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**THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT,  
AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE  
DEPARTMENT OF POPULATION AND CIVIL REGISTRATION OF BANDUNG  
CITY**



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**Abstract**

This study aims to analyze the influence of organizational culture, work environment, and work discipline on employee performance at the Population and Civil Registration Office of Bandung City. This study uses primary and secondary data. This study used 60 respondents with a simple random sampling method, where researchers took random samples from employees of the Population and Civil Registration Office of Bandung City. The data analysis technique used in this study is analysis with the PLS-SEM model using SMARTPLS 4.0.9.9 software. The results of the data analysis show that organizational culture has a positive and strong relationship with employee performance, as well as the work environment and work discipline, which significantly affect employee performance. Meanwhile, organizational culture and work environment have a positive and strong relationship with work discipline at the Population and Civil Registration Office of Bandung City. The findings in this study indicate that organizational culture, work environment, and work discipline are related and mutually influence employee performance in an organization.

**Keywords:** Organizational Culture, Work Environment, Work Discipline, Employee Performance

## INTRODUCTION

Human resources play a crucial role in the sustainability of an organization. They play a key role as the driving force behind every organizational activity, both directly and indirectly. Although an organization is supported by adequate facilities and infrastructure and funding, without the support of reliable human resources, its activities will not be effectively completed (Notoadmodjo, 2013:5). Human resources are one of the most valuable assets an organization possesses, and are therefore the only resource capable of mobilizing other resources within an organization (Aditya, 2025). Therefore, the human resource element is a key factor that an organization must maintain in line with the demands that organizations continually face to address any challenges. The success of an organization is greatly influenced by many factors, such as organizational culture, work environment, and work discipline, which play a role in improving employee performance within the organization. Every organization strives to achieve the best possible performance from its employees, hoping that its goals will be achieved (Bella et al, 2024).

Government agencies are one example of organizations that apply many principles in their performance, the Population and Civil Registration Service of Bandung City is one of the regional apparatus organizations in Bandung City that has the authority in terms of population administration and civil registration for the people of Bandung City which has a large role in providing services to the community both through conventional services and through online services. The Bandung City Population and Civil Registration Office (DPK) has the motto "Your Satisfaction Is Our Pride" in providing services to the public. This means that public satisfaction is a priority for the Bandung City Population and Civil Registration Office employees, who will always provide the best service to the public in population administration matters.

The Bandung City Population and Civil Registration Office, as one of the regional government agencies in Bandung City, plays a significant role in managing population administration in the city. As a public organization, the Bandung City Population and Civil Registration Office has a significant workload, particularly in population administration.

Therefore, in carrying out its duties, the Bandung City Population and Civil Registration Office needs to organize its work environment to provide a comfortable environment for its employees.

From the author's initial observations, several problems faced by the Bandung City Population and Civil Registration Office, particularly regarding human resources, were identified:

1. Number of human resources. Existing human resources are still overlapping, requiring additional staff in several areas.
2. The number of employee tardiness remains high, as evidenced by the attendance recapitulation.
3. Facilities and infrastructure are still limited and inadequate, particularly in archives, parking, servers, and service areas.
4. Many surveys continue to report negative experiences with the service provided by staff on Google platforms.
5. The online service system utilized by some members of the public is less than optimal.

The differences between this study and previous research can be seen in the moderating variables used, the research object, and the analytical tools employed. This research was conducted on employees of the Bandung City Population and Civil Registration Service. The PLS-SEM (Partial Least Squares-Structural Equation Modeling) method was chosen to analyze the relationship between the related variables tested: X1 (Organizational Culture), X2 (Work Environment), X3 (Work Discipline), and Y (Employee Performance).

Several important factors in achieving organizational goals are how organizational culture is implemented, a comfortable work environment, and the work discipline of each individual in carrying out their assigned tasks.

This study aims to comprehensively examine the influence of organizational culture, work environment, and work discipline on employee performance at the Bandung City Population and Civil Registration Service.

## REVIEW OF LITERATURE

According to Luthans (2018:13), organizational culture is the norms and values that guide the behavior of each member of an organization. Each member will behave according to the prevailing culture to be accepted by their environment.

According to Robbins (2016), organizational culture is a system of shared meanings held by members that distinguishes the organization from other organizations.

According to Sule and Priansa (2018:331), organizational culture consists of various basic assumptions discovered, created, and developed by a particular group to help the organization learn to overcome or manage problems arising from external adaptation and internal integration. This has been implemented well enough to require new members to be taught the correct ways to understand, think, and feel about various issues.

