

Discipline and Work Environment: A Strategic Combination in Enhancing Employee Performance at PT Rhino Indonesia

Disiplin dan Lingkungan Kerja: Kombinasi Strategis dalam Meningkatkan Performa Karyawan PT Rhino Indonesia

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ABSTRACT

This study aims to analyze the influence of work discipline (X1) and work environment (X2) on employee performance (Y) at PT Rhino Indonesia. A quantitative approach was employed using multiple linear regression analysis. The study involved a population of 160 employees, with a sample of 114 respondents determined using the Slovin formula. The partial t-test results indicate that both work discipline and work environment have a significant influence on employee performance. The simultaneous F-test results reveal that these two variables together significantly affect employee performance. The coefficient of determination (R Square) of 0.821 suggests that work discipline and work environment explain 82.1% of the variation in employee performance. The implication of this research highlights the importance for companies to enhance work discipline and foster a better work environment to improve employee performance. Furthermore, this study opens opportunities for future research on other factors that may influence employee performance.

Keywords: Work Discipline, Work Environment, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja (X1) dan lingkungan kerja (X2) terhadap kinerja karyawan (Y) pada PT Rhino Indonesia. Metode yang digunakan adalah pendekatan kuantitatif dengan teknik regresi linier berganda. Penelitian ini menggunakan populasi sebanyak 160 karyawan, dan sampel sebanyak 114 responden yang ditentukan dengan rumus Slovin. Hasil uji t (parsial) menunjukkan bahwa disiplin kerja dan lingkungan kerja berpengaruh signifikan terhadap kinerja karyawan. Hasil uji F (simultan) mengungkapkan bahwa kedua variabel secara bersama-sama berpengaruh signifikan terhadap kinerja karyawan. Nilai koefisien determinasi (R Square) sebesar 0,821 mengindikasikan bahwa disiplin kerja dan lingkungan kerja mampu menjelaskan 82,1% variasi dalam kinerja karyawan. Implikasi dari penelitian ini menekankan pentingnya bagi perusahaan untuk meningkatkan disiplin kerja serta menciptakan lingkungan kerja yang kondusif guna mendorong peningkatan kinerja karyawan. Penelitian ini juga membuka peluang bagi studi lebih lanjut mengenai faktor-faktor lain yang dapat memengaruhi kinerja karyawan.

Kata kunci: Disiplin Kerja, Lingkungan Kerja, Kinerja Karyawan

1. Introduction

In the era of rapid industrial development, companies in both the manufacturing and service sectors are racing to implement the most effective human resource strategies to realize their goals. Employee performance has become one of the key indicators of organizational success and sustainability. It is largely influenced by internal factors such as work discipline and

the work environment, which must be managed effectively and continuously (Aniversari & Sanjaya, 2022; Hayatun & Octavia, 2024). A well-disciplined and properly supported workforce enables organizations to achieve operational excellence and remain competitive in today's dynamic market landscape (Harsono, 2024).

At PT Rhino Indonesia, there has been a gradual but consistent decline in employee performance over the past three years, as reflected in lower attendance rates, decreased productivity, weaker compliance with standard operating procedures, and reduced job satisfaction. Between 2022 and 2024, the average employee performance dropped from 91% to 87%, indicating underlying issues with work discipline and environmental support (Nurpadilah & Putriana, 2024; Aprilia, Sijabat, & Darmaputra, 2024). These findings suggest that ineffective internal management may be contributing to employee demotivation and performance stagnation (Ilham, 2019).

Discipline in the workplace remains a crucial factor that affects individual output and collective achievement. It represents employee responsibility, punctuality, and adherence to rules and procedures (Cahya, Damare, & Harjo, 2021). At PT Rhino Indonesia, common disciplinary problems—such as tardiness and absenteeism—have increased over the year, with some months recording over 15% of the workforce arriving late. These lapses impact team coordination, reduce timely project completion, and can lead to client dissatisfaction (Vallennia, Atikah, & Nur Azijah, 2021; Shilma, Rismayadi, & Sumarni, 2022).

Alongside discipline, the physical and psychological work environment plays a fundamental role in employee engagement and output (Belti & Osnardi, 2020; Lesmana, Arif, & Barus, 2021). At PT Rhino Indonesia, there are infrastructural shortcomings—such as unstable chairs, malfunctioning air conditioning, poor toilet sanitation, and lack of ventilation—that fail to meet health and safety regulations. These environmental factors, if not addressed, can contribute to physical discomfort, lower concentration, and decreased motivation (Maswani, Utami, & Nofiar, 2021; Megawati, Pradiani, & Handoko, 2024).

