive that can direct and channel a person's behavior, attitudes and actions which are always linked to achieving goals. According to Mahmudah Enny W (2019), motivation is a crucial factor in any collaborative effort by a group of people to achieve a specific goal. This is because each individual possesses feelings of will and desire that significantly influence their abilities, thus motivating them to behave and act. Meanwhile, according to (Manihuruk & Tirtayasa 2020), motivation is the drive that makes someone willing and willing to focus their abilities, expertise, skills, energy and time in carrying out various tasks and responsibilities, in order to achieve the goals and objectives that have been set.

An employee will feel motivated at work if they can meet their needs. Motivation can also be felt through a sense of security and comfort in the workplace (Wijayanti, 2022). Therefore, work motivation is something that can foster employee enthusiasm. This proves that the higher an employee's work motivation, the more positive their contribution to their work.

Based on observations, there are indications of declining employee morale. Some employees still feel unsafe working in the field, particularly when dealing with power outages or working in extreme weather conditions, due to limited personal protective equipment and safety supervision. Meanwhile, office workers also reported high work pressure, excessive administrative burdens, and a lack of support in handling customer complaints. This contributes to psychological insecurity and can disrupt work performance. In addition, some employees feel unappreciated because they are not included in meetings or decision-making, making employees less appreciated for their contributions, and also the company only gives rewards to certain employees. Employees also said that opportunities for self-development through training or job promotions are still limited, which causes employees to feel they have no direction and opportunities to advance, even though they are doing their best.

Besides motivation, work discipline also has a significant impact on employee performance. Work discipline is the ability to work regularly, consistently, and consistently according to applicable regulations without violating established rules (Sinambela, 2016). According to Khaeruman, (2021) work discipline is an attitude, behavior, and actions that are in accordance with written and unwritten regulations, and if they are violated there will be sanctions for the violation. According to Muhyadin (Ramadani et al., 2023), work discipline is an individual's ability to work consistently, diligently, and continuously in accordance with applicable regulations without deviating from established provisions. Discipline is a crucial aspect for every employee in achieving organizational goals. A high level of discipline reflects an individual's strong sense of responsibility for their work. This attitude can increase enthusiasm and work motivation, ultimately contributing to the achievement of company goals.

Based on observations and interviews conducted with the management of PT. PLN (Persero) Ulp Duri, various problems related to work discipline are still found, which are reflected in the low continuity and consistency of employees in carrying out the vision and mission of their organization, as well as the implementation of existing policies that are still not in accordance with expectations. Where many employees still violate the rules regarding established working hours. This condition also reflects that some employees have not utilized working hours effectively and efficiently, which can impact productivity and work effectiveness.

In addition to work discipline, work facilities also play a crucial role in determining employee performance. Adequate and high-quality facilities can support a comfortable and efficient work environment and increase productivity. This is in line with the opinion of (Ervianti et al., 2024), who stated that employee performance is influenced by the better the facilities within a company, the more comfortable employees will be in carrying out their work. Available work facilities are a determining factor in employee effectiveness and the success of an organization.

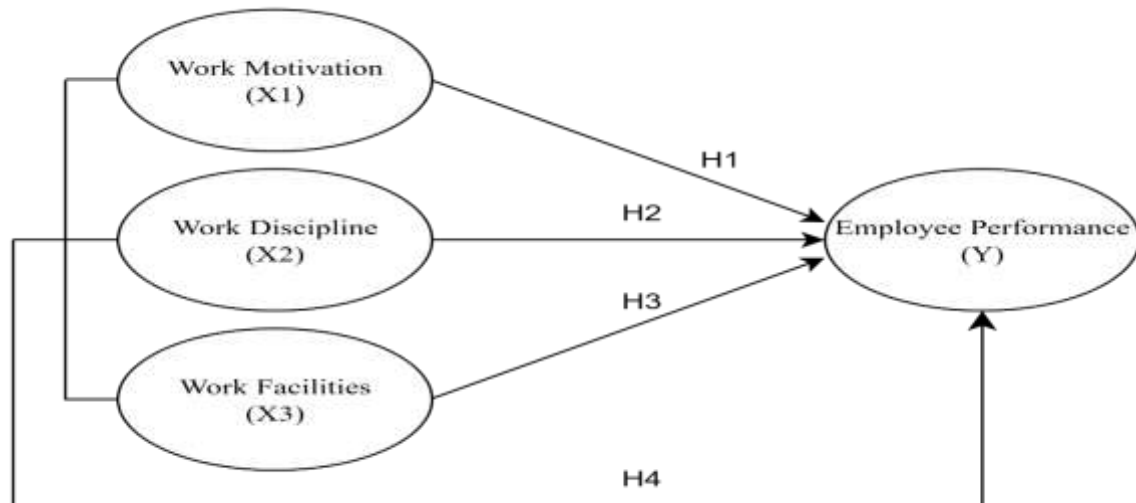
According to (Moenir, 2016) facilities are all types of equipment, work supplies and other facilities that function as the main tools or aids in carrying out work, and also have a social function in the interests of people who are related to the work organization. According to Sutrisno in (Pelasula et al., 2021), work facilities are everything in the work environment that can support the achievement of organizational goals. Work facilities include various physical resources needed by employees to complete their tasks, such as office equipment, supplies, information technology, and a comfortable and safe work environment. According to (Manulang et al., 2022) work facilities are supporting elements in company operations that are physical and used in the company's routine activities.

