

(Research/Review) Article

The Influence of Work Discipline, Work Motivation and Work Environment on Employee Performance at the UPT Training Center for Developing Workforce Productivity at the Manpower and Transmigration Department

Bunga Nindya Navynda^{1*}, Vera Firdaus², and Sumartik²,

¹ Universitas Muhammadiyah Sidoarjo; e-mail : bnindyanavynda@gmail.com

² Universitas Muhammadiyah Sidoarjo; e-mail : verafirdaus@umsida.ac.id

³ Universitas Muhammadiyah Sidoarjo; e-mail : sumartik1@umsida.ac.id

* Corresponding Author : bnindyanavynda@gmail.com

Abstract: This study examines employee performance at the Workforce Productivity Development Training Center (BLP2TK) under the Department of Manpower and Transmigration of East Java Province, Indonesia. Employee performance is recognized as a critical determinant of organizational effectiveness; however, empirical evidence regarding the influence of work discipline, work motivation, and the work environment within operational public-sector institutions remains limited and inconsistent. Accordingly, this study aims to analyze the partial and simultaneous effects of work discipline, work motivation, and the work environment on employee performance. A quantitative explanatory research design was employed using a saturated sampling technique involving all 50 employees of the institution as respondents. Data were collected through structured questionnaires and analyzed using Statistical Package for the Social Sciences (SPSS) version 25, including validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2). The findings reveal that work discipline ($\beta = 0.585$; $p = 0.001$), work motivation ($\beta = 0.308$; $p = 0.032$), and the work environment ($\beta = 0.403$; $p < 0.001$) each exert a positive and statistically significant effect on employee performance. Simultaneously, the three variables significantly influence employee performance ($F = 50.060$; $p < 0.001$), explaining 76.6% of its variance ($R^2 = 0.766$). Among the independent variables, work motivation demonstrates the strongest contribution to enhancing employee performance. The study concludes that strengthening work discipline, fostering employee motivation, and maintaining a supportive work environment are essential managerial strategies for improving employee performance and enhancing organizational effectiveness within public-sector training institutions.

Received: December 19, 2025

Revised: Januari 20, 2026

Accepted: March 28, 2026

Published: May 31, 2026

Curr. Ver.: May 31, 2026



Copyright: © 2025 by the authors.
Submitted for possible open
access publication under the
terms and conditions of the
Creative Commons Attribution
(CC BY SA) license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

Keywords: Employee Performance; Public Sector Organization; Work Discipline; Work Environment; Work Motivation;

1. Introduction

The success or failure of an employee's performance can be determined when an organization implements an objective, measurable, and sustainable performance appraisal system [1]. Employee performance refers to the work outcomes achieved by an individual or a group of individuals within an organization based on the authority and personal responsibilities entrusted to them in order to accomplish organizational objectives in a lawful manner, without violating the law, and in accordance with moral and ethical principles. Performance is of considerable importance to both the organization and the employees themselves, as it serves as an indicator of the successful execution of duties and the attainment of organizational goals. Employee performance is influenced by various factors originating

both from within the employee (internal) and from the organizational environment (external) [2].

One of the internal factors influencing employee performance is work motivation. Essentially, every activity undertaken by an individual is driven by an internal force known as motivation. Motivation constitutes the stimulus, drive, or factor that inspires an individual or a group to perform work optimally in achieving predetermined goals and targets [3]. Motivation encourages employees to carry out their duties diligently, thereby enabling them to achieve maximum performance. Employees with high work motivation tend to demonstrate greater enthusiasm, responsibility, and commitment in carrying out their work. Therefore, work motivation must be fostered and enhanced to enable employees to make their best contribution to the organization [4].

Etymologically, performance is derived from the term *performance* or work achievement. Performance refers to the work results attained by an employee in terms of both quality and quantity while carrying out assigned duties in accordance with the responsibilities entrusted to them [5]. Factors influencing performance include effectiveness and efficiency, authority and responsibility, discipline, as well as initiative [6]. Thus, performance is determined not only by individual capabilities but also by attitudes and conditions that support the execution of work.

Within government organizations, employee performance serves as a crucial indicator for assessing the effectiveness of public services and the successful implementation of work programs [7]. Suboptimal performance may hinder the achievement of organizational objectives and reduce the quality of public services. Therefore, organizations must understand the factors that influence employee performance in order to enhance productivity and work effectiveness. This study focuses on employees of the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja), who are responsible for carrying out their duties by providing services, administrative functions, and training activities. The duties performed by these employees must be carried out professionally, punctually, and in accordance with the procedures established by the organization.

To achieve optimal performance, support from both internal and external factors is required. One of the factors influencing performance is work discipline. Work discipline reflects compliance with organizational regulations, punctuality, and responsibility in completing assigned tasks. Employees with high levels of discipline tend to accomplish their duties in an orderly manner and in accordance with established targets, thereby producing optimal performance [8]. Conversely, low levels of discipline may result in delays, non-compliance with procedures, and failure to achieve the work standards established by the organization [9].

In addition to work discipline, motivation also plays a significant role in improving employee performance. Motivation is the internal drive that fosters enthusiasm and the desire to perform work optimally. Employees with high levels of motivation are more likely to demonstrate commitment to their work, take responsibility, and show enthusiasm in carrying out their duties. Conversely, low motivation may produce adverse effects, such as declining work quality and poorer work outcomes. Therefore, organizations should strive to enhance employee work motivation. Another equally important factor in achieving optimal performance is the support provided by the work environment. The work environment encompasses physical conditions such as facilities and work equipment, as well as non-physical conditions including harmonious working relationships and effective communication. A conducive work environment creates a sense of comfort and security for employees, enabling them to work with greater focus and productivity [10].

The Surabaya Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK) is a technical implementing unit responsible for developing workforce productivity through various training activities, consultations, productivity measurements, and guidance for companies and business actors in East Java [11]. In carrying out these responsibilities, the organization implements various programs aimed at improving work discipline, work motivation, and the work environment. From the perspective of work discipline, UPT BLP2TK Surabaya implements the 5R work culture (Ringkas, Rapi, Resik, Rawat, and Rajin), physical, mental, and disciplinary training, integrity pacts, and the Kaizen culture oriented toward continuous improvement. Furthermore, the organization seeks to enhance work motivation through various human resource competency development programs, productivity training, workforce competitiveness enhancement initiatives, and the establishment of a productive work culture

[12]. From the perspective of the work environment, UPT BLP2TK Surabaya implements a structured work system through the evaluation of Work Outcome Plans (Rencana Hasil Kerja/RHK) and Individual Performance Indicators (Indikator Kinerja Individu/IKI), while also building collaborations with various companies and micro, small, and medium enterprises (MSMEs) throughout East Java. These various efforts demonstrate the importance of work discipline, work motivation, and the work environment in supporting the achievement of organizational objectives.

The organization's efforts are also reflected in its public service achievements, which demonstrate positive outcomes. Based on the results of the Anti-Corruption Perception Survey (Survei Persepsi Anti Korupsi/SPAK) for the first quarter of 2026, UPT BLK Surabaya obtained a score of 99.25, categorized as "Very Good" [12]. In addition, the Community Satisfaction Survey (Survei Kepuasan Masyarakat/SKM) achieved a score of 89.75 with the same category. Although various programs to improve work discipline, work motivation, and the work environment have been implemented and supported by the organization's positive achievements, the influence of each of these factors on employee performance at UPT BLP2TK Surabaya still needs to be empirically verified through research.

