

The Effect Of Work Environment, Work Discipline, Work Motivation, Compensation, And Work Load On Employee Performance At Cv Aneka Jaya Jember

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Abstract

This study aims to determine and analyze the influence of work environment , work discipline, work motivation, compensation and workload on employee performance at CV Aneka Jaya Rambipuji, Jember The research method used is quantitative. In this study, data was collected with observations, interviews, and questionnaires to 70 people, using saturated sample technique , for finding out the respondent's perception about each variables. The analysis used includes data instrument tests (validity test and reliability test), multiple linear regression analysis, classical assumption test (normality test, multicollinearity test, heterokedasticity test), and hypothesis test (F test, t test, and determination coefficient test). The results of the t-test research in this study showed that the variables of work discipline and compensation had a positive and significant effect on employee performance while the work environment, motivation and work load had no a positive and significant effect on employee performance. Based on the result of the analysis, this study shows that the F test of the variables work environment , work discipline, work motivation, compensation and workload had a simultaneous effect on employee performance

Keywords: Work Environment, Work Discipline, Work Motivation, Compensation, Workload,, Employee Performance

Introduction

Human Resources or HR is a very important factor for group life in an organization. Natural Resources are also an indicator in a company or organization in order to achieve planned goals. An organization or institution can run optimally if supported by quality Human Resources. It can be concluded that Human Resources are an important element in realizing the goals of an organization or company. Success in a company is largely determined by the performance of each employee. According to Purwanto (2014), employee performance is also reflected as the results of work in terms of quality and quantity that can be achieved by an employee in completing tasks according to the responsibilities given. Companies that are able to maintain and improve the performance of their employees will find it easier to achieve their goals and develop in business competition. According to Setyo Widodo & Yandi, (2022) Employee performance can be one of the benchmarks of how human resources in a company have played a role in the progress of the company or not. According to the owner of CV Aneka Jaya, employee performance can affect the company's income because it greatly influences the company. Good employee performance can affect customer satisfaction. Employee performance can also be seen from the completion of the employee's tasks which are carried out effectively and efficiently and all of these factors greatly influence the success of the company. Indicators that can affect employee performance are quantity, quality, reliability, attendance, and ability to work together.

Employee performance is very much needed in a company so that it can run well. In the current era after the pandemic, employee performance has changed a lot due to the Covid pandemic that

occurred. Many companies have to develop strategies so that employees feel at home and improve their performance. Many companies have to think about strategies such as a more comfortable work environment and more compensation because employees today are different from employees before Covid. On September 16, 2024, according to news on sorotnews.co.id, dozens of former employees of the Elshinta electronics store in Pekalongan City demonstrated against their own former boss. The former employees claimed that they were treated unfairly, including fines for minor mistakes and working hours that exceeded the agreement without overtime compensation. This action has an impact on the family lives of employees, because they feel that their right to find a better job is being hindered by management actions. This makes employees feel uncomfortable in their work environment so that their work motivation begins to decline.

The work environment is an important factor in determining employee performance in the Company. A comfortable work environment has a positive impact on employee performance. The work environment has a positive and significant influence on work productivity, meaning that if improvements are made to the work environment, it can increase work productivity (Wahyuningsih, 2018). The work environment can be seen from the overall adequate tools and the environment around the Company. The work environment can affect individuals or groups. The work environment can be seen from the physical, psychological and social life in the Company which affects the performance of the Company's employees. Indicators that affect the work environment include the work atmosphere, relationships with coworkers, and the availability of work facilities.

According to (Sari & Hadijah, 2016) work discipline is the willingness of employees to obey all regulations in force in the workplace, both written and unwritten regulations. It can be interpreted that work discipline is all written and unwritten rules that must be obeyed by every employee who works in any company. Work discipline must be enforced in the company so that the company's goals can run smoothly, one of the factors that can be realized in order to foster behavior. Without creating discipline, employees will not carry out their duties optimally and can exceed the agreed deadline. As a result, many jobs do not meet the deadline and hinder the company. According to previous research, work discipline has a partial effect on employee performance.