Based on observations and interviews, several issues related to work facilities were identified. Office facilities, such as computers, are still inadequate. Of the 17 employees working in the office, only 11 are available, while six others are damaged. This leads to work delays and inaccurate reporting due to queues and frequent errors in documents sent to superiors.

Problems were also found among field employees. Some of the personal protective equipment (PPE) for field employees was no longer suitable for use, and some of the work attributes were damaged. Furthermore, official vehicles used for company operations were still limited. This is feared to hamper employee performance in the field, ultimately impacting overall employee performance.

Based on the background and theories, this study aims to empirically prove the influence of work motivation, work discipline and work facilities on employee performance at PT.PLN (Persero) Ulp Duri. This study has a theoretical contribution in the development of human resource management science, in addition, from a practical side, the results of this study are expected to be a basis for companies in making policies in improving work motivation, work discipline and employee work facilities.

**Figure 1. Thinking Framework**



Based on the conceptual framework, the research hypotheses are as follows:

H1: Work motivation is suspected to have a significant effect on employee performance at PT. PLN (Persero) ULP Duri.

H2: Work discipline is suspected to have a significant effect on employee performance at PT. PLN (Persero) ULP Duri.

H3: Work facilities are suspected to have a significant effect on employee performance at PT. PLN (Persero) ULP Duri.

H4: Work motivation, work discipline, and work facilities are suspected to simultaneously have a significant effect on employee performance at PT. PLN (Persero) ULP Duri.

## 2. Research Methods

This research was conducted at PT. PLN (Persero) Ulp Duri, located on Jalan Hangtuah, Air Jamban, Mandau District, Bengkalis Regency, Riau 28784. This research was conducted in 2025 until completion.

The population and sample in this study were all permanent employees at PT. PLN (Persero) Ulp Duri, totaling 54 employees. The sampling technique used saturated sampling, or all members of the population were used as samples. This study used quantitative data, where the data obtained were in the form of numbers, then analyzed further in data analysis. The data were obtained from two sources, namely primary data and secondary data.

The primary data in this study were obtained from questionnaires administered directly to employee respondents at PT. PLN (Persero) Ulp Duri. Secondary data were obtained from management at the PT. PLN (Persero) Ulp Duri office. Data collection techniques in this study included observation and interviews with several employees, questionnaires, and internal company data. The data analysis technique used statistical analysis using the SPSS version 26 software application program.

### 3. Results and Discussions

#### Validity Test

**Table 1. Validity Test Results**

No.	variable	Item	r Count	r Table	Information
1	Employee Performance (Y)	Y.1	0,725	0,268	Valid
		Y.2	0,792	0,268	Valid
		Y.3	0,692	0,268	Valid
		Y.4	0,765	0,268	Valid
		Y.5	0,805	0,268	Valid
		Y.6	0,739	0,268	Valid
		Y.7	0,742	0,268	Valid
2	Work Motivation (X1)	X1.1	0,636	0,268	Valid
		X1.2	0,725	0,268	Valid
		X1.3	0,793	0,268	Valid
		X1.4	0,772	0,268	Valid
		X1.5	0,533	0,268	Valid
3	Work Discipline (X2)	X2.1	0,757	0,268	Valid
		X2.2	0,747	0,268	Valid
		X2.3	0,747	0,268	Valid
		X2.4	0,712	0,268	Valid
4	Work Facilities (X3)	X3.1	0,695	0,268	Valid
		X3.2	0,776	0,268	Valid
		X3.3	0,758	0,268	Valid
		X3.4	0,713	0,268	Valid
		X3.5	0,695	0,268	Valid

Source: Data Processing, 2025

Based on the table above, it can be seen that all statements on the variable indicators of employee performance, work motivation, work discipline and work facilities obtained a calculated r value  $>$  r table so that it can be concluded that all statement items on the employee performance indicators, work motivation, work discipline and work facilities are in the valid category and can be used in further analysis.