To measure the size of organizational culture, we can look at the organizational culture. A strong culture, with a good level of member socialization, will increase the organization's effectiveness and efficiency.

The dimensions of organizational culture are the organization's values, consisting of primary and secondary values, both of which are formed within the organization and value systems derived from outside.

According to Eugene McKenna (2005), the dimensions of organizational culture include the following:

1. Human-to-Human Relations  
Human-to-human relations refer to the belief of each member of the organization that they are properly accepted and treated appropriately within the organization.
2. Cooperation  
Cooperation is the ability of an employee to work together with others to complete assigned tasks and work to achieve maximum effectiveness.
3. Employee Appearance  
Employee appearance is the impression an individual makes on others, for example, the harmony of their clothing and appearance.

Based on this explanation, it can be concluded that the characteristics of organizational culture are a system understood, embraced, and held by a group, thus distinguishing it from other organizations in diverse environments.

According to Sutrisno (2015), managing human resources is inextricably linked to the cultural factors that develop and are implemented within the organization or agency in question. A strong organizational culture supports the organization's goals, while a weak or negative organizational culture hinders or conflicts with them. A strong organizational culture significantly impacts the performance of its members.

Research conducted by Gultom, D.K. (2014), Sembiring & Winarto (2020), Wardani, R.K. et al. (2016), and Zahriyah, U.W. (2015) shows that organizational culture has a positive and significant impact on employee performance. Previous research suggests that a better organizational culture leads to better employee performance, and vice versa, a poorer organizational culture leads to poorer employee performance.

Research by Amoako and Felix (2018) and Al-Musadieq et al. (2018), research results shows that organizational culture has a positive and significant impact on employee performance.

Organizational demands to acquire, develop, and retain quality human resources can be achieved through the performance of each employee within the organization. Employee performance significantly impacts the organization, as it plays a crucial role in determining the quality of the organization.

According to Robbins (2016), performance is the results achieved by employees in their work according to specific criteria applicable to a particular job.

According to Sudaryo et al. (2018:203), employee performance is determined by skills and knowledge, available resources, the quality and style of management, and motivation. Employee performance can be used as a measure of whether goals and objectives align with organizational plans. It can also serve as a benchmark for the extent to which an organization's success has been achieved.

According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Performance is the result achieved through the implementation of various functional activities, which require the use of specialized energy and skills. One factor influencing an organization's success is employee performance.

According to Handoko (2001:135), employee performance is the actions taken by employees in carrying out the work assigned to them by the organization.

According to Wirawan (2009:5), employee performance is the synergistic result of several factors, including internal employee factors, internal organizational environmental factors, and external organizational environmental factors, which can influence employee work behavior, which in turn impacts employee performance.

From this explanation, in addition to organizational culture influencing employee performance, another factor is a comfortable work environment.

To create a comfortable work environment, employee workspaces are a crucial factor in improving employee performance. Factors influencing the creation of a work atmosphere that can foster optimal employee performance include a comfortable physical environment, effective and efficient work system design, and adequate facilities.

The work environment is a setting in which employees can work optimally, thus completing tasks according to established targets.

According to Sedarmayanti (2017), the work environment is the totality of tools and materials encountered by an individual or group while working, including the surrounding

environment in which an individual works, their work methods, and their work arrangements, both as individuals and as a group.

Based on previous research by Elizar & Tanjung (2018), Ardhianti, U., & Susanty, A. I. (2020), Mokodompit, A. et al. (2023), and Sihaloho, R. D., & Siregar, H. (2020), the work environment has a positive and significant impact on employee performance.

In addition to the work environment, other factors play a significant role in supporting employee performance success in an organization, namely, the inherent work discipline within each individual.

Work discipline has a direct impact on employee performance. Good work discipline, such as punctuality and adherence to regulations, can increase work effectiveness and efficiency and directly improve employee performance in an organization.

Previous research by Wisanggeni, M. G. et al. (2024), Windya Sara Yulius (2019), Dewi Untari (2018), and Septiasari, D. D. (2017) indicates that the work environment has a positive and significant impact on employee performance.

According to Hasibuan (2017:193), work discipline is a person's willingness to comply with all applicable regulations and social norms.

Previous research by Mahpud, M., Agung, S., & Kuraesin, E. (2022) found that organizational culture and the work environment have a positive influence on work discipline.

