

The Effect of E-Performance and Work Environment on Employee Performance Through Work Discipline of The General Bureau of The Regional Secretariat of North Sulawesi Provincial Office

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ARTICLE INFO

Article history:

Received 01-06-2025
Accepted 28-06-2025
Published 29-06-2025

Keywords:

E-Performance;
Work Environment;
Work Discipline;
Employee Performance;
SEM-PLS

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Competing interest:

The author(s) have declared
that no competing interests
exist

ABSTRACT

This study aims to analyze the influence of E-Performance and work environment on employee performance, with work discipline as an intervening variable at the General Bureau of the Regional Secretariat of North Sulawesi Province. The problems raised are related to the stagnation of employee performance even though the E-Performance system has been implemented and the work environment has been improved. This study uses a quantitative approach with a survey method through a questionnaire to 81 ASN employees and is analyzed using Structural Equation Modeling with SmartPLS 3.0. The results of the study indicate that E-Performance has a positive and significant effect on work discipline and employee performance. The work environment has a significant effect on work discipline, but does not have a direct effect on employee performance. Work discipline is proven to have a significant effect on employee performance, as well as mediating the relationship between E-Performance and the work environment on employee performance. This finding confirms that improving employee performance requires the support of an effective digital system and a comfortable work environment, accompanied by strong disciplinary coaching.

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Citation: Kaunang, M. M., Sendow, G. M. ., & Pandowo, M. H. C. . (2025). The Effect of E-Performance and Work Environment on Employee Performance Through Work Discipline of The General Bureau of The Regional Secretariat of North Sulawesi Provincial Office. *Abdurrauf Science and Society*, 1(4), 838–849. <https://doi.org/10.70742/asoc.v1i4.328>

INTRODUCTION

Digital transformation in government bureaucracy has encouraged the use of electronic-based performance appraisal systems (e-Performance) to improve transparency, accountability, and productivity of state civil servants (ASN). This system allows monitoring of daily employee activities in real-time and provides direct

feedback on the performance achieved. However, the implementation of this system does not necessarily guarantee an overall increase in employee performance.

One important factor that influences the success of e-Performance implementation is the level of work discipline. Discipline is the foundation for achieving performance because it reflects compliance with rules, punctual attendance, and seriousness in completing tasks. In addition, a conducive work environment in terms of physical, social, and psychological aspects is also believed to have an influence on employee productivity.

However, various studies show varying results. Several studies have found that e-Performance and work environment directly impact performance (Sipayung, 2024; Azizah et al., 2024), while others indicate that the impact is not significant without strong discipline as an intermediary factor (Rahmawati et al., 2020). This shows a research gap in understanding the mechanism of the relationship between e-Performance, work environment, discipline, and employee performance, especially in the context of local government.

Therefore, this study aims to analyze the influence of e-Performance and work environment on employee performance with work discipline as a mediating variable. This study focuses on the General Bureau of the Regional Secretariat of North Sulawesi Province, which is an institution with an important administrative role, but faces challenges in optimizing performance even though a digital system has been implemented. The results of this study are expected to provide practical contributions to the management of ASN performance and theoretically strengthen the understanding of the role of discipline in public sector human resource management.

METHOD

This study was conducted using a survey, where the questionnaire was used as the main instrument. Respondents filled out the questionnaire independently without assistance from the researcher. The selection of this method was based on the assumption that respondents have the ability to understand the contents of the questionnaire and complete the criteria determined by the researcher.

The approach used in this study is quantitative. In line with the opinion of Sugiyono (2015:8) Quantitative methods, which come from the positivist view, are usually used in conducting research on a population or in a sample.

Location and Place of Research

This research is estimated to be conducted in March until the end of the research. This research will be conducted at the General Bureau of the North Sulawesi Provincial Secretariat

Data Collection Method

1. Questionnaire. The questionnaire consists of a series of written questions that are arranged systematically. This list of questions is distributed to respondents, namely employees in the General Section of the North Sulawesi Provincial Secretariat, complete with relevant answer choices.
2. Observation. Observation is carried out by directly observing the research object in order to obtain information that is in accordance with research needs.

Population and Sample of Research

Sekaran and Bougie (2009:262), population is defined as the entire collection of individuals, moments, or objects that are the focus for researchers to study. Population is a group that is used as the basis for statistical sampling. In this study, the population used was employees at the General Bureau of the Regional Secretariat of North Sulawesi Province, with a total of 81 ASN of the General Bureau of the Secretariat of North Sulawesi Province.