This study is motivated by the existence of a research gap identified in several previous studies that employed employee performance as the dependent variable in both government institutions and private companies. Several studies have demonstrated that variables such as work discipline, work motivation, and the work environment have a positive and significant effect on employee performance. Nevertheless, other studies have reported inconsistent findings, indicating that some of these variables do not significantly affect performance [13]. Competence, work experience, and work discipline were found not to have a significant influence on employee performance. This was attributed to the relatively homogeneous levels of employee competence and discipline, making them ineffective as distinguishing factors in determining performance [14]. Work motivation and workload were also found not to significantly affect teachers' performance because motivation tended to be relatively uniform, while performance was more strongly influenced by professional responsibility. On the other hand, the work environment was found not to significantly influence employee performance due to the work environment already being sufficiently favorable and uniformly distributed, thus no longer serving as the primary determining factor [15].

These differences in research findings indicate variations in influence, both positive and significant as well as non-significant, depending on the conditions and characteristics of the organizations examined. Previous studies were also predominantly conducted in administrative institutions or private companies [16], and therefore did not specifically investigate employee performance within Technical Implementing Units (Unit Pelaksana Teknis/UPT), which perform operational functions as workforce training and productivity development institutions. This difference in research context and organizational characteristics constitutes a research gap, as previous studies focused on administrative bureaucratic organizations [17], whereas the present study is conducted within a UPT that performs technical and operational functions.

Furthermore, the previous study by [8] examined only two independent variables, namely work discipline (X1) and work motivation (X2), in analyzing their influence on employee performance. The findings generally indicated positive effects, although limitations remained because other relevant variables had not been incorporated. Therefore, this study extends the model by introducing the work environment variable (X3), which theoretically and empirically may exert either a positive or a non-significant influence on performance, depending on the organizational context.

Previous studies have generally employed a quantitative approach using the census method through closed-ended questionnaires and were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique [18]. In contrast, the present study specifically focuses on three principal independent variables, namely work discipline, work motivation, and the work environment, which are presumed to play a dominant role in influencing employee performance, particularly within the context of operational organizations such as the Technical Implementing Unit (UPT). Research problem: Do work discipline, work motivation, and the work environment have a positive and significant effect on employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) under the Department of Manpower and Transmigration?

The research questions addressed in this study are as follows: 1) Does the work discipline variable partially affect employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) under the Department of Manpower and Transmigration? 2) Does the work motivation variable partially affect employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) under the Department of Manpower and Transmigration? 3) Does the work environment variable partially affect employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) under the Department of Manpower and Transmigration? 4) Do work discipline, work motivation, and the work environment simultaneously affect employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) under the Department of Manpower and Transmigration?

This study is associated with Sustainable Development Goal (SDG) 8 on Decent Work and Economic Growth, which aims to enhance workforce productivity and promote decent employment. Improvements in work discipline and work motivation that positively affect employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja) are expected to support the continuous enhancement of human resource quality and workforce productivity.

2. Preliminaries or Related Work or Literature Review

Work Discipline (X1)

Work discipline is defined as an individual's awareness and willingness to comply with all organizational regulations and prevailing social norms [19]. In line with this definition, work discipline refers to a management activity aimed at enforcing and implementing the operational standards applicable within an organization [20]. Discipline functions as a control mechanism to ensure that work activities are carried out in accordance with established procedures and predetermined targets.

Work discipline is one of the factors that contributes to improving employee performance [8]. The higher the level of employees' work discipline, the better the resulting performance [18]. Work discipline reflects an individual's willingness and commitment to comply with the norms and regulations applicable in the workplace [21].

Work discipline can be measured using the following indicators [19]: 1) Attendance: Attendance level, including arrival time, break time, and departure time. 2) Primary duties: Performing assigned duties and recognizing the responsibilities entrusted to the employee. 3) Related duties: Performing work in accordance with organizational regulations and applicable norms. 4) Compliance with work regulations: Adherence to behavioral rules in the workplace, such as courtesy and compliance with work requirements.

Work discipline reflects the degree of an individual's compliance with the regulations and work standards established by the organization. Employees with a high level of work discipline tend to perform their duties punctually, in accordance with established procedures, and with minimal errors. The better the work discipline demonstrated by employees, the more optimal their performance will be in achieving organizational objectives [22].

Work Motivation (X2)

Motivation refers to the provision of a driving force that generates an individual's enthusiasm for work, encouraging them to cooperate, work effectively, and integrate all their efforts in order to achieve the desired level of satisfaction [19]. In line with this, work motivation is the driving force that encourages an individual or a group to possess the willingness and commitment to contribute their abilities, expertise, skills, energy, and time in carrying out various activities that constitute their responsibilities in order to achieve organizational objectives [23]. Work motivation plays an important role in improving employee performance [16]. Employees with high levels of motivation tend to perform more optimally in achieving organizational targets [18]. In this study, the indicators of work motivation are as follows [24]: 1) Compensation: The rewards received by employees, including salaries, allowances, and incentives for work performed. 2) Working conditions: Work situations and environments that support comfort, safety, and the smooth execution of work. 3) Work facilities: The availability of facilities and infrastructure that assist employees in performing their duties. 4) Work achievement: The accomplishment of work results recognized as successful task performance. 5) Recognition from supervisors: Appreciation or

recognition provided by supervisors for employees' work outcomes and performance. 6) The work itself: The degree of suitability, challenge, and meaningfulness of the job for employees.

Work motivation serves as a driving force that fosters enthusiasm and dedication in carrying out assigned duties. Employees with high levels of motivation generally work more diligently, demonstrate greater responsibility, and strive to achieve optimal work results in accordance with established targets. The higher the level of employees' work motivation, the greater the improvement in their performance in supporting the achievement of organizational objectives [25].

Work Environment (X3)

The work environment refers to the conditions or circumstances surrounding the workplace that may influence individuals in carrying out their duties [26]. In general, the work environment can be defined as everything related to the physical and psychological aspects of the workplace that directly or indirectly affect employees in performing their jobs [27]. A work environment is considered favorable when employees are able to carry out their work activities optimally in a healthy, safe, and comfortable setting [28]. The work environment has a positive and significant effect on employee performance [15]. A comfortable and safe work environment, supported by positive working relationships, is capable of enhancing employee productivity [17]. Several indicators can be used to assess the work environment, namely [29]: 1) Lighting: The intensity of lighting in the workplace that enables employees to see clearly, thereby allowing work activities to be carried out effectively. 2) Air temperature: The temperature conditions within the work area, which should remain at a comfortable level to enable employees to complete their work optimally. 3) Noise level: The intensity of sound in the workplace that may reduce concentration if it exceeds acceptable comfort standards. 4) Use of room colors: The selection and arrangement of colors within the workplace that influence the psychological atmosphere and employees' comfort while working. 5) Available workspace: The availability of sufficient workspace that does not interfere with work activities. 6) Workplace safety: Environmental conditions that provide protection against accidents and hazards, enabling employees to feel secure while working. 7) Interpersonal relationships among employees: Social interactions within the workplace that create a harmonious working atmosphere and support the smooth execution of duties.

