


Employee performance based on work motivation, work environment, and work discipline

Satia Emela¹, Dwi Gemina², Tini Kartini³
^{1,2,3}Fakultas Ekonomi, Universitas Djuanda Bogor

Article Info	ABSTRACT
Keywords: work motivation, work environment, employee performance, work discipline	Human resources are the main factor for the success of an organization or company, which must be managed as well as possible. The goal on this investigate was to investigate the impact of work motivation, work environment, and work discipline on employee performance at PT. Cida Supra Metalindo. The sample in this study was 43 employees using non-probability sampling with saturated sampling technique. The analytical method used is descriptive and verification methods. Data collection techniques through questionnaires, observation, interviews and literature study. The data was analyzed using multiple linear regression. According to the findings of this study, work motivation, work environment, and work discipline all have a favorable and considerable impact on staff performance, either simultaneously or partially. Work discipline is the most important factor influencing worker performance at PT. Cidas Supra Metalindo. Therefore, you must always supervise employees so that they always comply with the rules that have been set.
This is an open access article under the CC BY-NC license 	Corresponding Author: Satia Emela Fakultas Ekonomi, Universitas Djuanda Bogor satia.emela@unida.ac.id

INTRODUCTION

In organizations/companies, human resource management is very necessary with management that can manage resources systematically, planned and efficiently. One of the causes of human resources is performance in contributing to the economy. Performance can also be influenced by several factors, including motivation factors.

Motivation is important to improve employee performance, because it can create enthusiasm for carrying out an activity to get the best results. According to Hasibuan (2017: 141), motivation is something that causes, channels human behavior, so that they want to work to get good results.

Apart from work motivation, another factor that has an impact on employee performance is the work environment. The work environment is something found around employees that has an influence on completing the tasks given (Sofyan, 2013: 208). The thing that has an influence on the work environment is employee discipline. Discipline is a form of controlling employee attitudes to show the employee's sincerity to the company or organization, where employees who do not comply with the regulations given by the company will receive sanctions. Discipline is management activity in carrying out organizational standards (Handoko, 2014:208)

PT. Cidas Supra Metalindo is one of six die manufacturing companies operating in Indonesia engaged in the automotive industry with medium to large production sizes. PT. In its production, Cidas Supra Metalindo produces several products, including dies, jigs and checking fixtures, pressed parts, sub assembly parts, fabrication, maintenance service, steel calculation, and machining activities (machinery works). This company's die production dominates the company's total sales, which is around 80%, while 20% comes from sales of jigs and checking fixtures. The following is PT's revenue data. Cidas Supra Metalindo 2020.

Table 1. Income Data of PT. Cidas Supra Metalindo 2020

No	Month	Income		Achievement (%)
		Target (Rp)	Realization (Rp)	
1	January	800.000.000	406.000.000	50.75
2	February	800.000.000	550.000.000	68.75
3	March	800.000.000	710.000.000	88.75
4	April	800.000.000	400.000.000	50
5	May	800.000.000	611.000.000	76.37
6	June	800.000.000	780.000.000	97.5
7	July	800.000.000	500.000.000	62.5
8	August	800.000.000	430.000.000	53.75
9	September	800.000.000	715.000.000	89.37
10	October	800.000.000	800.000.000	100
11	November	800.000.000	510.000.000	63.75
12	December	800.000.000	610.000.000	76.25
	Average	800.000.000	601.454.545,5	75.18

Source: PT. Cidas Supra Metalindo, 2021

Based on this table, it can be seen that the company experienced a decline in revenue, namely only reaching 75.18%, this was a lack of employee motivation which affected the company's performance and income decreased, and the company's operational activities were limited, causing a decline in employee performance and the compensation provided by the company.