Meanwhile, research by Muzdalifa & Jaenab (2022) found a significant influence between the work environment and work discipline.

From the explanation above, it can be seen that organizational culture, the work environment, and work discipline are interconnected and interrelated, influencing employee performance in an organization.

## RESEARCH METHOD

In this study, the researcher used a quantitative approach using PLS-SEM (Partial Least Squares-Structural Equation Modeling) to analyze the data and facts obtained. PLS-SEM (Partial Least Squares-Structural Equation Modeling) is a multivariate analysis technique that combines factor analysis and regression analysis to examine the relationships between variables within a model.

This study was conducted to determine the influence of the variables tested, namely X1 (Organizational Culture), X2 (Work Environment), and X3 (Work Discipline), on variable Y (Employee Performance).

The study was conducted at the Bandung City Population and Civil Registration Office. The study population consisted of all 135 employees. In this study, the researcher used simple random sampling, drawing a random sample from the Bandung City Population and Civil Registration Office employees. The sample size was 60 individuals after calculations using the Slovin formula. The sampling criteria were based on age, gender, and education level. Data collection was obtained from primary and secondary sources. Primary data consisted of information directly obtained from the research subjects through interviews with staff and the Acting Head of the General and Personnel Sub-Division. These interviews were conducted to gather information related to organizational culture, work environment, and work discipline, which impact employee performance. Secondary data were obtained from books, journals, articles, and websites relevant to the research. A questionnaire served

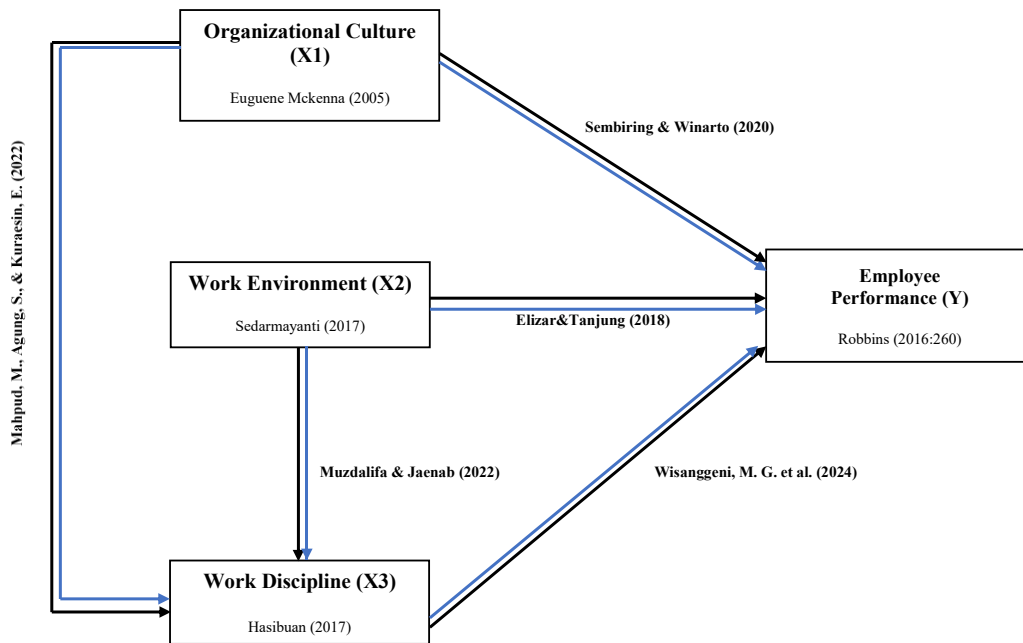
as the research instrument, tested through validity and reliability tests. These tests were used to determine the significance, strength, and direction of the relationship between variables. Significance was determined by the significance. (2-tailed), and if the sig. Value <0.05, a significant relationship between the variables can be concluded. The software used to analyze the data in this study was SMARTPLS version 4.0.9.9.

In this study, testing was conducted using a structural model to examine the relationship between variables and a measurement model to examine the extent of the influence of indicators on the variables. The research hypotheses are as follows:

1. H1: Organizational culture has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office.
2. H2: The work environment has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office.
3. H3: Work discipline has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office.
4. H4: Organizational culture has a positive and significant effect on work discipline at the Bandung City Population and Civil Registration Office.
5. H5: The work environment has a positive and significant effect on work discipline at the Bandung City Population and Civil Registration Office.

