

Optimizing Employee Performance in Tapalang Health Center, Tapalang District, Mamuju Regency: The Interplay of Work Environment, Discipline, and Motivation

Optimalisasi Kinerja Pegawai di Puskesmas Tapalang Kecamatan Tapalang Kabupaten Mamuju: Pengaruh Lingkungan Kerja, Disiplin, dan Motivasi

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ABSTRACT

This study investigated the impact of work environment, discipline, and motivation on employee performance at Tapalang Health Center, Tapalang District, Mamuju Regency. Quantitative data analysis using t-tests and an F-test revealed that each variable (work environment, discipline, motivation) had a positive and significant effect on employee performance. Collectively, these factors had a substantial impact. However, the coefficient of determination (R^2) indicated that 32.8% of performance variance could be explained by the studied factors, while 67.2% remained influenced by unexamined variables. This underscores the multifaceted nature of performance dynamics. The study's findings underscore the importance of optimizing these factors, although broader factors also contribute. Further research can provide a more comprehensive understanding and inform targeted enhancement strategies.

Keywords: Work Environment, Discipline, Motivation, Employee Performance

ABSTRAK

Penelitian ini menyelidiki dampak lingkungan kerja, disiplin, dan motivasi terhadap kinerja karyawan di Puskesmas Tapalang, Kecamatan Tapalang, Kabupaten Mamuju. Analisis data kuantitatif dengan menggunakan uji-t dan uji F menunjukkan bahwa setiap variabel (lingkungan kerja, disiplin, motivasi) berpengaruh positif dan signifikan terhadap kinerja karyawan. Secara bersama-sama, faktor-faktor tersebut memiliki pengaruh yang cukup besar. Namun demikian, koefisien determinasi (R^2) menunjukkan bahwa 32,8% varians kinerja dapat dijelaskan oleh faktor-faktor yang diteliti, sementara 67,2% tetap dipengaruhi oleh variabel yang tidak diteliti. Hal ini menggarisbawahi sifat dinamika kinerja yang beragam. Temuan penelitian ini menggarisbawahi pentingnya mengoptimalkan faktor-faktor ini, meskipun faktor-faktor yang lebih luas juga berkontribusi. Penelitian lebih lanjut dapat memberikan pemahaman yang lebih komprehensif dan menginformasikan strategi peningkatan yang ditargetkan.

Kata kunci: Lingkungan Kerja, Disiplin, Motivasi, Kinerja Karyawan

1. Introduction

In an organization, humans are the most important element. Without the role of humans, even though all the necessary production factors are available, if there are no humans to move it, it will still not run because humans are the driving force and determine the course of an organization. So that an organization must pay attention to the human element. The success or failure of an organization to achieve its goals is largely determined by the success in managing human resources in it as stated by Hasibuan (2019: 10), "Human resource management is the science and art of regulating the relationship and role of labor so that it is effective and efficient in helping to realize organizational, labor and community goals". The success of human resources can be measured through the resulting performance.

According to Daryanto (2017: 105), "Performance is the willingness of a person or group of people to carry out or improve activities in accordance with their responsibilities with the expected results". Performance is the result of work that a person is able to achieve in completing the assigned tasks by using all available resources and the implementation of the

best abilities. The work environment is one aspect that can affect the achievement of one's performance where when the work environment is comfortable and able to support the implementation of employee tasks, employees will be able to work with focus and produce high performance. As according to Afandi (2018: 66), "The work environment is something that is in the environment of the workers that can affect them in carrying out their duties such as temperature, humidity, ventilation, lighting, cleanliness and workplace and whether the work equipment is adequate".

Another factor that can also affect performance is discipline. According to Hasibuan (2019: 193), "Discipline is a person's awareness and willingness to obey all organizational rules and social norms that apply". An employee with a high level of discipline can be considered capable of working optimally because the employee is able to make the best, effective and efficient use of the time and resources provided so as to support the achievement of employee performance. Employee performance also cannot necessarily be achieved if there is no encouragement to work well. The encouragement in question can be in the form of motivation, both motivation that comes from within the employee himself and motivation that comes from outside the employee such as motivation obtained from the organization where he works. As according to Sunyoto (2015: 4), that "Work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires".