Table 2. PT. Employee Compensation Data. Cidas Supra Metalindo 2020

No	Department	Amount	Compensation					Incentive
			Salary	Allowance			THR	
				Health	Food	Transportation		
1	President Director	1						
2	Comercial Director	1	✓	✓	✓	✓	✓	✓
3	General Manajer	1	✓	✓	✓	✓	✓	✓
4	Human Res & General Affair	2	✓	✓	✓	✓	✓	✓
5	Finance &	3	✓	✓	✓	✓	✓	✓

Employee performance based on work motivation, work environment, and work discipline—

Satia Emela et.al

6	Accounting Manajemen Representative	1	✓	✓	✓	✓	✓	✓
7	HSE Coordinator	2	✓	✓	✓	✓	✓	✓
8	Produksi	12	✓	✓	✓	-	✓	✓
9	PPC Dapertemen	13	✓	✓	✓	-	✓	✓
10	Engineering Dapertemen	3	✓	✓	✓	✓	✓	✓
11	Marketing	4	✓	✓	✓	✓	✓	✓
	Jumlah	43						

Source PT. Cidas Supra Metalindo, 2021

Based on the results of observations and interviews with the General Manager of PT. Cidas Supra Metalindo, it is known that the compensation in the form of salary given is IDR 1,897,742.7,- which is only 45% of IDR 4,217,206,- of the Regency/City Minimum Wage (UMK) and above the average of UMR (Regional Minimum Wage) which has been determined by Government Regulation (PP) 561/Kep.774-Yanbangsos/2020. If a comparison is made with the Provincial Minimum Wage (UMP), the salary earned by employees is 4.6% greater than IDR 1,810,351.36. Apart from compensation, work environment facilities also play an important role in improving employee performance by paying attention to a good work environment. Table of data on PT work environment facilities and infrastructure. Cidas Supra Metalindo:

Table 3. Data on Facilities and Infrastructure for the Work Environment of PT. Cidas Supra Metalindo in 2021

No	Facilities	Available	Condition		Information
			Well	Damaged	
1	Office Building	2	2	0	Worthy
2	Computer PC/ laptop	20	17	3	Unworthy
3	Workbench	40	40	0	Worthy
4	Office Chair	40	40	0	Worthy
5	Printer	4	2	2	Unworthy
6	Air Conditioner (AC)	6	5	1	Unworthy
7	Archive cupboard	5	3	2	Unworthy
8	Sofa for guest	2	2	0	Worthy
9	Information boards	1	1	0	Worthy
10	Meeting table	10	10	0	Worthy
11	Meeting chairs	100	100	0	Worthy

Source: PT. Cidas Supra Metalindo, 2021

PT. Cidas Supra Metalindo has 43 employees with working hours of 7.5 hours Monday to Thursday, 7 hours Friday, and 6.5 hours Saturday or 43.5 hours/Sunday or 174 hours/month. Meanwhile, rest hours cannot be counted as working hours. PT. Employee Working Hours Data. Cidas Supra Metalindo 2020 which has been determined by the company. However, there are still some employees who do not arrive on time with the average/month (minutes) of employee tardiness in 2020, namely 4,312 minutes or 164 minutes/day. This means that employees lack discipline at work. PT employee tardiness data table. Cidas Supra Metalindo 2020:

Table 4. Employee Tardiness Data for 2020

No	Month	Number of Working Days	Employee Lateness /Month (Minutes)	Average/Day (Minutes)
1	January	26	3.218	123,7
2	February	27	3.823	141,6
3	March	25	4.501	180,0
4	April	26	3.134	120,5
5	May	26	3.500	134,6
6	June	27	4.720	174,8
7	July	25	3.352	134,0
8	August	27	4.172	154,5
9	September	27	6.650	246,3
10	October	25	4.756	190,2
11	November	27	4.682	173,4
12	December	26	5.245	201,7
	Amount	314	51.753	1.975,3
	Average/Month (Minute)		4.312	
	Average/Day (Minute)		164	

Source: PT. Cidas Supra Metalindo, 2021

Literature Review

Work Motivation, Work Environment, Work Discipline, and Employee Performance

Motivation is a condition where employees interact by utilizing all the potential they have in order to achieve goals, including company goals (Ganyang, 2018: 112). The indicators are: Physiological needs, safety needs, social needs, self-esteem needs, self-actualization needs (Ganyang, 2018: 126). Furthermore, the work environment is an environment where employees can carry out their daily work (Siagian, 2014: 56). The indicators according to Siagian (2014: 59-61): Physical work environment (workplace building; adequate work equipment; facilities; availability of transportation facilities), non-physical work environment (relationships between colleagues at the same level; work relations between superiors and employees; cooperative relations between employees).