## Theoretical Framework

**Figure 1**  
**Research Framework**



The conceptual framework in Figure 1 serves as the basic flow that forms the research's mindset. Based on the research problem, the basic theories of organizational culture (Eugene McKenna, 2005), work environment theory (Sedarmayanti, 2017), work

discipline theory (Hasibuan, 2017), and employee performance theory (Robbins, 2016) are used.

## RESULTS AND DISCUSSION

### Measurement Model Analysis (Outer Model)

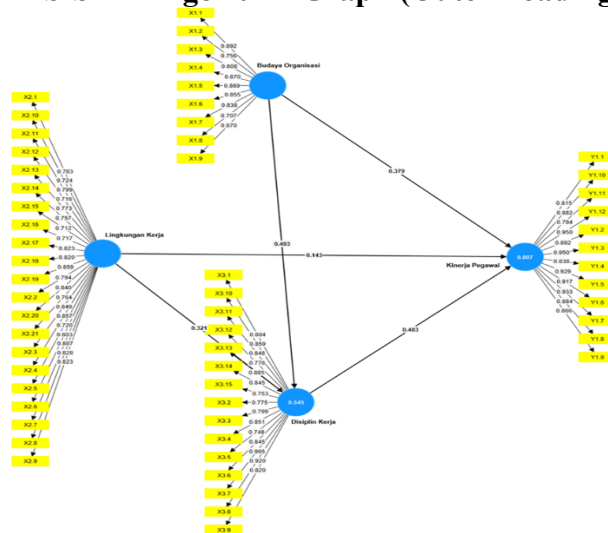
Outer model analysis is conducted to ensure that the measurements used are suitable for valid and reliable measurement. Evaluation of the measurement model or outer model is conducted to assess the validity and reliability of the model. Outer models with reflective indicators are evaluated through convergent validity and discriminant validity of the indicators forming the latent construct and composite reliability and Cronbach's alpha for the indicator block. Meanwhile, outer models with formative indicators are evaluated through their substantive content, namely by comparing the magnitude of the relative weight and observing the significance of the construct indicators (Chin, 1998). Outer model analysis can be seen from several indicators: Convergent Validity, Discriminant Validity, and Composite Reliability. In the evaluation of convergent validity from the examination of individual item reliability, it can be seen from the standardized loading factor value that describes the magnitude of the correlation between each indicator of each variable and its construct. A loading factor value  $\geq 0.7$  is said to be valid in measuring the construct it forms.

### Validity Test

#### Convergent Validity (Validity Test Using Outer Loading)

The following is a picture of the calculation results of the Figure 2 loading factor for each indicator with the PLS Algorithm calculation process on SmartPLS version 4.0.9.9.

**Figure 2**  
**PLS-SEM Algorithm Graph (Outer Loading)**



According to Chin, as quoted by Imam Ghazali, an outer loading value between 0.5-0.6 is considered sufficient to meet the requirements for convergent validity and is acceptable. Figure 2 above shows that the value of each indicator is  $>0.7$ , thus meeting the established standards. This indicates that the construct has met the criteria for convergent validity, because each indicator has a strong correlation with the construct it represents.

#### Discriminant Validity (Validity Test Using AVE)

Discriminant validity is measured by comparing the square root of average variance extracted (AVE) for each construct with the correlation between the construct and other constructs in the model. If the square root of the AVE for each construct is greater than the correlation between the construct and other constructs in the model, then good discriminant validity is selected. The following are the results of the reliability test, as seen from the AVE values, in the table below:

**Table 1.**  
**Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha**

Variabel	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha	Information
Organization Culture	0.691	0,952	0,943	Valid
Work Environment	0.625	0,972	0,970	Valid
Work Discipline	0.690	0,971	0,968	Valid
Employee Performance	0.789	0,978	0,975	Valid

Based on Table 1 above, the AVE value shows that Organizational Culture has an AVE value of 0.691, Work Environment has an AVE value of 0.625, Work Discipline has an AVE value of 0.690, and Employee Performance has an AVE value of 0.789. So it can be concluded that all variable constructs, namely Organizational Culture, Work Environment, Work Discipline, and Employee Performance, have high AVE values, and all constructs have values above 0.5. While the composite reliability value shows very satisfactory results, namely, Organizational Culture has a value of 0.952, Work Environment has a value of 0.972, Work Discipline has a value of 0.971, and Employee Performance has a value of 0.978. From the results of the composite reliability value above, it can be concluded that each construct has a high level of reliability testing, this can be shown by the composite reliability value of all constructs greater than 0.70. The results of the study simultaneously showed that all composite reliability values of the research variables were  $>0.6$ , with Cronbach's Alpha values of all variables being  $>0.7$ . Therefore, it can be concluded that each variable has met a high level of reliability across all variables.