The sample taken was the entire population, namely 81 ASN. This study will use a non-probability sampling method with saturated sampling. Based on the opinion of Sugiyono (2022:85), the saturated sampling technique

Data Analysis

In this study, the data analysis method used was Partial Least Square (PLS). According to the explanation of Supriyanto and Maharani (2013), PLS is a fairly flexible method because it can be used for various types of data scales, does not require many statistical assumptions, and remains reliable even though the number of samples is limited. In the use of SmartPLS software, the research model is divided into two main parts, namely the outer model (measurement model) and the inner model (structural model).

Outer Model Analyst

Husein (2015) explains that the outer model analysis aims to ensure that the measurement instruments used are valid and reliable.

Inner Model Analysis

This model analysis aims to evaluate the role between latent constructs in the research model. There are indicators in this study:

1. R-squared (Coefficient of Determination). This coefficient shows how much proportion of the variance of the endogenous construct can be explained by the exogenous construct. According to Chin (1998) in Sarwono (2015:30), the R-squared value is classified into three categories: 0.67 indicates a strong (substantial) influence, 0.33 indicates a moderate influence, and 0.19 indicates a weak influence.
2. Predictive Relevance (Q-squared). Also known as the Stone-Geisser test, Q-squared is used to measure the predictive ability of a model, namely how well the model predicts data. The Q-squared value is categorized as follows: 0.02 (low), 0.15 (moderate), and 0.35 (high). This test is only applied to endogenous constructs with reflective indicators.

Path Analysis

Path analysis will be used in the study or what will be studied here. Sugiyono (2013) defines that path analysis is a form of a series of regression models used to examine the causal relationship between two existing variables.

Research Instrument

The research instrument used is a closed questionnaire compiled based on indicators from each variable. The questionnaire consists of 4 main variables: e-performance (6 items), work environment (6 items), work discipline (6 items), and employee performance (6 items). All items are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree)

RESULT AND DISCUSSION

Research Results

Validity and Reliability

The validity test in the PLS method for reflective indicators is carried out by looking at the outer loading value or loading factor. An indicator is considered valid if it has an outer loading value of more than 0.7. Based on the results of previous calculations, most of the outer loading values exceed 0.5, so it can be concluded that all indicators in the tested variables are declared valid. Based on the test results on the Cronbach's alpha value of the Discipline variable, which is 0.62, the E-Performance variable is 0.841, the Work Environment variable is 0.837 and Employee Performance is 0.874. While the Composite Reliability value of the Discipline variable is 0.821, the E-Performance variable is 0.874, the Work Environment variable is 0.858 and Employee Performance is 0.897. This shows that all variables in this study have a composite reliability value and a Cronbach's alpha value > 0.7, which means that all variables have met the requirements of each indicator and can be trusted or consistent in displaying latent variables.

Convergent Test Results

Convergent validity is measured using an AVE value > 0.50 (Hair et al., 2017).

Table 1. Results of Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Discipline	0.356
E-Performance	0.413
Employee Performance	0.446
Work environment	0.305

Resource: Output Algorithm (2025)

Based on Table 1 above, it can be seen that the Average Variance Extracted (AVE) value of each variable to be measured does not meet the requirements of >0.50. Variables X1, X2, Z and Y are below the threshold of 0.50. Although the AVE value is low, the outer loading values of most indicators are still within the acceptable range, and the Composite Reliability is still >0.70 which indicates that each indicator still has a role in measuring its latent variables, this also means that even though the indicator variance is not too high, its internal consistency is good. This is also supported by several studies stating that constructs with AVE <0.50 are still acceptable as long as the composite reliability value is high or CR > 0.60 (Fornell da Larcker, 1981).

Model Fit Test Results

The first thing to note is to look at the results of the model fit test on the PLS Algorithm by knowing the model fit value = SRMR <0.10 and the NFI value where the value is getting closer to 1 or > 0.9, the better the model. The following is the calculation of the fit model obtained in this study.

Table 2. Fit Summary

	Saturated model	Estimated model
SRMR	0.117	0.117
d_ULS	14.213	14.068
d_G	6.284	6.306
Chi-square	1854.793	1853.007
NFI	0.342	0.342

Resource: Output Algorithm (2025)

Based on the results of the model fit analysis in Table 5.12, it is known that several model indicators have not met the statistical feasibility criteria. The SRMR value of 0.117 exceeds the ideal limit of ≤ 0.10 , and the NFI value of 0.342 is still far below the ideal value of ≥ 0.90 . This indicates that the overall model is not fully in accordance with the empirical data.