Although previous research has separately examined the effects of discipline and the work environment on employee performance, few have analyzed their combined impact in a longitudinal context within a single industrial setting (Dinantara & Anggraini, 2022; Jannah & Saibat, 2023). Moreover, many studies are cross-sectional, lacking a time-based perspective that captures how fluctuations in these internal factors affect performance trends over multiple years (Kantohe & Sutarmin, 2023). This leaves a clear research gap in understanding the synergistic effect of discipline and environmental conditions over time in relation to employee performance.

The uniqueness of this research lies in its focus on three-year performance data of a single company, which provides a time-sensitive view on how discipline and work environment jointly influence employee outcomes. This differs from most existing studies that are typically short-term or limited in scope (Dirman & Setyaningrum, 2023; Oktaviani et al., 2024). By analyzing longitudinal internal data, this study offers deeper insights that are more applicable to real-time decision-making in human resource strategy.

Given these conditions, it is imperative for PT Rhino Indonesia to implement integrated improvements in both employee discipline and work environment. While discipline reflects employees' intrinsic motivation and accountability, the work environment affects their extrinsic comfort and cognitive performance (Pratiwi & Sari, 2024). Addressing both simultaneously will help reduce inefficiencies, enhance productivity, and improve organizational agility in a competitive market (Lesmana et al., 2021; Maswani et al., 2021).

The objective of this research is to analyze and test the influence of work discipline and work environment on employee performance at PT Rhino Indonesia. By doing so, this study seeks to provide empirical evidence for practical interventions and contribute to the broader field of human resource management, offering a comprehensive framework that integrates behavioral and environmental drivers of performance (Aniversari & Sanjaya, 2022; Aprilia et al., 2024; Megawati et al., 2024).

2. Literature Review

Work Discipline

Work discipline is widely recognized as a fundamental element that shapes individual employee behavior and ensures organizational alignment. It reflects adherence to rules, timeliness, and the willingness to accept and follow organizational norms (Harsono, 2024; Cahya, Damare, & Harjo, 2021). According to Vallennia, Atikah, and Nur Azijah (2021), good work discipline improves accountability and contributes positively to task completion. In contrast, poor discipline often results in absenteeism, low productivity, and disrupted workflows.

Several studies have examined the influence of discipline on performance outcomes. Belti and Osnardi (2020) found that work discipline had a significant impact on employee effectiveness at PDAM Bengkulu. Similarly, Ilham (2019) emphasized that physical discipline, such as punctual attendance and compliance with procedures, directly affects performance levels. Megawati, Pradiani, and Handoko (2024) further suggest that discipline not only improves individual productivity but also promotes a culture of reliability within teams.

Work Environment

The work environment encompasses both physical and psychological elements that affect employee performance and well-being. Physical aspects include infrastructure, lighting, temperature, and cleanliness, while psychological factors involve relationships, communication, and perceived support (Lesmana, Arif, & Barus, 2021; Maswani, Utami, & Nofiar, 2021). An effective work environment fosters comfort, focus, and motivation among employees, while a poor one can lead to stress, fatigue, and decreased productivity.

Numerous researchers have highlighted the importance of work environment in enhancing performance. Aniversari and Sanjaya (2022) identified that employees in a positive environment reported higher satisfaction and better output. Nurpadilah and Putriana (2024) confirmed that environmental factors significantly affect motivation and performance at the operational level. Studies by Dinantara and Anggraini (2022) and Shilma, Rismayadi, and Sumarni (2022) also supported this view, emphasizing the dual impact of both physical settings and emotional atmosphere in driving employee engagement.

Employee Performance

Employee performance is a key metric in determining the success of organizational strategies. It is usually measured through indicators such as task completion, productivity, quality of work, punctuality, and initiative (Kantohe & Sutarmin, 2023; Pratiwi & Sari, 2024). High-performing employees not only meet expectations but often contribute to continuous improvement and innovation within their teams.

Performance is not influenced by a single factor but results from an interaction of internal variables such as discipline and environment, and external variables like leadership or workload (Aprilia, Sijabat, & Darmaputra, 2024; Jannah & Saibat, 2023). Harsono (2024) found that improving discipline directly correlates with measurable gains in performance, while Hayatun and Octavia (2024) argue that without a supportive environment, even highly disciplined employees may underperform. This aligns with the findings of Dirman and Setyaningrum (2023), who state that job satisfaction mediates the relationship between discipline, environment, and performance.