#### **Structural Model Analysis (Inner Model)**

In assessing a structural model using PLS, the R-squared value for each endogenous latent variable is used to determine the predictive power of the structural model. The R-squared value is a test of the model's goodness of fit. Changes in the R-squared value are used to explain the influence of a particular exogenous latent variable on the endogenous variable, determining whether it has a substantive effect. R-square values  $>0.67$ ,  $0.33$ , and  $0.19$  for endogenous latent variables in a structural model indicate a strong, moderate, and weak model, respectively (Chin, 1998) as cited in Ghazali (2006).

The structural model assessment using SmartPLS begins by examining the R-square value for each endogenous latent variable, namely the influence of organizational culture, work environment, and work discipline on employee performance, as the predictive power of the structural model. Based on the test results, the R2 value was obtained for each endogenous latent variable, which is presented in Table 2. The following R-Square:

**Table 2.**  
**R-Square**

Variable	R-Square	R-Square Adjusted
Employee Performance	0.807	0.796
Work discipline	0.545	0.529

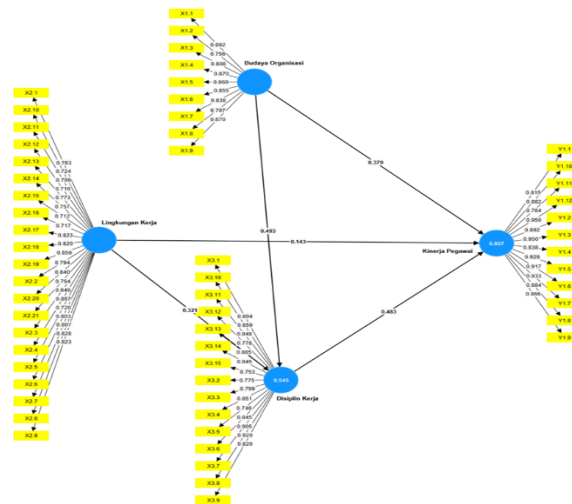
Based on Table 2 the R-squared value for the employee performance variable as the primary dependent variable was recorded at 0.807. This means that the latent variables of organizational culture, work environment, and work discipline simultaneously explained 80.7% of the variance in the employee performance construct. The remaining 19.3% was explained by other variables outside the research model. Meanwhile, the R-squared value for the work discipline variable as a secondary dependent variable or mediating variable was 0.545. This means that the latent variables of organizational culture and work environment simultaneously explained 54.5% of the variance in the work discipline construct. The remaining 45.5% was explained by other variables outside the research model.

**Hypothesis Testing**

Hypothesis testing was conducted by examining the structural model (inner model) by examining the R-squared value, which is a goodness-of-fit test. Furthermore, the total effects were examined, which indicated parameter coefficients and a significant t-statistic of 1.96.

In SmartPLS 4.0.9.9, statistical testing of each hypothesized relationship was performed using simulation. In this case, the bootstrapping method was used, which also aims to minimize the problem of abnormality in research data and estimate population parameters, such as the mean, standard error, and confidence interval, by randomly and repeatedly resampling existing data. The estimated significant parameters provide valuable information regarding the relationships between the variables in the study.

**Figure 3**  
**PLS-SEM Bootstrapping Results**



**Table 3.**  
**Hypothesis Testing Based on Total Effects**

<b>Information Variabel</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Organizational Culture -> Employee Performance	0.617	0.586	0.122	5.065	0.000
Work Environment -> Employee Performance	0.298	0.314	0.093	3.206	0.001
Work Discipline -> Employee Performance	0.483	0.534	0.178	2.708	0.007
Organizational Culture -> Work Discipline	0.493	0.493	0.132	3.744	0.000
Work Environment -> Work Discipline	0.321	0.344	0.119	2.700	0.007

Based on Table 3 above, a variable is considered exogenous if the t-statistic is  $>1.96$  or the p-value is  $<0.05$ .