Meanwhile, work discipline is an attitude of respecting written and unwritten regulations and being able to accept punishment if you violate the regulations given (Siswanto, 2013: 29). Indicators: Frequency of attendance, level of employee alertness,

compliance with work standards, compliance with regulations and work ethics (Siswanto, 2013; 291). According to Ganyang (2018:187) performance is the level of success and effectiveness demonstrated by employees in carrying out daily tasks in an organization/company within a certain period. Indicators: Quantity, Quality, Creativity and Loyalty (Ganyang, 2018:204).

Hypothesis Development

In every company there is something called performance evaluation, where the performance of each employee will be assessed over a certain period. This is done to see the extent to which employees can work and meet company standards. According to Mangkunegara (2013:67), employee performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties which must be in accordance with the responsibilities given to them. To improve employee performance, there are several factors that influence it, such as work motivation, work environment, and work discipline. According to Malayu (2015:23), motivation is about how to encourage subordinates' enthusiasm for work, so that they are willing to work by providing all their abilities and skills to realize the company's goals.

According to Danang (2015:38), the work environment is everything that is around the worker and can influence him in carrying out the assigned tasks. According to Siagian (2013:305), work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve work performance.

This is in line with research conducted by Pramadita and Surya (2015) which states that work motivation, work environment and work discipline have a positive and significant effect on employee performance. This was further strengthened by research by Hustia (2020), which stated that work motivation, work environment and work discipline have a significant and positive effect on employee performance. That motivation has a positive and significant effect on employee performance (Rahmayanti, 2014; Chair, 2020). Research states that the work environment has a positive and significant influence on employee performance (Lestary and Harmon, 2017; Komarudin, 2018). That work discipline has a positive and significant effect on employee performance (Husain, 2018; Resti Yulisttrial et al, 2018).

From the opinions and research results, the hypotheses are: 1) It is suspected that there is a positive and significant influence of work motivation, work environment and work discipline on employee performance (H1); 2) It is suspected that there is a positive and significant influence of work motivation on employee performance (H2); 3) It is suspected that there is a positive and significant influence of the work environment on employee performance (H3); 4) It is suspected that there is a positive and significant influence of work discipline on employee performance (H4). Next, draw a framework for thinking:

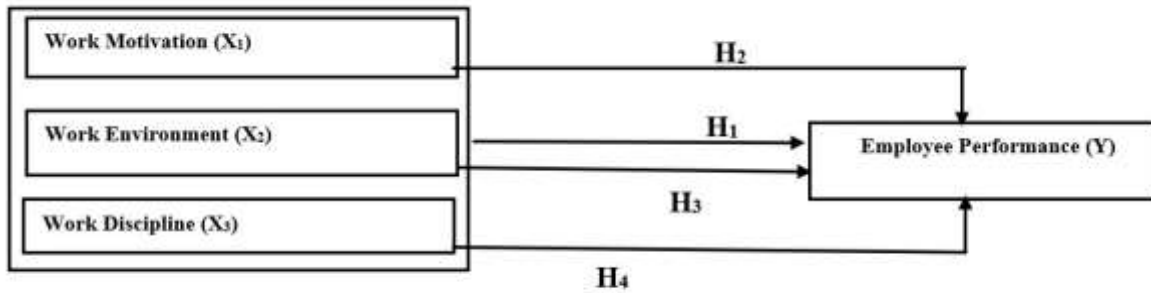


Figure 1. Framework of Thought

METHOD

Research Design

The method used in this research is descriptive and verification. According to Sugiyono (2016:147), descriptive is research related to statements about independent variables (standing alone), either in one or more variables. Meanwhile, according to Sugiyono (2017:30), the verification method is a research method by proving statistical calculations, so that the research results show that the hypothesis is rejected and accepted.

Research Population and Sample

The population taken in the research were all employees of PT. Cidas Supra Metalindo as many as 43 people. To determine the sample, the researcher used a saturated sampling method, namely all employees were used as a sample of 43 PT employees. Cidas Supra Metalindo.

RESULT AND DISCUSSION

Characteristics of PT Employees. Cidas Supra Metalindo.

That men make up the majority of employees at PT. Cidas Supra Metalindo, namely 37 people or 86%, with 18 people aged 36-45 years or 41.9% and having the highest education, namely high school/equivalent with a total of 19 people, equivalent to 44.2% with a working period of 2- 4 years as many as 15 people or 34.9%.

PT Employee Response. Cidas Supra Metalindo on Work Motivation, Work Discipline, Work Environment and Employee Performance.