#### Reliability Test

**Table 2. Reliability Test Results**

No.	Variable	Cronbach's Alpha	Standard Value	Information
1.	Employee Performance(Y)	0,781	0,60	Reliabel
2.	Work Motivation (X1)	0,727	0,60	Reliabel

3.	Work Discipline (X2)	0,720	0,60	Reliabel
4.	Work Facilities (X3)	0,777	0,60	Reliabel

Source: Data Processing, 2025

Based on the table above, it can be seen that the reliability results for the Employee Performance variable (Y) Cronbach's Alpha 0.871 > 0.60, then the Work Motivation variable (X1) is Cronbach's Alpha 0.727 > 0.60, then for the Work Discipline variable (X2) it has Cronbach's Alpha 0.720 > 0.60, and finally the Work Facilities variable (X3) has Cronbach's Alpha 0.777 > 0.60 so that it can be said that all the variable statement items are reliable and can be continued to the next test.

### Normality Test

**Table 3. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		54
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.64285088
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.074
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data Processing, 2025

Based on the table above, the results of the normality test using the Kolmogorov-Smirnov test show a significance value of 0.200, indicating a normal distribution. This is because the significance value is greater than 0.05.

### Multicollinearity Test

**Table 4. Multicollinearity Test Results**

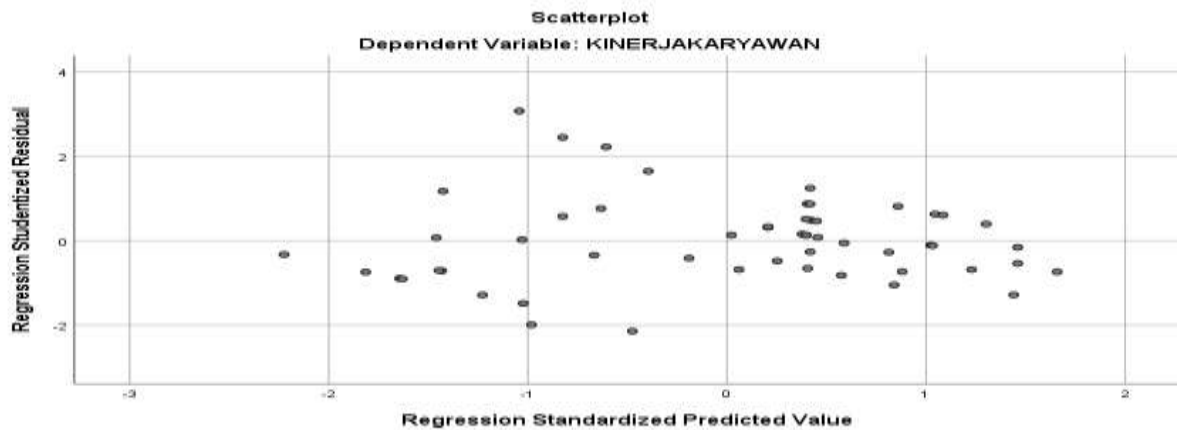
Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Motivation	.823	1.216
	Work Discipline	.771	1.297
	Work Facilities	.930	1.075
a. Dependent Variable: Employee Performance			

Source: Data Processing, 2025

The table above shows that the multicollinearity test results show that the tolerance value is > 0.10 and VIF < 10 for all variables in this study. The Motivation variable (X1) has a VIF of 1.216 and a tolerance value of 0.823. The Work Discipline variable (X2) has a VIF of 1.297 and a tolerance value of 0.771. The Work Facilities variable (X3) has a VIF of 1.075 and a tolerance value of 0.930. Therefore, it can be concluded that the data does not exhibit multicollinearity in the regression model.

**Heteroscedasticity Test**

**Figure 2. Results of Heteroscedasticity Test**



Source: Data Processing, 2025

Based on the image above, it can be seen that the data is spread above and below the number 0 and does not form a particular pattern so it can be concluded that there is no heteroscedasticity problem in the regression model.