Hypotheses

A hypothesis is a temporary answer or initial conclusion formulated to address the problem raised in the research, but it still requires empirical testing. Based on the theory and problems identified, the hypotheses proposed in this study are as follows:

Hypothesis 1: There is a significant positive effect of work discipline on employee performance at PT Rhino Indonesia.

Hypothesis 2: There is a significant positive effect of the work environment on employee performance at PT Rhino Indonesia.

Hypothesis 3: There is a significant positive simultaneous effect of work discipline and the work environment on employee performance at PT Rhino Indonesia.

3. Methods

This study uses a quantitative method to analyze the effect of Work Discipline (X1) and Work Environment (X2) on Employee Performance (Y) at PT Rhino Indonesia. The research is based on the job demands-resources (JD-R) theory. The population of the study consists of all employees of PT Rhino Indonesia, with a total of 160 employees. To determine a representative sample size, Slovin's formula is used with a margin of error of 5% (0.05). Based on the calculation, a representative sample size of 114.29 employees is obtained. Therefore, the sample size used in this study is approximately 114 employees to represent the population of PT Rhino Indonesia. Data for the study were collected through a Likert scale 5-point questionnaire to measure respondents' perceptions of work discipline, work environment, and employee performance. Data processing was carried out using SPSS (Statistical Package for Social Science) version 26. The research analysis employed multiple linear regression, first testing for validity, reliability, classical assumption tests, hypothesis testing using t-test, F-test, and coefficient of determination tests.

3. Results and Discussion

Results

Respondent Demography

Based on the respondent data, the majority of employees are male, with 81 employees (71.1%), while female employees account for 33 (28.9%). Regarding educational background, most employees have a high school/vocational school education, totaling 77 employees (67.5%), while 37 employees (32.5%) hold diplomas or bachelor's degrees. In terms of age, 47 employees (41.2%) are aged between 20-30 years, 30 employees (26.3%) are aged 31-40 years, and 37 employees (32.5%) are over 40 years old. Regarding length of service, 12 employees (10.5%) have worked for less than 1 year, 70 employees (61.4%) have worked for 1-3 years, and 32 employees (28.1%) have worked for more than 4 years. These demographics reflect a diverse workforce profile at the company.

Descriptive Statistics Test Results

A descriptive statistics test was conducted to understand the general distribution of data, including mean, maximum, minimum, and standard deviation for each variable: Work Discipline (X1), Work Environment (X2), and Employee Performance (Y). The data for 114 respondents showed that:

- Work Discipline (X1) had a minimum score of 21, a maximum score of 50, a mean of 44.20, and a standard deviation of 5.434, indicating slight variation in work discipline levels.
- Work Environment (X2) had a minimum score of 21, a maximum of 50, a mean of 44.03, and a standard deviation of 5.114, showing slight variation in perceptions of the work environment.
- Employee Performance (Y) had a minimum score of 20, a maximum of 50, a mean of 44.48, and a standard deviation of 4.991, showing that employee performance was relatively uniform across respondents.

Overall, these results indicate that respondents have high levels of work discipline, positive perceptions of the work environment, and generally strong employee performance, with low variation across these variables.

Validity Test Results

The validity test is performed to determine whether the measurement instruments used are valid. All variables—Work Discipline (X1), Work Environment (X2), and Employee Performance (Y)—showed correlation values greater than the critical value of 0.3, indicating that all items are valid and significantly related. This means that work discipline and work environment have a positive influence on employee performance, supporting the validity of the data and the relationship between the variables.

Reliability Test Results

The reliability test is conducted to assess the consistency of the measurement instruments. The Cronbach's Alpha values for all variables (Work Discipline, Work Environment, and Employee Performance) were above the acceptable threshold of 0.6, with values of 0.914, 0.894, and 0.929, respectively. This indicates that all items for each variable are reliable and the measurement instruments are consistent.

Classical Assumption Tests

- **Normality Test:** The normality test using the One-Sample Kolmogorov-Smirnov test showed an Asymp. Sig. value of 0.083, which is greater than 0.05, indicating that the data is normally distributed and suitable for further analysis.
- **Multicollinearity Test:** The tolerance values for both Work Discipline (0.265) and Work Environment (0.265), and the Variance Inflation Factor (VIF) values of 3.770 for both variables, suggest that there are no multicollinearity issues. This means that both independent variables are not highly correlated with each other, ensuring reliable regression analysis.
- **Heteroscedasticity Test:** The scatterplot between the standardized predicted values and the studentized residuals showed a random distribution of points without any funnel-shaped pattern. This indicates that there are no issues with heteroskedasticity and that the assumption of constant error variance is satisfied.