According to (Hermani, 2017) Effective motivation needs to be given to employees. So that employees do not always complain about trivial things, do not violate every rule given by the company and also do not blame each other. Motivation can be interpreted as a process that determines the intensity, direction, and persistence of employees in achieving the desired goals. Motivation as a process that begins with strength in terms of physiographic and psychological or needs that result in behavior or drive aimed at goals or incentives (Moekijat, 2001 in Hakim, 2006). With work motivation, there is a drive within employees to complete tasks well and on time with the aim of achieving the desires within the employee. Motivation can also be done by providing good direction and giving appreciation for the tasks that have been carried out so that employees can feel proud of their work. Good motivation can have a positive effect on employee performance. According to previous researchers, work motivation has a partial and simultaneous effect on employee performance.

Compensation is an important thing that must be given to employees fairly, both financial compensation and non-financial compensation (Adiba & Rosita, 2023). Compensation is usually called an award or reward and can be interpreted as a form of appreciation given to each employee as a sign of gratitude for the contribution they have made to the company. Compensation can also mean a reward received by employees when they complete their tasks optimally and on time. Compensation can be an important thing as a motivator for employees to carry out and complete their tasks and responsibilities optimally to achieve company goals. Previous researchers stated that the provision of compensation has a partial effect on the performance of existing employees.

According to (Novianti et al., 2023) Workload is the burden borne by employees as a result of the work they complete. According to (Putri Adhisty et al., 2023) Workload measurement is carried out systematically using work analysis techniques, workload analysis techniques, or other management techniques to obtain information about the efficiency and effectiveness of the work of the organization or job holder. Koesomowidjojo (2017:21) states that workload is any form of work given to human resources to be completed within a certain period of time. Too much workload can cause tension in employees and stress them out. This can happen because the burden of completing tasks is too heavy and too much, causing employees to feel uncomfortable with the company. According to previous research, workload has a significant effect on employee performance.

CV Aneka Jaya is a company engaged in the field of electricity and electronics. CV Aneka Jaya was founded by a husband and wife, Soetjipto Agustono and Serlia Chandra Maya in 1998. CV Aneka

Jaya is located in the Rambipuji area of Jember Regency. The company, which has around 70 employees, does not only focus on turnover, but the owner of CV Aneka Jaya applies the principle that human resources in sales are also important to increase the income of this CV. With a total of 70 employees, the owner of CV Aneka Jaya tries as much as possible to reach all existing employees without exception in order to create comfort for employees and can have a positive effect on the performance of CV Aneka Jaya Jember employees.

Based on the evidence and existing theories, this study has advantages to be studied, namely that CV Aneka Jaya Jember and minimize things that can reduce employee performance in the company. Given the many employees who are uncomfortable, the owner must try to reach employees and serve employees optimally in order to prevent many employees from being uncomfortable. And if not studied, it can cause employee performance to decline and will affect the Company because many employees feel uncomfortable and choose to leave the Company.

Methods

CV Aneka Jaya is a retail business engaged in the field of electricity and electronics. CV Aneka Jaya was founded by 2 people, namely Soetjipto Agustono and Serlia Chandra Maya in 1998. CV Aneka Jaya is located in the Rambipuji area, Jember Regency. The total number of employees of CV Aneka Jaya is 70 people with different positions and positions. According to (Vinahapsari & Rosita, 2020) the time span needed by researchers to conduct data collection and field observations. In this study, the research time was carried out in the period from October 2024 to March 2025.

Based on (Sugiyono, 2021) population is related to the generalization area consisting of objects and subjects that have qualities and characteristics that have been determined by researchers to be studied, and from this conclusions are made. The population in this study were all employees of CV Aneka Jaya, totaling 70 employees and 2 owners of CV Aneka Jaya. It can be concluded that the entire population of CV Aneka Jaya Jember is 72 people.