The physical and psychological conditions of the workplace may influence employees' comfort, safety, and concentration while working. A conducive work environment encourages employees to perform their duties more effectively, efficiently, and productively. Accordingly, the better the work environment established within the organization, the higher the level of employee performance in achieving organizational objectives [30].

Employee Performance (Y)

Performance reflects how well an employee carries out the duties and responsibilities assigned to them. Performance is the work outcome achieved by an individual or a group of individuals within an organization in accordance with their respective authority and responsibilities, with the objective of attaining organizational goals in a lawful manner, without violating the law, and in accordance with moral and ethical principles [31]. Performance, or job performance, refers to the qualitative and quantitative work results achieved by employees in carrying out their duties in accordance with the responsibilities entrusted to them [32].

Within public sector organizations, employee performance serves as a benchmark for the successful implementation of organizational services and operational duties [13]. High employee performance indicates that assigned duties have been carried out in accordance with organizational targets [14]. Accordingly, performance represents a tangible reflection of employees' capabilities, efforts, and commitment in performing their work over a given period.

This indicates that performance is evaluated not only based on output but also on the capabilities and competencies that support the achievement of such work outcomes. In this study, employee performance is measured using the following indicators [33]: 1) Work quality: The level of accuracy, neatness, and quality of the work produced. 2) Work quantity: The amount of work completed within a specified period. 3) Timeliness: The ability to complete work within the predetermined timeframe. 4) Effectiveness: The extent to which resources are utilized optimally to achieve work outcomes. 5) Independence: The employee's ability to complete assigned tasks without relying extensively on the assistance of others.

Conceptual Framework

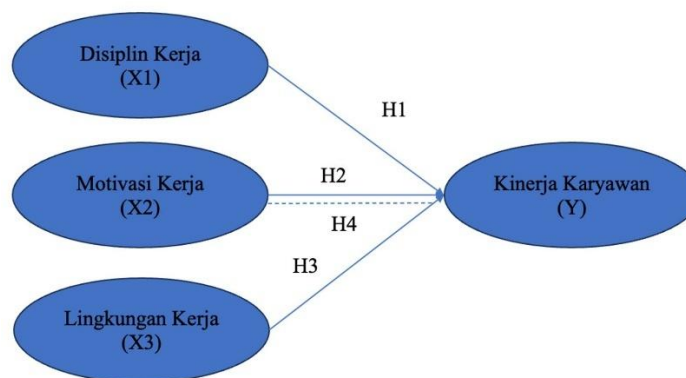


Figure 1. Conceptual Framework

Hypotheses

H1: Work discipline has a positive and significant effect on employee performance at the Surabaya Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja).

H2: Work motivation has a positive and significant effect on employee performance at the Surabaya Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja).

H3: The work environment has a positive and significant effect on employee performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja).

H4: Work discipline, work motivation, and the work environment have a positive and significant effect on employee performance at the Surabaya Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja).

3. Proposed Method METHODS

This study employed a quantitative approach with an explanatory research design. This approach aims to explain the causal relationship between the independent and dependent variables. In this study, the independent variables consist of work discipline (X1) and work motivation (X2), while the dependent variable is employee performance (Y). An explanatory research design was selected because it is appropriate for statistically and empirically testing hypotheses concerning the influence of independent variables on the dependent variable. The population of this study comprised all employees of the Technical Implementing Unit (UPT) Training Center under the Department of Manpower and Transmigration of East Java Province, totaling 50 employees. Since the population size was relatively small, a saturated sampling technique was employed, whereby all members of the population were included as research samples. Accordingly, the sample consisted of 50 respondents. This study was conducted at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK), located at Jl. Bendul Merisi No. 2, Wonokromo District, Surabaya City, East Java Province.

Data analysis in this study was performed using the Statistical Package for the Social Sciences (SPSS) software. The stages of data analysis were conducted as follows: Descriptive statistics were employed to provide a general overview of the characteristics of the research data. This analysis aimed to determine the mean, minimum value, maximum value, and standard deviation of each variable, namely work discipline, work motivation, and employee performance. Through descriptive statistics, the researcher was able to identify respondents' response tendencies, indicating whether the variables under investigation were categorized as low, moderate, or high. This information serves as an essential basis for understanding the general characteristics of the respondents prior to conducting further analyses.

Validity testing determines whether a statement item is considered valid when the correlation coefficient (calculated *r*-value) exceeds the *r*-table value or when the significance value is less than 0.05. Reliability testing measures the consistency of the instrument, which

is considered reliable when the Cronbach's Alpha value exceeds 0.70. This indicates that the instrument is capable of producing consistent results when administered repeatedly under the same conditions.

Prior to conducting multiple linear regression analysis, the data must satisfy the classical assumption tests to ensure that the regression results are unbiased and reliable. The classical assumption tests include: 1) Normality Test: The data are considered normally distributed if the significance value obtained from the Kolmogorov–Smirnov or Shapiro–Wilk test exceeds 0.05. 2) Multicollinearity Test: The regression model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. 3) Heteroscedasticity Test: The regression model is considered free from heteroscedasticity if the significance value obtained from the Glejser test or Scatterplot analysis exceeds 0.05 or if no specific pattern is observed. 4) t-Test: The testing criteria are as follows: a) If the significance value is less than 0.05 or the calculated t -value exceeds the t -table value, the independent variable has a significant effect on the dependent variable. b) If the significance value is greater than 0.05, the independent variable does not have a significant effect. 1) F-Test: The testing criterion is as follows: a) If the significance value is less than 0.05 or the calculated F -value exceeds the F -table value, both independent variables simultaneously have a significant effect on employee performance. 2) Coefficient of Determination (R^2): The coefficient of determination (R^2) is used to determine the extent to which the work discipline and work motivation variables explain the variation in employee performance. The R^2 value ranges from 0 to 1. The closer the value is to 1, the greater the contribution of variables X_1 and X_2 in explaining variable Y . The remaining variation is explained by other factors outside the research model.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Employee Performance (Dependent Variable)

a = Constant

b_1, b_2 = Regression Coefficients (Measure the magnitude of the change in Y for every one-unit change in X_1 or X_2 , assuming the other variables remain constant)

X_1 = Work Discipline (Independent Variable 1)

X_2 = Work Motivation (Independent Variable 2)

e = Error / Random Error (Residual, representing the variation in Y that cannot be explained by X_1 and X_2).

3.1. Operational Definitions

Work Discipline (X_1)

Referring to the opinion expressed, discipline is compliance with the regulations established by the Department of Manpower [34]. Discipline reflects the ideal condition in supporting the implementation of duties in accordance with established regulations to achieve work optimization [35]. 1) Attendance frequency: The level of employee attendance formally recorded in accordance with the established work schedule. 2) Compliance with work regulations: Employees comply with all regulations established in accordance with written laws. 3) Work ethics: Employees' professional conduct in maintaining appropriate behavior, respecting colleagues, and performing duties in accordance with applicable workplace norms.

Work Motivation (X_2)

Motivation refers to the provision of motivation that generates an individual's enthusiasm for work, enabling them to cooperate, work effectively, and engage fully in all their efforts to achieve satisfaction [36]. The indicators of work motivation are as follows [36]: 1) Performance recognition: The level of recognition provided to employees for their achievements and work contributions. 2) Effective leadership: The ability of leaders to direct, guide, and create a positively supportive work environment. 3) Rewards: The provision of compensation or recognition for good work performance as a form of appreciation for employees' performance. 4) Employee welfare and labor relations: A balance among employees, a comfortable work environment, and employee welfare can also enhance employees' work motivation.