Tapalang Health Center is an organization engaged in the health sector, in carrying out its functions Puskesmas has challenges that are not easy in order to create a solid, fast, and responsive work organization in serving the community. Therefore, in a Puskesmas, it is necessary to have human resources who are able to bring the organization to realize its goals. Based on observations obtained at the Tapalang Puskesmas, Tapalang District, Mamuju Regency, there are several problems that appear in the Puskesmas, namely inadequate work environment conditions where the special service room is not equipped with air conditioning so that the room conditions feel hot and crowded which makes employees assigned to the room uncomfortable at work, there are no security officers who regulate patient order, employees lack discipline where employees are often late to the office and employee motivation is still lacking where employees are less careful and responsible in doing their work, causing decreased employee performance. Puskesmas employees have a large enough workload, especially employees who work on the night shift until the change to the morning shift and employees must be side by side with the virus / disease in carrying out their duties so that Puskesmas employees must be given special attention, especially employee motivation must be maintained and even improved. This is the task of organizational management as an implementation of the operational functions of human resource management.

2. Literature Review

Human resources are productive individuals who work as a driving force for the management of an organization, be it a government organization or a company that has a function as an asset so that it must be managed properly. According to Hasibuan (2019: 10), "Human resource management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the organization, labor and society". According to Hamali (2016), "Human resource management is a strategic approach to skills, motivation, development and management of organizing the workforce". Human resource management is a matter that covers the development, use and protection of human resources both in labor relations and those who try themselves.

According to Dewi (2016), Humans are creatures that have special abilities and occupy the highest position among other creatures, namely to be khalifah (representative) of God on earth (Q.S. Al-Baqarah/2: 30) as follows: And (remember) when your Lord said to the angels, "I want to make a caliph on earth." They said, "Do you intend to make therein a man of

corruption and bloodshed, while we praise you and sanctify your name?" He said, "Indeed, I know what you do not know. Islam wants man to be in a high and noble order. Therefore, humans are endowed with perfect minds, feelings and bodies. Islam, through verses of the Qur'an has hinted at the perfection of human beings as mentioned in the following (Q.S. At-Tin/95:4): Indeed We have created man in the best possible form.

Such perfection is intended to make man an individual who can develop himself and become an empowered member of society so that he can develop all the potential resources he has. In Islam, humans are seen as noble creatures who have honor and are different from other creatures. Islam encourages its people to treat people well, foster relationships with a family spirit and help each other. Allah says in the following Quranic verse (Q.S. Al-Maidah/5: 2): And help you in (doing) virtue and piety and do not help in sin and offense". Then in another verse (Q.S. Al-Taubah/9:71) Allah says: And those who believe, men and women, some of them (are) helpers for others. They enjoin that which is good, and forbid that which is evil, and establish prayer, and pay the zakat, and obey Allah and His Messenger.

They will be given mercy by Allah; indeed Allah is the Mighty and the Wise". Employees, especially employees who are new to the organization, need compassionate guidance so that they can get through their difficult days and can feel that they are part of the employees as a whole. Leaders need to pay attention to help their work, give instructions wisely and not with arrogance and with a condescending attitude towards others. The Prophet said: Whoever does not give affection to people, Allah will not give him His affection. (HR. Tabrani). In the view of Islamic teachings, everything must be done neatly, correctly, orderly and regularly. Everything must go through a good process, not carelessly. Rasulullah SAW said: Verily, Allah loves a person who, when doing a job, is done Itqan (precise, directed, clear and thorough. (HR. Tabrani).

The work environment is something that is very close to employees when carrying out their duties and responsibilities so that special attention must be given by the management of the organization so that employees can work comfortably and safely in an effort to realize the vision and mission of the organization. According to Sedarmayanti (2017), "The work environment is the overall tooling and materials faced, the environment around where a person works, his work methods and work arrangements both as an individual and a group". Meanwhile, according to Afandi (2018), "The work environment is something that is in the environment of the workers that can affect him in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness and workplace and whether the work equipment is adequate". From this definition, it can be concluded that the work environment is all the tools faced or the surrounding environment where someone is doing work. Human resources are a vital element in an organization because as the party responsible for all operational activities of the organization so that human resources are required to always have an attitude of obeying and complying with applicable rules and regulations so that the implementation of tasks is always based on applicable standards and work procedures.