The recapitulation of employee responses to work motivation, work environment, work discipline and employee performance is as follows:

Table 5. Recapitulation of Employee Responses to Work Motivation, Work Environment, Work Discipline and Employee Performance

No	Variables	Evaluation (%)	Criteria	Interpretation
1	Work Motivation	78	High	On average, employees have high motivation towards work so they can improve the quality of their work.

No	Variables	Evaluation (%)	Criteria	Interpretation
2	Work Environment	76	Good	Employees feel that the work environment is in good condition overall. both in terms of work facilities and others, good co-worker relationships with a family-based work atmosphere make employees feel safe and comfortable.
3	Work Discipline	75	Good	On average, employees have good work order. Both in terms of attendance, compliance with regulations and so on
4	Employee Performance	78	High	Employees try to carry out the tasks that the company has given to each employee so as to improve employee performance.

Source: Processed Primary Data, 2022

Validity and Reliability Test

According to Sugiyono (2014:203), an instrument is said to be valid, indicating that the instrument can be used. The validity test in this research showed that all indicators of work motivation variables (X1), work environment (X2), work discipline (X3), and employee performance (Y) had valid results because $r_{count} > r_{table}$ 0.3. According to Sugiyono (2014: 121), the reliability of an instrument is that if it is used several times to measure objects at the same level (object similarity) it will provide or produce constant or stable data. The criteria for reliability testing are if Cronbach Alpha ≥ 0.6 means the instrument is said to be reliable, conversely if Cronbach Alpha < 0.6 means the instrument is said to be unreliable. So all research variables are said to be reliable.

Classic Assumption Test

Based on classical assumption testing, the results obtained are: (a) the normality test produces that the data can be stated to be normally distributed; (b) the multicollinearity test results that the independent variable can be declared free from multicollinearity; and (c) the heteroscedasticity test produces that the regression model can be declared homoscedastic. Based on the 3 (three) results of classical assumption testing, we can proceed to multiple linear regression testing.

Data Processing Results

The data processing using SPSS 21 can be obtained as follows:

Table 6. Summary of Calculation Results of Work Motivation, Work Environment, Work Discipline and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	24,134	10,901		2,214	,033		
Work Motivation	,782	,136	,078	2,603	,020	,967	1,034

Employee performance based on work motivation, work environment, and work discipline—

Satia Emela et.al

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
Work Environment	,346	,073	,255	2,001	,032
Work Discipline	,469	,109	,554	4,319	,000
t-table	=				
	1,684				
F-Count	=				
	7,706				
Sig	=				
	.000				
R	=				
	2,85				
F-table	=	.610			
R ²	=	.572			
Adjuster R ²	=	.524			
Std. The	=				
Estimation Of Error	2,924				
Alpha (a)	=	5%			

a. Dependent Variable: Employee Performance

Based on this table, a regression equation is obtained with the following estimated model: $Y = 24.134 + 0.782X_1 + 0.346X_2 + 0.469X_3 + e$

The regression coefficient is a number that shows the magnitude of the influence of each independent variable on the dependent variable. The relationship between work motivation, work environment and work discipline with employee performance shows a correlation figure of 0.610, which means there is a strong relationship. This proves that the higher the value of work motivation, work environment and work discipline, the higher the performance of PT employees. Cidas Supra Metalindo. The R square value is 0.572 or 57.2%. This shows that the percentage of impact of work motivation, work environment, work discipline which has an influence on employee performance is 57.2%, while the remaining 42.8% is influenced by variables not included in this research model, such as: abilities and skills, knowledge , work plans, personality, leadership, job satisfaction, loyalty and commitment (Kasmir, 2016:189-193).

Discussion

The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance

The calculated F value has a greater result than the F table ($7.706 > 2.85$), so H_0 is rejected and H_a is accepted. This means that, with a confidence level of 95%, simultaneously the variables of work motivation, work environment and work discipline have a positive and significant influence on employee performance. The company carries

out performance evaluations, where the performance of each employee will be assessed over certain periods. This is done to see the extent to which employees can work and meet company standards. Employee performance as a result of the quality and quantity of work achieved by employees in carrying out their duties must be in accordance with the responsibilities given to them. To improve employee performance through work motivation, work environment and work discipline. Motivation is a way to encourage subordinates' passion for work, so that they are willing to work by providing all their abilities and skills to realize the company's goals. Meanwhile, the work environment is everything that is around the worker and can influence him in carrying out the assigned tasks. Work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve work performance. This is in line with research that has been conducted that work motivation, work environment and work discipline have a positive and significant effect on employee performance (Putri and Winarningsih, 2020; Novyanti, 2019).