Work Environment (X_3)

The work environment can be defined as everything related to the physical and psychological aspects of the workplace that directly or indirectly influence employees in carrying out their work [27]. Several indicators can be used to assess the work environment, namely [29]:

1. Lighting: The level of illumination available in the workplace that enables employees to see clearly so that they can work effectively without causing eye fatigue.
2. Air temperature: The temperature conditions within the work environment, which must be appropriate to ensure employees feel comfortable and are able to work optimally.
3. Noise level: The level of sound in the workplace that may disrupt concentration and reduce work efficiency if it exceeds reasonable limits.
4. Use of room colors: The arrangement of colors within the workplace that may influence employees' mood, comfort, and work enthusiasm.
5. Available workspace: The availability of sufficient space for employees to move and perform their work without physical constraints.
6. Workplace safety: Environmental conditions that provide protection against the risks of accidents and hazards, enabling employees to feel secure while working.
7. Interpersonal relationships among employees: Social interactions within the workplace that create a harmonious working atmosphere and support the smooth implementation of duties.

Employee Performance (Y)

Employee performance refers to the work outcomes achieved by an employee in carrying out assigned duties and responsibilities in accordance with the standards established by the organization [37]. The measurement of employee performance in this study refers to the following indicators [25]:

1. Work quality: High-quality work reflects employees' ability to complete tasks in accordance with expectations, achieve established objectives, and make meaningful contributions.
2. Work quantity: Employee work quantity is assessed based on the number of tasks completed, work speed, and the utilization of time in completing assigned work.
3. Timeliness in work: Employees' ability to complete tasks and fulfill responsibilities within the specified timeframe also contributes to overall work effectiveness and productivity.
4. Effectiveness and commitment at work: Employees demonstrate high levels of loyalty and responsibility in every task they perform.

4. Results and Discussion

Respondent Description

In this study, the researcher selected a sample of 50 respondents, comprising all employees of the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK) under the Department of Manpower and Transmigration of East Java Province. The sampling technique employed was saturated sampling; therefore, all members of the population were included as research respondents. The research data were collected through the distribution of questionnaires to all respondents. The presentation of respondent characteristics aims to provide an overview of the respondents' profiles, including age, highest educational attainment, length of service, employment status, and position.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Age	20–30 years	41	82.0
	31–40 years	8	16.0
	41–50 years	1	2.0
	Total	50	100.0
Highest Educational Attainment	Senior High School/Vocational High School	12	24.0
	Diploma (D3)	4	8.0
	Bachelor's Degree	34	68.0
	Total	50	100.0
Length of Service	< 5 years	37	74.0
	5–10 years	12	24.0
	>15 years	1	2.0

Characteristics	Category	Frequency (n)	Percentage (%)
Employment Status	Total	50	100.0
	Civil Servant (PNS)	11	22.0
	Government Employee with a Work Agreement (PPPK)	18	36.0
	Non-Civil Service/Honorary Employee	21	42.0
Position	Total	50	100.0
	Staff/Operational Personnel	48	96.0
	Structural Official	2	4.0
	Total	50	100.0

Source: Processed data (2026)

Based on the data presented in Table 1, it can be observed that the majority of respondents were between 20 and 30 years of age, accounting for 41 individuals (82.0%), followed by respondents aged 31–40 years, totaling 8 individuals (16.0%), while only 1 respondent (2.0%) was between 41 and 50 years of age. This indicates that most employees at UPT BLP2TK are within the productive age group and are therefore expected to demonstrate optimal performance in carrying out their duties and responsibilities. Furthermore, based on the highest educational attainment, the majority of respondents held a Bachelor's degree, comprising 34 individuals (68.0%), followed by Senior High School/Vocational High School graduates with 12 individuals (24.0%) and Diploma (D3) graduates with 4 individuals (8.0%). Based on length of service, most respondents had worked for less than 5 years, totaling 37 individuals (74.0%). Based on employment status, the respondents were predominantly Non-Civil Service/Honorary Employees, totaling 21 individuals (42.0%), followed by Government Employees with a Work Agreement (PPPK), totaling 18 individuals (36.0%), and Civil Servants (PNS), totaling 11 individuals (22.0%). Meanwhile, based on position, almost all respondents were Staff/Operational Personnel, totaling 48 individuals (96.0%), whereas only 2 respondents (4.0%) held Structural Official positions.

Results

Hypothesis Testing and Data Analysis

Data analysis in this study was conducted using the Statistical Package for the Social Sciences (SPSS) version 25. The analytical procedures included validity testing, reliability testing, and classical assumption testing consisting of the normality test, multicollinearity test, and heteroscedasticity test, followed by multiple linear regression analysis, partial hypothesis testing (*t*-test), simultaneous hypothesis testing (*F*-test), and the coefficient of determination (*R*²). These tests were conducted to determine the effects of Work Discipline (X1), Work Motivation (X2), and Work Environment (X3) on Employee Performance (Y).

Validity Test

Validity testing was conducted using the Pearson Product-Moment correlation with a significance level of 5% ($\alpha = 0.05$). A statement item was considered valid if the calculated *r*-value exceeded the *r*-table value or if the significance value was less than 0.05. In this study, the number of respondents was 50, resulting in an *r*-table value of 0.279 ($df = n - 2 = 48$).

Table 2. Validity Test

Question Item	Question Item	Calculated <i>r</i> -Value	<i>r</i> -Table 5% (30)	Description
Work Discipline (X1)	X1.1	0.868	0.279	Valid
	X1.2	0.730	0.279	Valid
	X1.3	0.845	0.279	Valid
	X1.4	0.876	0.279	Valid
Highest Educational Attainment	X1.5	0.841	0.279	Valid
	X1.6	0.826	0.279	Valid
Work Motivation (X2)	X2.1	0.831	0.279	Valid
	X2.2	0.836	0.279	Valid
Length of Service	X2.3	0.786	0.279	Valid

Question Item	Question Item	Calculated <i>r</i> -Value	<i>r</i> -Table 5% (30)	Description
Employment Status	X2.4	0.860	0.279	Valid
	X2.5	0.842	0.279	Valid
	X2.6	0.818	0.279	Valid
	X2.7	0.839	0.279	Valid
Work Environment (X3)	X3.1	0.879	0.279	Valid
	X3.2	0.791	0.279	Valid
	X3.3	0.764	0.279	Valid
Position	X3.4	0.756	0.279	Valid
	X3.5	0.611	0.279	Valid
	X3.6	0.798	0.279	Valid

Source: Processed data (2026)

Based on Table 2, it can be observed that all statement items for the Work Discipline, Work Motivation, Work Environment, and Employee Performance variables have calculated *r*-values greater than the *r*-table value (0.279). Accordingly, all statement items are declared valid and are therefore appropriate for use as research instruments.

Reliability Test

The reliability test was conducted to determine the level of consistency of the research instrument in measuring the variables under investigation. Reliability testing in this study employed the Cronbach's Alpha method using SPSS version 25. A research instrument is considered reliable if it has a Cronbach's Alpha value greater than 0.70 ($\alpha > 0.70$). The higher the Cronbach's Alpha value, the better the consistency of the instrument in measuring the research variables. The results of the reliability test are presented in Table 3.