Multiple Linear Regression

This study uses linear regression analysis to test the proposed hypotheses. The data obtained from the questionnaire was used as input in this study (Sefina Titi Aisa et al., 2024). Below are the processed data and the coefficients table:

Table 1. Multiple Linear Regression Test Results			
Coefficients	Unstandardized Coefficients	Standardized Coefficients	t
Model	B	Std. Error	Beta
(Constant)	4.984	1.760	
Work Discipline	0.256	0.072	0.279
Work Environment	0.640	0.076	0.656

Source: SPSS Output, 2025

The multiple linear regression test results show that both independent variables, namely work discipline and work environment, significantly affect employee performance. The regression coefficient for work discipline is 0.256 with a t-value of 3.577 and a significance of 0.001 ($p < 0.05$), indicating that work discipline has a significant positive effect on employee

performance. Similarly, the work environment has a regression coefficient of 0.640, a t-value of 8.421, and a significance of 0.000 ($p < 0.05$), indicating a significant positive effect on employee performance. Additionally, the tolerance value for both variables is 0.265, and the VIF is 3.770, indicating that there is no multicollinearity problem between the two independent variables. Overall, this regression model shows that both work discipline and work environment contribute significantly to employee performance.

Hypothesis Testing: Partial Test (t-test)

The t-test is used to measure the significance of the influence of independent variables on the dependent variable, either individually or partially. The results of the t-test can be examined through the SPSS output by comparing the calculated t-value with the critical t-value. Further details on the partial t-test results can be found in the table below.

Table 2. Partial Test (t-test) Results

Coefficients	t	Sig.	Collinearity Statistics
Model	Beta	t	Sig.
(Constant)		2.832	0.005
Work Discipline	0.279	3.577	0.001
Work Environment	0.656	8.421	0.000

Source: SPSS Output, 2025

The partial t-test results show that both independent variables, work discipline and work environment, significantly influence employee performance. For work discipline, the t-value is 3.577 with a significance of 0.001 ($p < 0.05$), indicating that work discipline positively and significantly influences employee performance. Similarly, the work environment has a t-value of 8.421 with a significance of 0.000 ($p < 0.05$), indicating a very significant positive effect on employee performance. Thus, both variables significantly contribute to influencing employee performance based on the results of the partial t-test.

Simultaneous Test (F-test)

The purpose of the simultaneous hypothesis test is to measure the extent to which the independent variables as a whole affect the dependent variable. The results of this hypothesis test are as follows:

Table 3. Simultaneous Test (F-test) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2311.578	2	1155.789	255.112	0.000
Residual	502.886	111	4.531		
Total	2814.465	113			

Source: SPSS Output, 2025

The results of the simultaneous test (F-test) show that the regression model, which combines work discipline and work environment, significantly influences employee performance. The F-value is 255.112 with a significance of 0.000 ($p < 0.05$), indicating that this regression model as a whole can explain the variability in employee performance well. Therefore, it can be concluded that both independent variables, work discipline and work environment, have a very significant effect on employee performance simultaneously.

Coefficient of Determination Test (R^2)

The coefficient of determination (R^2) is used to measure the extent to which the independent variables affect the dependent variable. The coefficient of determination is calculated based on the Adjusted R Square value shown in the table below.

Table 4. Coefficient of Determination Test Results

Model Summary	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1		0.906	0.821	0.818	2.128	1.729

Source: SPSS Output, 2025

The coefficient of determination (R^2) test results show that the R Square value of 0.821 indicates that 82.1% of the variation in employee performance can be explained by work discipline and work environment variables. This shows that the regression model used has a high explanatory power. Meanwhile, the Adjusted R Square value of 0.818 shows that after accounting for the number of variables in the model, the coefficient of determination remains high, around 81.8%. Additionally, the Durbin-Watson value of 1.729 indicates that there is no autocorrelation problem in the regression model, as the Durbin-Watson value falls within the acceptable range (between 1.5 and 2.5). Overall, these results show that the regression model developed is quite good at explaining employee performance.