According to Hasibuan (2019), "Discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms". Then according to Sutrisno (2019: 86), "Discipline is the willing and willing attitude of a person in obeying and complying with the norms of the rules that apply around him. According to Baron (2012: 104) views discipline through punishment. Work discipline can basically be interpreted as a form of obedience to one's behavior in complying with certain provisions or regulations related to work, and imposed in an organization or company. then according to Nitisemito (2011: 99), the problem of work discipline is a problem that needs attention, because with discipline, it can affect the effectiveness and efficiency of achieving organizational goals. Meanwhile, according to So, work discipline is a form of obedience to employee attitudes and behavior that can affect the effectiveness of employee performance in the company. Meanwhile, according to

Baron (2012: 829), there are several things that can be used as an indication of the high and low level of employee work discipline, namely: punctuality, compliance with superiors, rules against prohibited behavior, order against rules that are directly related to work productivity. Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. Work discipline that is not rooted in personal awareness will result in weak and unsustainable discipline. Discipline can be instilled and developed through education or habituation with positive examples, starting from childhood in the family environment, and continuing to grow until it becomes a strong form of discipline.

In the work environment, discipline can be reflected through actions such as regular and punctual arrival, wearing neat clothes, using equipment carefully, and work production that complies with the procedures set by the company. Baron (2012: 829) reveals several indicators that measure the level of employee work discipline, such as adherence to working hours, obedience to superior orders, compliance with regulations regarding impermissible behavior, and the level of adherence to regulations that are directly related to work productivity. Work discipline can be defined as an attitude that reflects respect, obedience, and compliance with applicable rules, both written and unwritten, and is able to carry it out without avoiding sanctions if it violates the assigned duties or responsibilities. Handoko (2011) shows that indicators of employee work discipline include: Regular, punctual, and orderly attendance at work, neat clothing, which affects work comfort and self-confidence, Careful use of office equipment to avoid damage, Responsibility in fulfilling tasks, which shows a high level of discipline. From this description, it can be concluded that work discipline indicators include discipline towards time, discipline towards rules, and discipline in carrying out responsibilities. All of these reflect the attitude of obedience and responsibility of employees towards their duties in the work environment.

According to Kartika (2012) the definition of motivation is the whole process of providing work motives to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Meanwhile, according to Roesyadi (2012: 24) suggests that motivation is often interpreted as encouragement. This encouragement or energy is a mental and physical movement to do so that motivation is a driving force that moves humans to behave in their actions that have a certain purpose, as for motivation as a condition where a person's effort and willpower are directed towards achieving certain results or goals. Motivation is increasingly important because managers distribute work to their subordinates to be done properly and integrated into the specified goals, (Kartika 2012).

Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation, (Mas'ud 2009: 56). According to Robbins (2013: 73) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational society or company that is his work environment, has a very large influence on the implementation of his work. Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals.

According to Mas'ud (2009), motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of

responsibility in order to achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears. Based on the understanding of motivation from several opinions above, motivation is a driving factor that can create employee morale to achieve organizational goals. Thus, motivated people will make greater efforts than those who are not. Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases. Work motivation is a driving factor that arises both from within individuals and from outside themselves, which encourages them to carry out activities or actions.

The concept of work motivation involves two main dimensions, namely internal and external dimensions, which reflect the sources of motivation that come from within the individual and the influence of the external environment. Individuals demonstrate work motivation through these two dimensions, and specific indicators are used to measure the extent to which a person meets the demands of the job. Uno (2010) outlines the two main dimensions of work motivation and their associated indicators: The internal motivation dimension, with indicators: Responsibility in completing work tasks. Achievement of tasks by reaching predetermined targets. Presence of clear and motivating goals. Personal satisfaction when doing work. Passion to outperform the performance of other individuals. Focus on achievement in work. External motivation dimension, with indicators: Motivation to fulfill life and work needs. Satisfaction from praise or recognition for work results. Work in the hope of getting incentives or rewards. Work in the hope of getting attention from coworkers and superiors. Through observation of these two dimensions and related indicators, we can measure the level of individual work motivation in carrying out the tasks he faces as an employee.

According to Mangkunegara (2011), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Hasibuan, (2013) performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. Then Sedarmayanti (2013) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics.

Based on this opinion, the author draws a conclusion that employee performance is the result or effort made by employees in carrying out the duties and responsibilities given by the organization. To achieve organizational goals, it is necessary to improve employee performance. The steps in improving employee performance can be explained as stated by Mangkunegara (2011): First, Identify Performance Deficiencies: The first step is to identify deficiencies in performance. This can be achieved by collecting continuous data and information on business functions, noticing problems through observation of employees, and identifying existing problems.