Table 3. Reliability Test

Variable	N	Cronbach's Alpha	Conclusion
Work Discipline (X1)	6	0.910	Reliable
Work Motivation (X2)	7	0.923	Reliable
Work Environment (X3)	12	0.939	Reliable
Employee Performance (Y)	8	0.964	Reliable

Source: Processed data (2026)

Based on Table 3, the Cronbach's Alpha values were 0.910 for Work Discipline, 0.923 for Work Motivation, 0.939 for Work Environment, and 0.964 for Employee Performance. All variables have Cronbach's Alpha values greater than 0.70; therefore, all research instruments are declared reliable. This indicates that each statement item is capable of producing consistent results and is appropriate for use in subsequent analyses.

Classical Assumption Tests

Normality Test

The normality test was conducted to determine whether the data were normally distributed. The normality test was performed using SPSS version 25.0 with the Kolmogorov–Smirnov method. The data are considered normally distributed if the significance value exceeds 0.05, with the decision based on the Asymp. Sig. (2-tailed) value.

Table 4. Normality Test

Description	Value
Number of Samples (N)	50
Test	One-Sample Kolmogorov–Smirnov
Asymp. Sig. (2-tailed)	0.200
Significance Level	0.05
Conclusion	Data are normally distributed

Source: Processed data (2026)

Based on Table 4, the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than the significance level of 0.05 ($0.200 > 0.05$); therefore, it can be concluded that the research data are normally distributed. Accordingly, the regression model satisfies the normality assumption.

Multicollinearity Test

The multicollinearity test aims to determine whether a strong correlation exists among the independent variables in the regression model. In this study, multicollinearity was assessed by examining the Tolerance and Variance Inflation Factor (VIF) values. The regression model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 5. Multicollinearity Test

Model	Tolerance VIF	
Work Discipline	0.451	2.216
Work Motivation	0.387	2.587
Work Environment	0.679	1.474

Source: Processed data (2026)

Based on the results of the multicollinearity test presented in Table 5, the Work Discipline variable has a Tolerance value of 0.451 and a VIF value of 2.216, the Work Motivation variable has a Tolerance value of 0.387 and a VIF value of 2.587, while the Work Environment variable has a Tolerance value of 0.679 and a VIF value of 1.474. All independent variables have Tolerance values greater than 0.10 and VIF values less than 10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity. Accordingly, the regression model satisfies the multicollinearity assumption and is appropriate for further analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the residual variance from one observation to another within the regression model. In this study, heteroscedasticity was tested using the Glejser Test by regressing the absolute residual values on the independent variables. The regression model is considered free from heteroscedasticity if the significance (Sig.) value is greater than 0.05.

Table 6. Heteroscedasticity Test

Variable	Sig. Value Criterion Description		
Work Discipline	0.097	> 0.05	No heteroscedasticity
Work Motivation	0.103	> 0.05	No heteroscedasticity
Work Environment	0.093	> 0.05	No heteroscedasticity

Source: Processed data (2026)

Based on the results of the heteroscedasticity test presented in Table 6, the Work Discipline variable has a significance value of 0.097, the Work Motivation variable has a significance value of 0.103, and the Work Environment variable has a significance value of 0.093. All of these significance values are greater than 0.05. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity. Accordingly, the regression model satisfies the heteroscedasticity assumption and is appropriate for further analysis.

Multiple Linear Regression

Regression Equation Analysis

Multiple linear regression analysis was employed to determine the effects of Work Discipline, Work Motivation, and the Work Environment on Employee Performance. Based on the results of the analysis conducted using SPSS version 25, the following multiple linear regression equation was obtained:

Table 6. Regression Equation Analysis

Variable	Regression Coefficient (B) Calculated t-Value Sig.		
Constant	-11.414	-2.821	0.007
Work Discipline (X ₁)	0.585	3.476	0.001
Work Motivation (X ₂)	0.308	2.215	0.032
Work Environment (X ₃)	0.403	4.749	0.000

Source: Processed data (2026)

$$Y = -11.414 + 0.585X_1 + 0.308X_2 + 0.403X_3 \dots (ii)$$

Based on the regression equation above, the following interpretations can be made: 1) The constant value of -11.414 indicates that when the Work Discipline (X_1), Work Motivation (X_2), and Work Environment (X_3) variables are assumed to be equal to zero, the Employee Performance (Y) value is -11.414. This constant is merely a mathematical value within the regression model and does not constitute the primary focus of the research interpretation. 2) The regression coefficient of the Work Discipline (X_1) variable is 0.585, indicating that every one-unit increase in Work Discipline, assuming the other independent variables remain constant, will increase Employee Performance by 0.585 units. 3) The regression coefficient of the Work Motivation (X_2) variable is 0.308, indicating that every one-unit increase in Work Motivation, assuming the other independent variables remain constant, will increase Employee Performance by 0.308 units. 4) The regression coefficient of the Work Environment (X_3) variable is 0.403, indicating that every one-unit increase in the Work Environment, assuming the other independent variables remain constant, will increase Employee Performance by 0.403 units.

Based on the results of the analysis, all independent variables have positive regression coefficients. This indicates that improvements in Work Discipline, Work Motivation, and the Work Environment are associated with corresponding increases in Employee Performance.

***t*-Test**

The *t*-test was conducted to determine the partial effect of each independent variable on the dependent variable. The test was performed at a significance level of 5% ($\alpha = 0.05$). The *t*-table value was obtained using the formula $df = n - k - 1$, as follows: $df = 50 - 3 - 1 = 46$.

Based on this calculation, the *t*-table value was 2.013. A hypothesis is accepted if the significance value is less than 0.05 and the calculated *t*-value exceeds the *t*-table value.

Table 6. *t*-Test

Variable	Regression Coefficient (B)	Calculated <i>t</i> -Value	<i>t</i> -Table	Sig.	Description
Work Discipline (X_1)	0.585	3.476	2.013	0.001	H_1 accepted
Work Motivation (X_2)	0.308	2.215	2.013	0.032	H_2 accepted
Work Environment (X_3)	0.403	4.749	2.013	0.000	H_3 accepted

Source: Processed data (2026)

Based on Table 5, the following results can be explained:

1. The Effect of Work Discipline (X_1) on Employee Performance (Y)
Based on the results of the *t*-test, Work Discipline obtained a calculated *t*-value of 3.476, while the *t*-table value was 2.013, indicating that the calculated *t*-value exceeded the *t*-table value ($3.476 > 2.013$). In addition, the significance value was $0.001 < 0.05$, with a regression coefficient of 0.585, indicating a positive direction of influence. Accordingly, it can be concluded that Work Discipline has a positive and significant effect on Employee Performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK) under the Department of Manpower and Transmigration of East Java Province. Therefore, the first hypothesis (H_1) is accepted.
2. The Effect of Work Motivation (X_2) on Employee Performance (Y)
Based on the results of the *t*-test, Work Motivation obtained a calculated *t*-value of 2.215, while the *t*-table value was 2.013, indicating that the calculated *t*-value exceeded the *t*-table value ($2.215 > 2.013$). Furthermore, the significance value was $0.032 < 0.05$, with a regression coefficient of 0.308, indicating a positive direction of influence. Accordingly, it can be concluded that Work Motivation has a positive and significant effect on Employee Performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK) under the Department of Manpower and Transmigration of East Java Province. Therefore, the second hypothesis (H_2) is accepted.