Based on (Sugiyono, 2021: 78) "A sample is a portion of the total number and characteristics possessed by a population". It can be concluded that a sample is part of an existing population. According to (Sugiyono, 2021: 108) Saturated sampling is a method of determining a sample where all members of the population are taken as samples. The sample from this study only took employees from CV Aneka Jaya without including the owner of the CV. Therefore, from the various explanations above, the number of employees who will be used as research samples is 70 employees

The methodology section contains the approach used in producing scientific articles. Specifically for scientific research articles, the methodology section includes research methods, populations, and samples, as well as data analysis steps.

Results and Discussion

The results of the study explain straightforwardly the research questions by using the results table of research data processing not only to describe the results of the research table but more directly than the analysis of the research results.

Discussion of the research part of the description of how the results of research which can be known whether it can be confirmed or unconfirmed so find answers to research questions of each variable / research hypothesis.

This study uses quantitative research. According to (Djollong, 2014: 14) Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what we want to know. According to Sugiyono (2009: 14) states that the quantitative method is a research method based on positive philosophy, which is useful for researching populations or samples. The data for this study were obtained from the results of a questionnaire obtained from employees of CV Aneka Jaya Jember. Based on the data sources obtained, the data used in the study are:

1) Primary data

According to (Sugiyono, 2021: 68) Primary data is a data source that provides direct access to researchers to collect existing information. In obtaining existing data sources, researchers try to find information personally. This information is obtained by distributing questionnaires to employees of CV Aneka Jaya Jember.

2) Secondary Data

According to (Widagdo, 2021) secondary data is data used for the research process, which is obtained from other sources. Literature review is a secondary data category.

Data Collection Methods

According to (Sugiyono, 2016:193) the data collection method is a step that is considered strategic because it has the main achievement of obtaining data. In this study, researchers used the following data collection:

A.) Observation

According to (Karimudin, 2022: 25) observation is a method of collecting data by making direct observations. This technique can be used to evaluate cognitive and non-cognitive aspects, for example ethics, work assessments and conditions of respondents

B.) Interviews

According to Sugiyono (2016: 137) interviews are used as a data collection technique if researchers want to conduct preliminary studies to find problems that must be studied and also if researchers want to know things from respondents in more depth and the number of respondents is small. Interviews were conducted with respondents, the data obtained were obtained from employees at CV Aneka Jaya Jember.

C.) Questionnaire

According to (Widagdo, 2021: 56) a questionnaire is a question given to people who are ready to provide answers at the request of a researcher. Questions are calculated using a Likert measurement scale. According to (Karimudin, 2022) the Likert scale is a scale that can measure the attitudes, opinions, perceptions of a person or group of people about an event in the community. The form of this scale is strongly agree (SS), agree (S), neutral (N) disagree (TS) and strongly disagree (STS). If the statement has a positive meaning, the SS answer is given a value of 5, then until the TS answer choice or never is given a score of 1. If the statement has a negative meaning, the SS answer is given a value of 1 and so on until the TS answer is chosen or never is given a number 5.

2) Literature Study

Literature study is a theoretical study and other references that are related to the values, culture and norms that develop in the social conditions being studied, this is conveyed according to (Sugiyono, 2016:291).

Conclusion

According to Ghozali (2018:98) the t-test aims to test the variables that influence the dependent variable individually. In this test, a t-test is carried out, which has the function of comparing between t-counts and tables.

The t-test testing criteria are as follow:

- A. Jika dihitung $> t$ tabel dengan nilai signifikan $\alpha < 0.05$, yaitu setiap variabel independen berpengaruh signifikan terhadap variabel dependen.
- B. Jika dihitung $< t$ tabel dengan nilai signifikan $\alpha > 0.05$, yaitu setiap variabel independen tidak berpengaruh signifikan terhadap variabel dependen.

Table 1.Test result

No	Variable	Sig	Count	Table	Keterangan
1	Work Environment	0,138	1,505	1,997	No influence
2	Work Discipline	0,000	8,938	1,997	There is influence
3	Work Motivation	0,097	1,687	1,997	No influence
4	Compensation	0,007	2,824	1,997	There is influence
5	Beban Kerja	0,601	0,527	1,997	No influence

Source. SPSS 20 Data output processed, 2025

1. Hypothesis Testing X1

It is known that the significant value of variable X1 on Y is $0.138 > 0.05$ and the value of t count is $1.505 < t \text{ table } 1.997$. From this test, it can be concluded that the hypothesis H1 which states that there is an influence of the Work Environment variable on Employee Performance is rejected and not proven.