Second, Regarding Deficiencies and Severity: After recognizing deficiencies, the next step is to assess the level of seriousness. This involves identifying the problem as quickly as possible, determining the level of seriousness based on the possible financial consequences, identifying the factors causing the deficiency in terms of both systems and employees, and designing an action plan to address the deficiency. Third, Take Corrective Action: After planning, the next step is to implement the action plan that has been designed. The implementation of this plan must be followed by an evaluation to ascertain whether the

problem has been resolved or not. Fourth, Evaluation Cycle: After the corrective action is implemented, an evaluation is conducted to assess whether the problem has been resolved. If not, the corrective measures need to be repeated from the beginning. In short, the steps in improving employee performance involve recognizing performance deficiencies, evaluating the level of seriousness, designing corrective actions, implementing those actions, and continuing to evaluate and improve as necessary. Pasolong (2010:184) explains that measuring employee performance has significance for public service agencies. By identifying weaknesses, strengths, obstacles, and encouragement in the performance of employees and institutions, the opportunity to achieve professionalization is open, namely by correcting existing mistakes. In this context, Fadel (2009) describes several employee performance indicators used for performance measurement. First, an understanding of *tupoksi* requires employees to understand their respective duties and responsibilities and carry them out according to their assigned roles. Second, innovation is important, where employees must have constructive new ideas, share ideas with superiors, and discuss with colleagues about tasks. Third, work speed is required in carrying out tasks with appropriate methods. Fourth, work accuracy includes the discipline of completing tasks thoroughly and double-checking. Fifth, cooperation reflects the ability to work with colleagues, respect the opinions of others, and accept cooperation. In summary, measuring employee performance has an important impact on public service agencies. Indicators that include understanding *tupoksi*, innovation, work speed, work accuracy, and cooperation become a reference in evaluating employee performance.

3. Research Methods

This research was conducted at Tapalang Health Center, Tapalang District, Mamuju Regency. The type of data used in this research is quantitative data, which is a research method based on a positivistic approach. The data collected in this study are in the form of numbers that are measured using statistical tools to produce conclusions related to the problem under study. Quantitative data in this study were obtained from respondents' answers through a research questionnaire. The research data source consists of two types: Primary data: Data obtained directly from respondents by researchers. In this study, primary data was obtained through questionnaires filled out by respondents. Secondary data: Data that is not obtained directly by researchers, but through sources such as books, journals, or records relevant to the research.

The population of this study were all employees of the Tapalang Health Center, Tapalang District, Mamuju Regency, totaling 34 people. The sample of this study also consisted of all employees of the Puskesmas, with total sampling as a sampling technique because the population was less than 100 people. In collecting data, several techniques were used, including observation and the use of questionnaires. Questionnaires were used to collect primary data using the Likert scale method, which measures respondents' attitudes, opinions, and perceptions about social phenomena. This Likert scale has five answer options with different value weights. The data that has been collected is then processed and analyzed using a quantitative approach method. The analysis steps include validity and reliability tests to ensure data quality, as well as the application of multiple linear regression equations to link the independent variables (work environment, discipline, motivation) with the dependent variable (employee performance). Hypothesis testing is done through the t test (partial test) and F test (simultaneous test), as well as the coefficient of determination (R^2) to measure the extent to which the model is able to explain variations in the dependent variable.

4. Results and Discussions

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	1.295	.195	.846
Work Environment	.315	2.276	.030
Discipline	.272	2.200	.036
Motivation	.358	2.174	.038
F Square		4.890	.007 ^a
R Square		.328	

The results of the statistical analysis of the work environment variable and its impact on employee performance at Tapalang Health Center, Tapalang Sub-district, Mamuju Regency have been explained. In the analysis, the calculated t value was found to be 2.276, which is greater than the t table value that should be used at a certain level of significance (e.g. 0.05). The significance value was also found to be lower than the predetermined significance level ($0.030 < 0.05$). In this context, the statement that "the work environment has a calculated t value of 2.276 higher than the t table value of 2.042 and the significance value is 0.030 lower than 0.05" is an indication that there is strong statistical evidence to support the hypothesis stating that the work environment has a positive and significant influence on employee performance at Tapalang Health Center. In other words, the results of this analysis provide strong support for the first hypothesis proposed, namely that the work environment affects employee performance at the Puskesmas. This positive and significant effect suggests that improving or optimizing the work environment at Tapalang Health Center can contribute significantly to improving employee performance.