The Influence of Work Motivation on Employee Performance

Work motivation obtained a t_{count} value of 2.603 and a t_{table} value for $\alpha = 0.05$ of 1.684, meaning $t_{count} > t_{table}$ ($2.603 > 1.684$), so H_a was accepted and H_o was rejected. This means that work motivation has a positive and significant influence on employee performance. That employee performance is the level of effectiveness and efficiency demonstrated by employees in carrying out their daily duties in an organization or company in a certain period. Meanwhile, work motivation is a process that explains a person's strength, direction and perseverance in an effort to achieve goals. If an employee works in a company every day and has good work motivation, it will certainly have a positive impact on employee loyalty and productivity and of course the employee will also have good performance because work motivation itself has a positive impact on employee performance. This is in accordance with research by Yuningsih, et al (2020) which states that work motivation partially has a positive and significant effect on employee performance.

Influence of the Work Environment on Employee Performance

The work environment obtained a t_{count} value of 2.001 and a t_{table} value for $\alpha = 0.05$ of 1.684, meaning $t_{count} > t_{table}$ ($2.001 > 1.684$), so H_a was accepted and H_o was rejected. This means that the work environment has a positive and significant influence on employee performance. That employee performance as a result of employee work is seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. While the work environment has a very close relationship to employee performance, the achievement motive that employees need to have must be developed within themselves and from the work environment. The work environment in a company really needs to be paid attention to, this is because the work environment has a direct influence on employee performance. A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance. This is in accordance with research by Sihaloho and Siregar (2019) which

states that the work environment has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Work discipline obtains a tcount value of 4.319 and a ttable value for $\alpha = 0.05$ of 1.684, meaning tcount > ttable (4.319 > 1.684), so H_a is accepted and H_o is rejected. This means that work discipline has a positive and significant influence on employee performance. Employee performance reflects how well employees comply with the requirements of a job. Meanwhile, work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve work performance. This is in accordance with research by Pangarso & Susanti (2016) which states that work discipline has a positive and significant effect on employee performance.

Factors Driving Employee Performance

That the driving factor for employee performance is work discipline. Through work discipline with indicators: 1) Frequency of attendance; 2) Level of employee alertness; 3) Comply with work standards; 4) Compliance with regulations; 5) Work ethics (Siswanto, 2013;291). Because discipline is attitudes, behavior and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, late entry and early departure of employees. So this is an employee's disciplinary attitude that needs to be addressed properly by management.

CONCLUSION

The conclusions of this research are as follows: 1) The condition of employee work motivation is on average in the high category. However, there are still some employees who are not motivated because employee compensation is still low. The average employee working environment is in the good category. However, there are still several facilities that are inadequate, such as damage to electronic equipment and others. The average employee work discipline condition is in the good category. However, there are still employees who do not comply with company regulations. Then the performance of PT employees. Cidas Supra Metalindo is on average in the high category. However, the company's revenue has not been achieved according to the company's target; 2) Work motivation, work environment and work discipline together have a positive and significant effect on the performance of PT employees. Cidas Supra Metalindo; 3) Work motivation, work environment and work discipline partially have a positive and significant effect on the performance of PT employees. Cidas Supra Metalindo. This research was conducted at the Faculty of Economics and Business, University of HKBP Nommensen Medan with a total of 200 student respondents using SEM and the SmartPLS analysis method. Based on the results of data analysis and proof of the seven hypotheses proposed in the study entitled "The Impact of Shopping AttributesOnline and Shopping ExperienceOnline Against Customer Loyalty With Satisfaction As Mediation InEcommerce Shopees". So this study concluded that the seven hypotheses proposed in this study are as follows: Shopping

AttributesOnline (X1) and Shopping ExperienceOnline (X2) has a positive and significant effect on customer loyalty (Y) with satisfaction as a mediating variable (M).