2. Hypothesis Testing X2

It is known that the significant value of variable X2 on Y is $0.000 < 0.05$ and the value of t count is $8.938 > t \text{ table } 1.997$. From this test, it can be concluded that the hypothesis H2 which states that there is an influence of the Work Discipline variable on Employee Performance is accepted and proven.

3. Hypothesis Testing X3

It is known that the significant value of variable X3 on Y is $0.97 > 0.05$ and the value of t count is $1.687 < t \text{ table } 1.997$. From the test, it can be concluded that the hypothesis H3 which states that there is an influence of the Work Motivation variable on Employee Performance is rejected and not proven.

4. Hypothesis Testing X4

It is known that the significant value of the variable X4 on Y is $0.007 < 0.05$ and the value of t count is $2.824 > t \text{ table } 1.997$. From the test, it can be concluded that the hypothesis H4 which states that there is an influence of the Compensation variable on Employee Performance is accepted and proven.

5. Hypothesis Testing X5

It is known that the significant value of the variable X5 on Y is $0.601 > 0.05$ and the value of t count is $0.527 < t \text{ table } 1.997$. From the test, it can be concluded that the hypothesis H5 which states that there is an influence of the Workload variable on Employee Performance is rejected and not proven

The simultaneous influence test can be used to determine whether independent research variables simultaneously or together affect the dependent variable. The F test is viewed using two methods, namely by conducting a hypothesis test in the F test by comparing the significant value (Sig.) and by using the profitability value of the Anova output results by comparing the calculated F value with the F table value. The results of the F test can be seen in the following table.

Table 2.Test Results (simultaneous).

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	454.498	5	90.900	54.446	.000 ^b
Residual	88.486	53	1.670		
Total	542.984	58			

a. Dependent Variable: Performance_Y

b. Predictors: (Constant), TOTAL_X5, TOTAL_X1, TOTAL_X4, TOTAL_X2, TOTAL_X3

Source: SPSS 20 Output Processed data, 2025

the significant value of 0.000 is smaller than 0.05, then this model is significant and this model can be used to test the hypothesis with a confidence level of 95%. From the results of table 4.19, the Fcount value is 54.446. This value is proven to be greater than Ftable = df1 / df2 or 5 / 53 for 0.05 of 2.36. It can be concluded that the independent variables, namely Work Environment (X1), Work Discipline (X2), Work Motivation (X3), Compensation (X4), and Workload (X5) together (simultaneously) have a significant effect on the dependent variable, namely Employee Performance (Y) at CV Aneka Jaya Jember.

Interpretation of Research Results

1) The Influence of the Work Environment on Employee Performance

Based on the analysis of the T test on hypothesis one (H1), it is proven that the work environment does not have a significant effect on employee performance (H1 is rejected). Based on the research obtained, it is proven that there is no significant and positive influence of the work environment on employee performance. This is not in accordance with research from (Adha et al., 2019) and research from (Jodie Firjatullah et al., 2023) which states that the work environment variable has a significant and positive effect on employee performance.

There are several factors that cause the work environment to have no effect on employee performance at CV Aneka Jaya Jember, namely because employees at CV Aneka Jaya Jember do not have a harmonious relationship between employees and work leaders. This causes an uncomfortable working atmosphere at CV Aneka Jaya Jember. Another factor is the lack of complete work facilities at CV Aneka Jaya Jember.

2) The Influence of Work Discipline on Employee Performance

Based on the analysis of the T test on hypothesis two (H2), it is proven that Work Discipline has a significant effect on employee performance (H2 Accepted). Based on the research obtained, it is proven that there is a significant and positive influence of the work environment on employee

performance. This is in line with research from (Tanjung & Rasyid, 2023) and (Prayogi et al., 2019) which states that the Work Discipline variable has a significant and positive effect on Employee Performance.