1. The analysis results indicate that organizational culture has a significant effect on employee performance. This can be seen in Table 4.29 above, where the t-statistic is 5.065, which is  $>1.96$ . This is also confirmed by the p-value of 0.000, or less than 0.05. This proves that organizational culture significantly influences employee performance at the Bandung City Population and Civil Registration Office.
2. The analysis results indicate that the work environment significantly influences employee performance. This can be seen in Table 4.29 above, where the t-statistic is 3.206, which is  $>1.96$ , and this is also confirmed by the p-value of 0.001, or less than 0.05. This proves that the work environment has a significant impact on employee performance at the Bandung City Population and Civil Registration Office.
3. The analysis shows that work discipline significantly influences employee performance. This can be seen in Table 4.29 above, where the t-statistic is 2.708, which is greater than 1.96, and is further confirmed by the p-value of 0.007, which is less than 0.05. This proves that work discipline significantly influences employee performance at the Bandung City Population and Civil Registration Office.
4. The analysis shows that organizational culture significantly influences work discipline. This can be seen in Table 4.29 above, where the t-statistic is 3.744, which is greater than 1.96, and is further confirmed by the p-value of 0.000, which is less than 0.05. This proves that organizational culture significantly influences work discipline at the Bandung City Population and Civil Registration Office.
5. The analysis results show that the work environment has a significant effect on work discipline. This can be seen in Table 4.29, where the t-statistic is 2,700, which is greater than 1.96. This is further confirmed by the p-value of 0.007, or less than 0.05. This proves that the work environment has a significant effect on work discipline at the Bandung City Population and Civil Registration Office.

Based on the statistical analysis results described in the previous tables, it is known that organizational culture significantly influences employee performance, the work environment significantly influences employee performance, work discipline significantly

influences employee performance, organizational culture significantly influences work discipline, and the work environment significantly influences work discipline.

The following is an explanation of the results of the hypotheses described above:

1. H1: The Influence of Organizational Culture on Employee Performance

Based on the analysis, the first hypothesis, which also answers the first research question, is "H1: Organizational culture has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office." The analysis shows a p-value  $<0.05$ . This indicates that H1 is statistically accepted, indicating that organizational culture has a significant effect on employee performance and can be used as the basis for developing a predictive model.

2. H2: The Influence of the Work Environment on Employee Performance

Based on the analysis, the second hypothesis, which also answers the second research question, is "H2: The work environment has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office." The analysis shows a p-value  $<0.05$ . This indicates that H2 is statistically accepted, indicating that the work environment has a significant effect on employee performance and can be used as the basis for developing a predictive model.

3. H3: The Influence of Work Discipline on Employee Performance

Based on the analysis, the third hypothesis, which also answers the third research question, is "H3: Work discipline has a positive and significant effect on employee performance at the Bandung City Population and Civil Registration Office." The analysis shows a p-value  $<0.05$ . This indicates that H3 is statistically accepted, meaning that work discipline has a significant effect on employee performance and can be used as the basis for developing a predictive model.

4. H4: The Influence of Organizational Culture on Work Discipline

Based on the analysis, the fourth hypothesis, which also answers the fourth research question, is "H4: Organizational culture has a positive and significant effect on work discipline at the Bandung City Population and Civil Registration Office." The analysis shows a p-value  $<0.05$ . This indicates that H4 is statistically accepted, meaning that organizational culture has a significant effect on work discipline and can be used as the basis for developing a predictive model.

5. H5: The Influence of the Work Environment on Work Discipline

Based on the analysis results, the fifth hypothesis, which also answers the third research question, is "H5: The work environment has a positive and significant influence on work discipline at the Bandung City Population and Civil Registration Service." The analysis results show a p-value  $<0.05$ . This indicates that H5 is statistically accepted, indicating that the work environment has a significant influence on work discipline and can be used as a basis for developing a predictive model.

## CONCLUSION

Based on the analysis conducted using the PLS-SEM program, the results show that organizational culture, work environment, and work discipline have a strong and significant influence on improving employee performance at the Population and Civil Registration Office of Bandung City. This finding indicates that these three constructs play an important role as the main determinants in shaping individual and collective performance within the

organizational environment. In addition, the analysis also revealed that organizational culture and the work environment also have a positive and significant influence on the level of employee work discipline. In other words, a conducive environment and well-internalized organizational values can strengthen discipline attitudes, which in turn impact performance. Overall, the results of this study show a strong reciprocal relationship and interconnectedness between variables in the structural model, which emphasizes the importance of strengthening the internal elements of the organization to achieve optimal work effectiveness.

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