3. The Effect of the Work Environment (X_3) on Employee Performance (Y)
Based on the results of the t -test, the Work Environment obtained a calculated t -value of 4.749, while the t -table value was 2.013, indicating that the calculated t -value exceeded the t -table value ($4.749 > 2.013$). In addition, the significance value was $0.000 < 0.05$, with a regression coefficient of 0.403, indicating a positive direction of influence. Accordingly, it can be concluded that the Work Environment has a positive and significant effect on Employee Performance at the Workforce Productivity Development Training Center (UPT Balai Latihan Pengembangan Produktivitas Tenaga Kerja/BLP2TK) under the Department of Manpower and Transmigration of East Java Province. Therefore, the third hypothesis (H_3) is accepted.

F-Test

The F -test was conducted to determine whether Work Discipline, Work Motivation, and the Work Environment simultaneously affect Employee Performance. Prior to performing the F -test, the F -table value was determined at a significance level (α) of 5%. The F -table value was obtained based on the degrees of freedom, as follows:

- $df(N1) = k = 3$
- $df(N2) = n - k - 1 = 50 - 3 - 1 = 46$

Accordingly, the F -table value obtained was 3.20 ($\alpha = 0.05$; $df_1 = 3$ and $df_2 = 46$).

Table 6. F -Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1041.738	3	347.246	50.060	0.000
Residual	319.082	46	6.937		
Total	1360.820	49			

Source: Processed data (2026)

Based on the ANOVA test results, the significance (Sig.) value was 0.000, which is less than 0.05 ($0.000 < 0.05$). Furthermore, the calculated F -value was 50.060, whereas the F -table value was 2.81, indicating that the calculated F -value exceeded the F -table value ($50.060 > 2.81$). This demonstrates that Work Discipline, Work Motivation, and the Work Environment jointly have a positive and significant effect on Employee Performance. Accordingly, the hypothesis stating that Work Discipline, Work Motivation, and the Work Environment simultaneously have a significant effect on Employee Performance is accepted (H_4 accepted).

Coefficient of Determination

The coefficient of determination (R^2) is used to determine the extent to which the independent variables explain the variation in the dependent variable. The coefficient of determination is represented by the R Square value obtained from the regression analysis.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875	0.766	0.750	2.63374

Source: Processed data (2026)

Based on the results of the coefficient of determination test presented in Table 10, the R Square value was 0.766, or 76.6%. This indicates that Work Discipline, Work Motivation, and the Work Environment collectively explain 76.6% of the variation in Employee Performance. Meanwhile, the remaining 23.4% is explained by other factors outside the research model that were not examined in this study.

Discussion

The Effect of Work Discipline on Employee Performance

Based on the findings of this study, work discipline has a positive and significant effect on employee performance at the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration. This finding indicates that the higher the level of employees' work discipline, the higher the resulting employee performance. The results suggest that compliance with workplace regulations, responsibility in carrying out assigned duties, and adherence to sound work ethics contribute to improving both the quality and quantity of work accomplished. These findings are consistent with previous studies reporting that work discipline has a positive and significant effect on employee performance [4], [5], [6], [7], [8], [10], [16], [22].

In this study, work discipline was measured through the indicators of attendance frequency, compliance with workplace regulations, and work ethics. Among these indicators,

work ethics contributed the most to the formation of work discipline. Work ethics reflects employees' professional conduct in maintaining appropriate behavior, respecting colleagues, and performing their duties in accordance with the norms prevailing within the organization. This finding is supported by the majority of respondents who strongly agreed that they consistently respect their colleagues in the workplace. This condition indicates that mutually respectful working relationships foster effective collaboration, thereby enabling tasks to be carried out more efficiently and productively. This finding is further supported by the characteristics of the respondents, the majority of whom have more than five years of work experience, indicating that they have developed a thorough understanding of the importance of complying with workplace regulations, maintaining professionalism, and applying work ethics in the execution of their duties. Therefore, a culture of discipline should continue to be maintained through employee development, supervision, consistent enforcement of organizational regulations, and exemplary leadership to ensure that employee performance remains optimal. These efforts are supported by the view that work discipline constitutes an operational function of human resource management that plays a crucial role in determining organizational success; consequently, the better the employees' discipline, the higher the level of work performance that can be achieved [19].

The Effect of Work Motivation on Employee Performance

Based on the findings of this study, work motivation has a positive and significant effect on employee performance at the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration. This finding indicates that the higher the level of work motivation possessed by employees, the higher the resulting employee performance. Work motivation encourages employees to perform their duties more diligently, responsibly, and with a stronger orientation toward achieving organizational objectives, thereby improving both the quality and quantity of work outcomes. These findings are consistent with previous studies reporting that work motivation has a positive and significant effect on employee performance [4], [5], [7], [10], [18].

In this study, work motivation was measured through the indicators of performance recognition, effective leadership, rewards, and employee welfare and labor relations. Among these indicators, effective leadership made the greatest contribution to the formation of work motivation. Effective leadership reflects leaders' ability to direct, guide, and support employees in performing their duties optimally. This finding is supported by the majority of respondents who strongly agreed that their supervisors provide clear work instructions. Clear guidance enables employees to better understand their duties, responsibilities, and work targets, allowing them to perform their work with greater confidence, enthusiasm, and productivity. This finding is further supported by the characteristics of the respondents, who were predominantly Non-Civil Service/Honorary Employees and Government Employees with Work Agreements (PPPK), with almost all respondents serving as staff or operational personnel. This condition indicates that guidance, support, and recognition from supervisors constitute important factors in enhancing work motivation, as employees with these characteristics tend to require leadership that provides clarity of duties, encouragement in carrying out their work, and appreciation for their achievements. Therefore, the institution should continue to enhance employee motivation through the implementation of effective leadership, the provision of recognition for outstanding work performance, and the improvement of employee welfare to ensure that performance remains optimal. These efforts are supported by previous research stating that motivation is a driving factor that enables individuals to work to their fullest potential in achieving organizational objectives [24].

The Effect of Work Environment on Employee Performance

Based on the findings of this study, the work environment has a positive and significant effect on employee performance at the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration. This finding indicates that the more favorable the working environment perceived by employees, both in terms of its physical and non-physical aspects, the higher the level of employee performance achieved. A comfortable, safe, and conducive work environment is capable of creating working conditions that enable employees to perform their duties with greater focus, effectiveness, and productivity. These findings are consistent with previous studies reporting that the work environment has a positive and significant effect on employee performance [6], [10], [16], [17], [23].

In this study, the work environment was measured through the indicators of lighting, air temperature, noise level, room color arrangement, available workspace, workplace safety, and interpersonal relationships among employees. Among these indicators, workplace safety

made the greatest contribution to establishing a work environment that supports improved employee performance. Workplace safety refers to environmental conditions that provide employees with protection from various risks, enabling them to feel secure while performing their duties. This finding is supported by the majority of respondents who strongly agreed that the available work facilities adequately supported workplace safety. This condition indicates that the availability of safe work facilities provides employees with a sense of comfort, allowing them to perform their duties with greater focus, composure, and productivity in completing every assigned task. This finding is further supported by the characteristics of the respondents, almost all of whom served as staff or operational personnel, thereby interacting directly with the workplace environment in carrying out their daily responsibilities. Therefore, the availability of safe, comfortable, and supportive work facilities constitutes an essential factor in facilitating the optimal execution of work. Accordingly, the institution should continue to maintain and enhance the quality of the work environment through regular facility maintenance, improvements in workplace safety, and the promotion of harmonious interpersonal relationships among employees to ensure that employee performance remains optimal. These efforts are supported by previous research stating that the work environment encompasses all work equipment, materials, work methods, and surrounding workplace conditions that are capable of influencing the execution of employees' duties.