**Multiple Linear Regression Analysis**

This regression analysis is used to calculate the influence of the independent variables, namely Work Motivation (X1), Work Discipline (X2), and Work Facilities (X3), on the dependent variable, Employee Performance (Y).

**Table 5. Multiple Linear Regression Analysis**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.135	4.286		.032	.975
	Work Motivation	.532	.179	.329	2.964	.005
	Work Discipline	.568	.216	.301	2.626	.011
	Work Facilities	.515	.141	.382	3.653	.001

a. Dependent Variable: Employee Performance

Source: Data Processing, 2025

Based on table 5.13 above, the multiple regression is obtained as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = 0.135 + 0.532 X_1 + 0.568 X_2 + 0.515 X_3 + e$$

The explanation of the equation above is as follows:

1. The value of  $\alpha = 0.135$  indicates that if Work Motivation (X1), Work Discipline (X2), and Work Facilities (X3) are held constant, then employee performance will be 0.135.
2. The value of  $\beta_1 = 0.532$  indicates that if work motivation (X1) increases by 1 unit, employee performance will increase by 0.532. The regression coefficient of work motivation is positive, indicating a positive direction of the influence of work motivation on employee performance.

3. The value of  $\beta_2 = 0.568$  indicates that if Work Discipline (X2) increases by 1 unit, employee performance will increase by 0.568. The coefficient of Work Discipline is positive, indicating a positive direction of the influence of Work Discipline on employee performance.
4. The value of  $\beta_3 = 0.515$ , indicates that if Work Facilities (X3) increases by 1 unit, employee performance will experience a probability increase of 0.515. The Work Facilities coefficient is positive, so it can be said that the direction of the influence of the Work Facilities variable on employee performance is positive.

**Coefficient of Determination Test**

The Coefficient of Determination Test is used to determine the percentage of influence that independent variables have simultaneously or jointly on the dependent variable.

**Table 6. Results of the Determination Coefficient Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 <sup>a</sup>	.492	.462	2.72098
a. Predictors: (Constant), Work Facilities, Work Motivation, Work Discipline				
b. Dependent Variable: Employee Performance				

Source: Data Processing, 2025

Based on the table above, it can be seen from the results of the SPSS program calculations that the coefficient of determination (Adjusted R Square) value obtained was 0.462. This shows that 46.2% of the variation in Employee Performance can be explained by the variables of Work Motivation, Work Discipline and Work Facilities, while the remaining 53.8% can be explained by other causes outside the research or from these three variables.

**Simultaneous Test (F Test)**

The F test is conducted to determine whether the independent variables have a simultaneous effect on the dependent variable, with a significance level of 0.05.

**Table 7. F-Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	358.646	3	119.549	16.147	.000 <sup>b</sup>
	Residual	370.187	50	7.404		
	Total	728.833	53			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Facilities, Work Motivation, Work Discipline						

Source: Data Processing, 2025

Based on the table above, it can be seen that the significance value in the F test is 0.000, which is smaller than the significance level of 0.05. This indicates that the regression model used is simultaneously significant. The calculated F value obtained is 16.147. To find out the F table value, the degrees of freedom (df) formula is used, namely  $df_1 = k = 3$  (number of independent variables) and  $df_2 = n - k - 1 = 54 - 3 - 1 = 50$ . Based on the F distribution table with a significance level of 0.05 and  $df_1 = 3$  and  $df_2 = 50$ , the F table value is 2.79. Because the calculated F is  $16.147 > F$  table 2.79, it can be concluded that Work Motivation, Work Discipline, and Work Facilities simultaneously have a positive and significant effect on employee performance.

**Partial Test (T-Test)**

The T-Test was conducted to determine whether the independent variables, namely Work Motivation (X1), Work Discipline (X2), and Work Facilities (X3), have a partial influence on the dependent variable, Employee Performance (Y).