The factors that support the influence of Work Discipline are because employees at CV Aneka Jaya Jember are always present on time. Employees at CV Aneka Jaya can also follow company regulations and do not violate these regulations. These various things make employees at CV Aneka Jaya Jember have good work quality and have met the standards that have been set.

3) The Effect of Work Motivation on Employee Performance

Based on the analysis of the T test on hypothesis three (H3), it is proven that Work Motivation does not have a significant effect on employee performance (H3 is rejected). Based on the research obtained, it is proven that there is no significant and positive influence of Work Motivation on employee performance. This is not in accordance with research from (Suryawan & Salsabilla, 2022) and (Adha et al., 2019) which states that the Work Motivation variable has a significant and positive effect on employee performance.

There are several factors that cause Work Motivation to have no effect on employee performance because employees at CV Aneka Jaya Jember have not received appropriate salaries which results in them not being able to work optimally. Another factor is that employees at CV Aneka Jaya Jember have not received instructions, supplies and support in accordance with work standards which causes employees not to feel successful in carrying out their tasks which results in decreased work motivation.

4) The Effect of Compensation on Employee Performance

Based on the analysis of the T test on hypothesis four (H4), it is proven that Compensation has a significant effect on employee performance (H4 Accepted). Based on the research obtained, it is proven that there is a significant and positive effect of Compensation on Employee Performance. This is in line with research from (Dwianto et al., 2019) and (Arifudin, 2019) which states that the Compensation variable has a significant and positive effect on Employee Performance.

The factors that support the Compensation effect are because employees at CV Aneka Jaya Jember receive allowances when they have met the company's targets. Another factor is because employees at CV Aneka Jaya Jember are allowed to take leave by the company.

5) The Effect of Service Quality on Purchasing Decisions

Based on the analysis of the T test on hypothesis five (H5), it is proven that Workload does not have a significant effect on Employee Performance (H5 is rejected). Based on the research obtained, it is proven that there is no significant and positive effect of Workload on employee performance. This is not in accordance with research from (Rindorindo et al., 2019) and (Parashakti & Putriawati, 2020) which states that the Workload variable has a significant and positive effect on employee performance.

There are several factors that cause Workload to not affect employee performance because the number of tasks given is in accordance with existing standards and procedures. Another factor is the appropriate job description and making employees feel capable of the workload given.

Based on the results of the study and discussion on "The Influence of Work Environment, Work Discipline, Work Motivation, Compensation, and Workload on Employee Performance at CV Aneka Jaya Jember" the following conclusions can be obtained:

- 1) The work environment partially does not affect Employee Performance.
- 2) Work discipline partially affects Employee Performance.
- 3) Work motivation partially does not affect Employee Performance.
- 4) Compensation partially affects Employee Performance.
- 5) Workload partially does not affect Employee Performance.
- 6) Work Environment, Work Discipline, Work Motivation, And Compensation.

IMPLICATIONS

Based on the results of the research studied, there are three variables that do not affect employee performance at CV Aneka Jaya Jember. These variables are Work Environment, Work Motivation, and Workload. For variables that do not affect can be:

A. Work environment

For the work environment variable, the company owner can create a better work atmosphere and make employees feel comfortable. The company owner can also strengthen relationships with employees so that employees can be more comfortable and at ease working in the company and can have a positive effect on employee performance at the company.

B. Work motivation

For work motivation, the company owner can provide many awards and higher wages so that employees have greater motivation for their work and improve employee performance.

C. Workload

For workload, the company owner can provide retraining so that employees can understand their work and can reduce the difficulty of the tasks performed. This can have an impact on increasing employee performance

For the variables of Work Discipline and Compensation, it is expected that leaders can improve work discipline and compensation periodically in order to improve employee welfare such as:

A. Work discipline

Company owners can be more conditional on work attendance times and listen more to employee reasons if they are late for work. Company owners can also be more conditional on rest and prayer times for Muslim employees so that work discipline can improve employee performance.

B. Compensation

Company owners can increase allowances for employees who have plus points and give bonuses if employees have a good impact on the company. Company owners can also provide leave for major religious holidays to employees so that compensation can have a positive effect on employee performance

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