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

Based on the findings of this study, work discipline, work motivation, and the work environment simultaneously have a positive and significant effect on employee performance at the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration. This finding indicates that the better the level of work discipline, the higher the level of work motivation, and the more conducive the work environment perceived by employees, the higher the level of employee performance achieved. This demonstrates that improvements in employee performance are not influenced by a single factor alone but rather result from the combined effects of work discipline, work motivation, and the work environment, which complement one another in the execution of work responsibilities. These findings are consistent with previous studies reporting that work discipline, work motivation, and the work environment jointly have a positive and significant effect on employee performance [7], [10], [16], [18].

In this study, work discipline, work motivation, and the work environment were measured through several complementary indicators that collectively contribute to enhancing employee performance. Based on the descriptive analysis, work discipline made the greatest contribution through the work ethics indicator, work motivation through the effective leadership indicator, and the work environment through the workplace safety indicator. This finding is supported by the majority of respondents who strongly agreed that they consistently respect their colleagues in the workplace, that supervisors provide clear work instructions, and that the available work facilities adequately support workplace safety. These conditions indicate that harmonious working relationships, clear leadership direction, and a safe work environment create a workplace atmosphere that supports the effective and productive execution of work responsibilities. This finding is further supported by the characteristics of the respondents, the majority of whom were within the productive age group, predominantly Non-Civil Service/Honorary Employees and Government Employees with Work Agreements (PPPK), with almost all respondents serving as staff or operational personnel. These characteristics indicate that the implementation of work discipline, effective leadership, and a conducive work environment constitutes an essential factor in supporting the execution of daily work responsibilities. This finding is supported by previous research stating that organizational success is largely determined by effective human resource management through the implementation of work discipline, the provision of motivation, and the creation of a supportive work environment, thereby enabling organizational objectives to be achieved effectively and efficiently [15]. Therefore, the institution should maintain its culture of discipline, enhance employee motivation through effective leadership and the provision of rewards, and continuously foster a safe and conducive work environment to ensure the continuous improvement of employee performance.

5. Conclusions

Based on the findings of this study, employee performance at the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration is influenced by work discipline, work motivation, and the work environment. The results demonstrate that all three variables have a positive and significant effect on employee performance, both partially and simultaneously. This indicates that the higher the level of work discipline, the stronger the work motivation, and the more conducive the work environment, the higher the level of employee performance. Among these three variables, work motivation exerts the greatest influence on employee performance. This study is subject to several limitations. First, the respondents were drawn exclusively from a single institution, limiting the generalizability of the findings to other organizations. Second, this study examined only three independent variables, namely work discipline, work motivation, and the work environment. Therefore, other factors that may potentially influence employee performance remain unexplored and may be incorporated into future research..

Acknowledgments: The authors would like to express their sincere gratitude to Universitas Muhammadiyah Sidoarjo for its support throughout the course of this study, as well as to the Faculty of Business, Law, and Social Sciences, Department of Management, for the guidance, direction, and knowledge provided during the preparation of this research. The authors also extend their appreciation to the Workforce Productivity Development Training Center under the Department of Manpower and Transmigration for granting research permission, providing valuable cooperation, and to all employees who willingly participated as respondents, thereby enabling this study to be conducted successfully.

References

- O. Saputra dan Heliyani, "Analisis Implementasi Sistem Penilaian Kinerja Pegawai pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia," *J. Ekobistek*, vol. 13, no. 3, hal. 120–128, Sep 2024, doi: 10.35134/ekobistek.v13i3.808.
- D. Khairunnisa, R. Hendra, dan L. Pratama, "The Influence of School Principal Leadership, Emotional Intelligence, and Teacher Well-being on Teacher Performance," *Indones. Educ. Adm. Leadersh. J.*, vol. 7, no. 1, hal. 41–58, Jun 2025, doi: 10.22437/ideal.v7i1.42913.
- Sutoro, "The Influence of Organizational Culture and Leadership on Employee Performance at the Human Resources Development Agency of Jambi Province," *J. Prajaiswara*, vol. 1, no. 1, hal. 29–48, Jun 2020, doi: 10.55351/prajaiswara.v1i1.3.
- Heriyanto dan S. N. Hidayati, "Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Pegawai," *J. Maksipreneur Manajemen, Koperasi, dan Entrep.*, vol. 6, no. 1, hal. 67–76, Des 2016, doi: 10.30588/jmp.v6i1.285.
- M. S. Said dan M. N. Mapparenta, "Pengaruh Disiplin dan Motivasi Kerja terhadap Kinerja Karyawan," *J. Kewirausahaan*, vol. 9, no. 3, hal. 212–221, 2023, [Daring]. Tersedia pada: <https://journal.stieamsir.ac.id/index.php/man/article/view/271/181>
- C. B. David dan R. Husniati, "Pengaruh Lingkungan Kerja, Pelatihan Kerja, dan Disiplin Kerja terhadap Kinerja Pegawai Suku Dinas Tenaga Kerja, Transmigrasi, dan Energi Kota Administrasi Jakarta Timur," *J. Ilm. Metansi (Manajemen dan Akuntansi)*, vol. 7, no. 1, hal. 1–15, Apr 2024, doi: 10.57093/metansi.v7i1.205.
- M. W. Ananda, R. Setianingsih, dan W. L. Hardilawati, "Pengaruh Disiplin Kerja, Motivasi dan Kompetensi terhadap Kinerja Pegawai Dinas Tenaga Kerja dan Transmigrasi Provinsi Riau," *J. Ilm. Mhs. Merdeka EMBA*, vol. 2, no. 1, hal. 153–167, 2023, [Daring]. Tersedia pada: <https://jom.umri.ac.id/index.php/emba/article/view/727>
- A. Saharuddin dan K. Kamaruddin, "Pengaruh Pelatihan dan Disiplin Kerja terhadap Kinerja Pegawai pada Dinas Tenaga Kerja dan Transmigrasi Provinsi Sulawesi Selatan," *J. Online Manaj. ELPEI*, vol. 2, no. 1, hal. 331–336, Feb 2022, doi: 10.58191/jomel.v2i1.71.
- H. Umuri dan E. Sijaya, "Implementasi Program Pelatihan Kerja Pemerintah dalam Penyiapan Tenaga Kerja (Studi Kasus pada Balai Latihan Kerja (BLK) Dinas Tenaga Kerja & Transmigrasi Kab. Pohuwato)," *Madani J. Polit. dan Sos. Kemasyarakatan*, vol. 17, no. 1, hal. 33–54, Feb 2025, [Daring]. Tersedia pada: <https://e-jurnal.unisda.ac.id/index.php/MADANI/article/view/9829>
- R. Susanti, K. H. P. Lambe, dan H. Gunadi, "Pengaruh Motivasi, Disiplin dan Lingkungan Kerja terhadap Kinerja Pegawai pada Yayasan Kristen Wamena Kabupaten Jayawijaya," *J. Mark. Manag. Innov. Bus. Rev.*, vol. 2, no. 2, hal. 47–55, Feb 2025, doi: 10.63416/mrb.v2i2.301.
- Upt.blp2tk.surabaya, "Instagram upt.blp2tk.surabaya." 2026. [Daring]. Tersedia pada: <https://www.instagram.com/p/DYA9i1mk47Y/>
- Harian Bhirawa, "UPT BLP2TK Surabaya Bekali Pelaku Usaha Strategi Produktivitas 2026," *harianbhirawa.co.id*. Diakses: 21 Juni 2026. [Daring]. Tersedia pada: <https://harianbhirawa.co.id/upt-blp2tk-surabaya-bekali-pelaku-usaha-strategi-produktivitas-2026/>
- S. Kitta, N. Nurhaeda, dan M. Idris, "Pengaruh Kompetensi, Pengalaman Kerja, Lingkungan Kerja, dan Disiplin Kerja terhadap Kinerja Pegawai," *Jesya*, vol. 6, no. 1, hal. 297–309, Jan 2023, doi: 10.36778/jesya.v6i1.933.
- I. Astuti dan A. Budi Raharjo, "Pengaruh Motivasi, Beban dan Stres Kerja terhadap Kinerja Guru," *G-Couns J. Bimbingan dan Konseling*, vol. 7, no. 03, hal. 764–772, Agu 2023, doi: 10.31316/gcouns.v7i03.5065.
- F. Zuhaena dan H. Cahyo, "Pengaruh Kepemimpinan, Disiplin Kerja, Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan," in *FORUM EKONOMI: Jurnal Ekonomi, Manajemen dan Akuntansi*, 2022, hal. 743–749.