**Table 8. T-Test Results**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.135	4.286		.032	.975
	Work Motivation	.532	.179	.329	2.964	.005
	Work Discipline	.568	.216	.301	2.626	.011
	Work Facilities	.515	.141	.382	3.653	.001

a. Dependent Variable: Employee Performance

Source: Data Processing, 2025

Based on the table above, we examine the calculated t-value and significance of each independent variable. The t-table value (a two-sided test at 5% alpha) yields the following results:

1. For the Work Motivation variable, the calculated t-value is 2.964 with a significance level of 0.005. Therefore, the calculated t-value (2.964) is greater than the calculated t-value (2.009), indicating a significance level of  $0.005 < 0.05$ . It can be concluded that H1 in this study is accepted, indicating a positive and significant influence between Work Motivation and Employee Performance.
2. For the Work Discipline variable, the calculated t-value was 2.626 with a significance level of 0.011. Therefore, the calculated t-value (2.626) is greater than the calculated t-value (2.009), indicating a significance level of  $0.011 < 0.05$ . It can be concluded that H2 is accepted in this study, indicating a positive and significant effect between Work Discipline and Employee Performance.
3. For the Work Facilities variable, the calculated t-value was 3.653 with a significance level of 0.001. Therefore, the calculated t-value (3.653) is greater than the calculated t-value (2.009), indicating a significance level of  $0.001 < 0.05$ . It can be concluded that H3 is accepted in this study, indicating a positive and significant effect between Work Facilities and Employee Performance.

## Discussion

### The Effect of Work Motivation on Employee Performance

Based on data analysis, it can be concluded that work motivation has a positive and significant influence on employee performance. High work motivation positively impacts employee performance. The analysis indicates that work motivation will impact employee performance if employees feel their basic needs are met. The need for security, met through a comfortable work environment and job security, also increases self-confidence. Furthermore, good social relationships in the workplace strengthen teamwork, and recognition for work results from the company encourages employees to continue to excel.

Employees will be more motivated if given the opportunity to innovate, participate in training, or participate in decision-making. This creates a strong internal drive for employees to achieve targets and complete work optimally, thus directly impacting overall performance improvement.

The results of this study align with research conducted by Romadhoni & Agrasadya (2025), which showed that work motivation partially has a positive and significant influence on performance.

### The Influence of Work Discipline on Employee Performance

Based on data analysis, it can be concluded that work discipline has a positive and significant influence on employee performance. The higher the level of work discipline an employee possesses, the better their performance. This indicates that punctual attendance, compliance with company regulations, and consistency in completing tasks are important factors that drive improved performance within an organization.

The results of this study are in line with research conducted by (Pramadita & Surya, 2022) with research results showing that Work Discipline partially has a positive and significant influence on Employee Performance.

## The Impact of Work Facilities on Employee Performance

Based on data analysis, it can be concluded that work facilities have a positive and significant impact on employee performance. The better the work facilities provided by the company, the higher the employee performance. These facilities can include complete work equipment, a comfortable workspace, occupational safety and health facilities, and other supporting infrastructure. The availability of supportive facilities will help employees work more efficiently, reduce fatigue, and increase job satisfaction, which will positively impact performance.

The results of this study are in line with research conducted by (Bellaudi & Suryadi, 2022) in this study showing that Work Facilities partially have a positive and significant influence on Employee Performance.

## The Influence of Work Motivation, Work Discipline, and Work Facilities on Employee Performance

Based on the results of the F-test, the independent variables of Work Motivation, Work Discipline, and Work Facilities simultaneously have a positive and significant effect on Employee Performance. This indicates that employee performance is not determined by a single factor, but rather by a combination of Motivation, Discipline, and the Facilities provided by the company. High work motivation encourages employees to work with enthusiasm and responsibility. Work discipline reflects adherence to rules, adherence to time, and responsibility for assigned tasks. Meanwhile, adequate work facilities provide both physical and psychological support so that employees can perform optimally.

The results of previous research are in line with research conducted by (Rahayu et al., 2023) where Work Motivation, Work Discipline, and Office Facilities have a positive and significant effect simultaneously. Of the three independent variables, the results of this study, where variable X3 Work Facilities differ from the results of previous research where variable X3 is Office Facilities, although the results remain the same, namely a simultaneous effect.

## 4. Conclusion

Based on the research discussion outlined previously, the following conclusions were reached: 1. There is a positive and significant influence of Work Motivation on Employee Performance. This indicates that the higher an employee's motivation, the higher their performance will be. 2. There is a positive and significant influence of Work Discipline on Employee Performance. This indicates that consistent work discipline will encourage employees to work more optimally, thereby improving performance. 3. There is a positive and significant influence of Work Facilities on Employee Performance. This demonstrates that adequate work facilities can support the smooth and effective flow of employee work. 4. Simultaneously, Work Motivation, Work Discipline, and Work Facilities have a positive and significant influence on Employee Performance. The better Motivation, Work Discipline, and Work Facilities, the more Employee Performance will improve.

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