Correlation Test

Table 5. Correlation Test Results

Correlations	Work Discipline	Work Environment	Employee Performance
Work Discipline	Pearson Correlation	1	0.857**
	Sig. (2-tailed)		0.000
	N	114	114
Work Environment	Pearson Correlation	0.857**	1
	Sig. (2-tailed)	0.000	
	N	114	114
Employee Performance	Pearson Correlation	0.841**	0.895**
	Sig. (2-tailed)	0.000	0.000
	N	114	114

Note: Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025

The correlation test results show a very significant relationship between the variables tested. There is a very strong positive correlation between work discipline and work environment, with a Pearson correlation value of 0.857 ($p < 0.01$), indicating that the higher the work discipline, the better the work environment. Additionally, there is a strong positive correlation between work discipline and employee performance, with a Pearson correlation value of 0.841 ($p < 0.01$), indicating that work discipline positively influences employee performance. The correlation between work environment and employee performance is also very strong, with a Pearson correlation value of 0.895 ($p < 0.01$), indicating that a good work environment positively contributes to employee performance. Overall, all these relationships between variables are very significant, indicating a strong influence between work discipline, work environment, and employee performance.

Discussion

The Effect of Work Discipline (X1) on Employee Performance (Y)

Work discipline is one of the key factors influencing employee performance. In this study, the partial t-test results indicate that work discipline significantly affects employee performance, as reflected by the significance value being less than 0.05. These findings support numerous previous studies that demonstrate that high work discipline encourages employees to work more focused, organized, and efficiently, leading to improved performance. For example, in research by Aniversari and Sanjaya (2022), work discipline was found to have a positive and significant impact on employee performance. Similarly, Aprilia et al. (2024) stated that work discipline is an important factor in enhancing employee performance.

, while the effect of work discipline on performance is significant, its contribution is partial. This means that work discipline is not the only factor affecting employee performance, as other factors, such as work motivation, job satisfaction, and organizational conditions, also play a role. Research by Belti and Osnardi (2020) also emphasized that although work discipline is crucial, other factors like motivation and company policies also influence employee outcomes.

The Effect of Work Environment (X2) on Employee Performance (Y)

The work environment is another critical factor influencing employee performance. Based on the partial t-test results, the work environment shows a significant impact on employee performance. Previous research, such as the study by Aniversari and Sanjaya (2022), also found that a comfortable and supportive work environment can enhance employee performance. Adequate facilities, harmonious relationships among colleagues, and a positive work atmosphere can foster motivation and satisfaction, which ultimately improves performance. These findings align with the studies conducted by Aprilia et al. (2024) and Dinantara and Anggraini (2022), which indicate that a positive work environment contributes to better employee performance.

In addition, the work environment not only directly impacts performance but also influences employee motivation and job satisfaction. A conducive work environment increases employees' sense of well-being, making them more engaged and productive at work, as highlighted by Dirman and Setyaningrum (2023). Therefore, a supportive work environment is crucial for fostering employee motivation and overall performance.

The Effect of Work Discipline (X1) and Work Environment (X2) on Employee Performance (Y)

The simultaneous F-test results show that both work discipline (X1) and work environment (X2) significantly affect employee performance (Y) in the multiple linear regression model. The F-value of 255.112 with a significance level of 0.000 ($p < 0.05$) indicates that these two variables together make a significant contribution in explaining employee performance variance. The coefficient of determination (R Square) of 0.821 suggests that work discipline and work environment can explain 82.1% of the variation in employee performance, which demonstrates that the regression model is quite strong. Meanwhile, the remaining 17.9% of employee performance variability may be influenced by other unmeasured factors, such as individual motivation or organizational policies.

This research is consistent with previous studies, such as Dinantara and Anggraini (2022) and Kantohe and Sutarmin (2023), which show that both work discipline and the work environment have a significant influence on employee performance when considered together. However, further research is needed to identify other factors that may affect employee performance within the specific context of the organization studied.

5. Conclusions

This study reveals that both work discipline (X1) and the work environment (X2) significantly influence employee performance (Y) when tested individually. Good work discipline, such as punctuality, responsibility, and a strong work ethic, positively impacts employee performance. Similarly, a supportive work environment, equipped with adequate facilities and fostering harmonious relationships among coworkers, plays a critical role in boosting employee motivation and productivity. These findings underline the importance of both work discipline and a positive work environment in enhancing overall performance within an organization.

Furthermore, when both variables were tested together using a multiple linear regression model, the results showed a significant combined impact on employee performance. The coefficient of determination (R Square) of 0.821 indicates that these two factors together account for 82.1% of the variation in employee performance, suggesting that work discipline and the work environment are crucial drivers. However, the remaining 17.9% of the variation may be influenced by other factors not explored in this study, highlighting the need to consider additional variables that could also affect employee performance.

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