- I. M. A. B. Atmaja, N. Mustika, dan S. R. Widyawati, "Pengaruh Disiplin Kerja, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT Pradnya Bhakti Indonesia Denpasar," *EMAS*, vol. 4, no. 7, hal. 1733–1747, Des 2023, [Daring]. Tersedia pada: <https://e-journal.unmas.ac.id/index.php/emas/article/view/8152>
- A. Hartadi, "Pengaruh Lingkungan Kerja, Disiplin Kerja, Stres Kerja dan Kompensasi terhadap Kinerja Karyawan Akademi Manajemen Administrasi Yogyakarta," *Bisnis Adm. dan Manaj.*, vol. 14, no. 1, hal. 1–9, 2021, [Daring]. Tersedia pada: <http://jurnal.amayogyakarta.ac.id/index.php/albama/article/view/8>
- C. P. Utami, H. Widhiandono, M. A. Miftahuddin, dan P. Purnadi, "Analisis Pengaruh Motivasi, Disiplin, Lingkungan dan Stres Kerja terhadap Kinerja Pegawai: Studi pada BPN Kabupaten Cilacap," *J. Account. Financ. Manag.*, vol. 6, no. 3, hal. 1683–1697, Agu 2025, doi: 10.38035/jafm.v6i3.2305.
- M. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara, 2019.
- Ajabar, *Sumber Daya Manusia*. Yogyakarta: Budi Utama, 2020.
- E. Sutrisno, *Manajemen Sumber Daya Manusia*, 8 ed. Jakarta: Kencana, 2017.
- R. Arsyad dan S. Nawatmi, "Pengaruh Disiplin Kerja, Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Karyawan Bank Sulsel Cabang Makassar," *J. Manag. Bisnis*, vol. 5, no. 2, hal. 172–181, 2022, [Daring]. Tersedia pada: <http://repository.unhas.ac.id/id/eprint/8939/1/sudardi-1418-1-13-sudar-8-1-2.pdf>
- A. Wijaya, B. Semmaila, dan S. Serang, "Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai," *CESJ Cent. Econ. Students J.*, vol. 3, no. 2, hal. 151–157, 2020.
- P. Afandi, *Manajemen Sumber Daya Manusia : Teori, Konsep dan Indikator*. Pekanbaru: Zanafa Publishing, 2018.
- B. Y. Al Ghifari, Y. Jamaludin Al Azhar, dan S. I. Wahjono, "Motivasi Kerja sebagai Faktor Pendorong Kinerja Karyawan PT Purnama Sinar Gemilang," *J. Penelit. Ekon. Manaj. dan Bisnis*, vol. 3, no. 4, hal. 222–232, 2025, [Daring]. Tersedia pada: <https://ejurnal.politeknikpratama.ac.id/index.php/jekombis/article/view/4356>
- D. N. Putri dan A. D. Azahra, "Pengaruh Motivasi, Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Guru: Narrative Literature Review," *J. Inf. Syst. Manag.*, vol. 2, no. 4, hal. 1–7, Jul 2023, doi: 10.4444/jisma.v2i4.393.
- A. Nurhandayani, "Pengaruh Lingkungan Kerja, Kepuasan Kerja, dan Beban Kerja terhadap Kinerja Pegawai," *J. Ekon. dan Bisnis Digit.*, vol. 3, no. 1, hal. 1–5, Apr 2024, doi: 10.58765/ekobil.v2i1.84.
- L. Wursanto, *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Andi Offset, 2009.
- Sedarmayanti, *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju, 2014.
- S. P. Adhity, A. Fauzi, A. Simorangkir, F. Dwiyantri, H. Caroline Patricia, dan V. Khumairah Madani, "Faktor-Faktor yang Mempengaruhi Kinerja Karyawan: Stress Kerja, Beban Kerja dan Lingkungan Kerja (Literature Review MSDM)," *J. Manaj. Pendidik. Dan Ilmu Sos.*, vol. 4, no. 1, hal. 134–148, 2023, doi: 10.38035/jmpis.v4i1.1408.
- V. Rivai dan E. J. Sagala, *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktek*. Jakarta: Raja Grafindo, 2009.
- A. P. Mangkunegara dan A. Waris, "Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida)," *Procedia - Soc. Behav. Sci.*, vol. 211, hal. 1240–1251, Nov 2015, doi: 10.1016/j.sbspro.2015.11.165.
- S. P. Robbins dan T. A. Judge, *Essentials of Organizational Behavior*. Boston: Pearson Pretice Hall, 2017.
- S. Prawirosentono, *Manajemen sumber Daya Manusia (Kebijakan Kinerja Karyawan), Kiat membangun Organisasi Kompetitif menjelang Perdagangan Bebas Dunia, Edisi Pertama*. Yogyakarta: BPFE, 1999.
- B. Setiyawan dan Waridin, "Pengaruh Disiplin Kerja Karyawan dan Budaya Organisasi terhadap Kinerja di Divisi Radiologi RSUP Dokter Kariadi Semarang," *JRBI*, vol. 2, no. 2, hal. 181–198, 2006.
- R. N. Adha, N. Qomariah, dan A. H. Hafidzi, "Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember," *J. Penelit. IPTEKS*, vol. 4, no. 1, hal. 47–62, Jan 2019, doi: 10.32528/ipteks.v4i1.2109.
- P. Muliayah, D. Aminatun, S. S. Nasution, T. Hastomo, S. S. W. Sitepu, dan Tryana, "Exploring Learners' Autonomy in Online Language-Learning in STAI Sufyan Tsauri Majenang," *Getsempena English Educ. J.*, vol. 7, no. 2, hal. 382–394, Nov 2020, doi: 10.46244/geej.v7i2.1164.