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The statistical analysis of the motivation variable and its impact on employee performance at Tapalang Health Center, Tapalang Sub-district, Mamuju Regency has been described. In the analysis, it was found that the calculated t value for the motivation variable was 2.174, which is greater than the t table value corresponding to a certain level of significance (e.g. 0.05). In addition, the significance value was found to be 0.038, which is lower than the predetermined significance level ($0.038 < 0.05$). Based on this information, it can be concluded that the results of the statistical analysis provide strong support for the third hypothesis, namely that motivation has a positive and significant effect on employee performance at Tapalang Health Center. This means that there is statistical evidence to

suggest that employees' level of motivation has a real influence on their performance. This result suggests that the higher the level of employee motivation, the better the performance that can be achieved. Therefore, it is important to understand the factors that influence employee motivation and how to improve it to support overall performance improvement.

The results of the analysis using the F test to test the joint effect of the work environment variables (X1), discipline (X2), and motivation (X3) on employee performance (Y) at the Tapalang Health Center have been explained. In this analysis, the calculated F value was found to be 4.890, which is greater than the F table value corresponding to a certain level of significance (e.g. 0.05). In addition, the significance value found was 0.007, which is smaller than the preset significance level ($0.007 < 0.05$). With this information, it can be concluded that the results of the F test analysis provide strong support for the fourth hypothesis, namely that the work environment, discipline, and motivation jointly affect employee performance at Tapalang Health Center. That is, this result indicates that the three independent variables, namely work environment, discipline, and motivation, together have a significant influence on the dependent variable, namely employee performance. In other words, to improve employee performance, not only the factors of work environment, discipline, or motivation need to be considered, but also need to consider all three together.

The coefficient of determination (R^2) analysis has provided an idea of the extent to which the variation in employee performance at Tapalang Health Center can be explained by the combination of the work environment, discipline, and motivation factors that have been studied. In this case, the coefficient of determination of 0.328 indicates that about 32.8% of the variation in employee performance can be explained by these factors. However, the remaining 67.2% ($100\% - 32.8\%$) of the variation in employee performance cannot be explained by the combination of work environment, discipline, and motivation variables that are the focus of this study.

Other factors not included in this study, such as individual employee characteristics, external factors, work team dynamics, organizational policy changes, and so on, have an impact on the remaining variation that cannot be explained by the model under study. Therefore, it is important to remember that while work environment, discipline and motivation factors have a significant influence on employee performance, there are many other factors that also have a role in shaping employee performance. This study only identifies and analyzes some of the factors that influence employee performance. Other factors also need to be considered to get a more comprehensive picture of the factors that affect performance at Tapalang Health Center. In addition, these results also show that there is still potential for further improvement in terms of managing the work environment, discipline, and motivation to improve employee performance. Although the variation explained by this model has not reached 100%, efforts to optimize the factors that have been analyzed can still provide significant benefits in improving the effectiveness and efficiency of employee performance at Tapalang Health Center.

5. Conclusion

In conclusion, the study conducted at Tapalang Health Center, Tapalang District, Mamuju Regency, aimed to investigate the influence of work environment, discipline, and motivation on employee performance. The data collected and analyzed were quantitative in nature, and various statistical methods were employed to assess these relationships. The results of the analysis indicated that each of the independent variables—work environment (X1), discipline (X2), and motivation (X3)—had a positive and significant impact on employee performance (Y) in Tapalang Health Center. The t-tests for each variable showed that their respective t-values were greater than the critical t-value, and their p-values were lower than the predetermined significance level of 0.05. This suggests that each of these variables

individually contributes to enhancing employee performance. Furthermore, the collective influence of these variables was tested using the F-test, which revealed that the combined impact of work environment, discipline, and motivation on employee performance was also significant. The F-value exceeded the critical F-value, and the associated p-value was below 0.05, confirming that when considered together, these variables play a substantial role in determining employee performance. However, it is important to note that while these factors contribute significantly, the calculated coefficient of determination (R^2) indicated that approximately 32.8% of the variance in employee performance can be attributed to the studied factors. The remaining 67.2% of variance is influenced by other factors not considered in this research. This underscores the complexity of employee performance, which is shaped by a multitude of internal and external factors beyond the scope of this study. Therefore, while work environment, discipline, and motivation are indeed crucial determinants of employee performance, there are other variables and external influences that contribute to the overall picture. This study provides valuable insights into the interplay between these factors and employee performance, highlighting the need for comprehensive approaches to enhancing performance in Tapalang Health Center. Further research could delve into additional factors and their interactions to create a more holistic understanding of the dynamics impacting employee performance and to develop more effective strategies for improvement.

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