REFERENCES

- [1] Chair, M. U. (2020). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Nirha Jaya Tehnik Makassar. *Jurnal Brand*. Vol. 2, No. 1, Hal. 99-108.
- [2] Ganyang, M. T., (2018). *Manajemen Sumber Daya Manusia*. Bogor: In Media.
- [3] Handoko, T. H., (2014). *Manajemen Sumber Daya Manusia*. Yogyakarta: BPFE.
- [4] Hasibuan, H. M., (2017). *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Jakarta: Bumi Aksara.
- [5] Husain, B. A., (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Bank Danamon Tbk Cabang Bintaro. *Jurnal Dirupsi Bisnis*. 1 (1), 1-15.
- [6] Hustia, A., (2020). Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Perusahaan WFO Masa Pandemi. *Jurnal Ilmu Manajemen*. Vol. 10, No. 1, Hal. 81-91.
- [7] Kasmir, (2016). *Manajemen Sumber Daya Manusia (Teori dan Politik)*. Depok: PT. Rajagrafindo Persada
- [8] Komarudin, (2018). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Pos Indonesia Depok. *Jurnal Jenius*. Vol. 1, No. 3, Hal. 350-3640.
- [9] Lestary, L., dan Harmon., (2017). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan PT. Dirgantara Indonesia (Persero). *Jurnal Riset Bisnis dan Investasi*. Vol. 3, No. 2, Hal. 94-103. <https://scholar.google.co.id> (Diakses pada hari Jumat, 21 Januari 2022 Pukul 13:19 WIB).
- [10] Malayu S.P. (2015). *Organisasi dan Motivasi*. Jakarta: Bumi Aksara.
- [11] Mangkunegara, A. P., (2013). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- [12] Novyanti, J. S. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada BAPPEDA Provinsi Sulawesi Tengah. *e-Jurnal Katalogis*, Vol 3. No 1. Hal 105-155.
- [13] Pangarso, A., & Putri Intan Susanti. (2016). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Di Biro Pelayanan Sosial Dasar Sekretariat Daerah Provinsi Jawa Barat. *Jurnal Manajemen Teori dan Terapan*. Tahun 9. No 2. Hal 145-160.
- [14] Pramadita, A. G., dan Ida Bagus Ketut Surya., (2015). Pengaruh Motivasi, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. PLN (Persero) Distribusi di Denpasar Bali. *E-Jurnal Manajemen Unud*, Vol. 4, No.8, Hal. 2301-2317.
- [15] Putri, Darti Rizkita, dan Winarningsih. (2020). Pengaruh Lingkungan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Kedaung Group. *Jurnal Ilmu dan Riset Manajemen*. Vol 9 (8). Hal 1-16.
- [16] Rahmayanti, (2014). Pengaruh Motivasi Terhadap Kinerja Karyawan. *e-Journal Ilmu Administrasi Bisnis*. Vol. 2, No. 2, Hal. 215-229.
- [17] Resti Yulistria¹, Eka Putri Handayani, Tiara Nurmalsari. (2018). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Prima Krista Sejahtera Bandung. *Jurnal*

- Aksara Public Volume 2 (4). Hal. 193-212.
- [18] Siagian, S., (2013). Manajemen Sumber Daya Manusia. Bandung: Bumi Aksara.
 - [19] Siagian, S. P., (2014). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara
 - [20] Siswanto., H. B., (2013). Pengantar Manajemen. Jakarta: Bumi Aksara
 - [21] Sihaloho, R. D., & Holtin Siregar. (2019). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Super Sagita Medan. Jurnal Ilmiah Socio Secretum, Vol. 9. No. 2. Hal. 273-281.
 - [22] Sofyan. (2013). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai BAPEDA. Malika Saleh Engeneering Journal Vol, 2. No, 1. Hal 18-23.
 - [23] Sunyoto, D. (2015). Manajemen dan Pengembangan Sumber Daya Manusia (Cetakan Pertama). Yogyakarta: CAPS (Center Of Academic Publishing Service).
 - [24] Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta.
 - [25] Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: CV Alfabeta.
 - [26] Sugiyono, (2017). Manajemen Personalialia. Yogyakarta: Gramedia.
 - [27] Yuningsih, E., Sri Harini, & M. Gusnul Rifky. (2020). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Divisi Produksi PT. Kusuma Kaisan Sentul Bogor. Jurnal Visionida, Vol 6. No 1. Hal 47-59.