However, other indicators such as d_ULS (14.213) and d_G (6.284) show values > 0.05 , which according to several practical guidelines can still be considered fit, as long as they do not show extreme inconsistencies based on the bootstrapping distribution.

Collinearity Statistic (VIF) Test Results

The inner model analysis in the Partial Least Squares (PLS) approach also requires that there is no multicollinearity between variables, which can be identified through the PLS Algorithm output by observing the Variance Inflation Factor (VIF) value. The value criteria if > 5 means there is multicollinearity, while if < 5 means there is no multicollinearity (Sarstedt et al, 2017). The following is the VIF table

Table 3. Inner VIF Value

	VIF
Discipline -> Employee Performance	1.747
E-Performance -> Discipline	1.482
E-Performance -> Employee Performance	1.754
Work Environment -> Discipline	1.482
Work Environment -> Employee Performance	1.740
Discipline X E-Performance -> Employee Performance	2.583
Discipline X Work Environment -> Employee Performance	2.444

Resource: Output Algorithm (2025)

Multicollinearity analysis was conducted to test whether there was an excessively high relationship between independent variables in the structural model. Based on the calculation results in Table 5.13 (Inner VIF Value), it is known that all relationship paths between variables have VIF values ranging from 1.483 to 2.583. This value is far below the multicollinearity tolerance threshold, namely $VIF < 5$ as stated by Hair et al. (2014). Even if using a tighter limit, namely $VIF < 3.3$, all variables are still declared free from multicollinearity symptoms.

This finding indicates that there is no high correlation (redundancy) between independent variables such as e-performance, work environment, and work discipline. Each variable makes a unique contribution to the dependent variable, namely employee performance, without mutual distortion. Thus, the structural model in this

study has met the statistical assumptions of multicollinearity and is worthy of further analysis using SEM-PLS.

R Square Test Results

The R Square test can show the goodness-fit model test, where the R Square value is used to see the predictive ability of the relationship between variables. The following are the results of the R Square value test shown in the following table

Table 4. R Square Values of Variables

	R-square	R-square adjusted
Discipline	0.355	0.339
Employee Performance	0.519	0.487

Resource: Output Algorithm (2025)

Based on Table 4, it can be concluded that:

1. The R^2 value of 0.355 means that 35.5% of the variation or change in the Discipline variable can be explained by the E-Performance and Work Environment variables. The remaining 64.5% is influenced by other factors not included in this research model. Based on Haryono's (2016) criteria, a value of 0.355 is included in the moderate category.
2. The R^2 value of 0.519 indicates that 51.9% of the change in Employee Performance can be explained by the E-Performance, Work Environment, and Discipline variables. While the other 48.1% is influenced by external variables or other factors not discussed in this study. Based on Haryono's (2016) reference, this value is also included in the moderate category.

Direct Influence Path Coefficient Test Results

The path coefficient is used to measure the partial influence between variables and to indicate the direction of the relationship, whether it is positive or negative.

Table 5. Path Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Discipline -> Employee performance	0.379	0.370	0.105	3.595	0.000
E-performance -> Discipline	0.293	0.291	0.129	2.262	0.024
E-performance -> Employee performance	0.308	0.298	0.148	2.087	0.037
Work environment -> Discipline	0.378	0.416	0.115	3.303	0.001
Work environment -> Employee performance	0.104	0.125	0.118	0.881	0.378
Discipline X E-performance -> Employee performance	-0.102	-0.127	0.102	1.001	0.317
Discipline X Work	0.041	0.066	0.114	0.360	0.719

environment -> Employee performance					
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Resource: Output Algorithm (2025)

The results of hypothesis testing in this study indicate that a number of relationships between variables are not statistically significant.

1. Discipline → Employee Performance (P Value = 0.000, Significant). Discipline has a positive and significant effect on Employee Performance. With a p value <0.05 and $t > 1.96$, the hypothesis is accepted. This means that the higher the discipline, the employee performance also tends to increase significantly.
2. E-Performance → Discipline (P Value = 0.024, Significant). E-Performance has a positive and significant effect on Discipline. With a p-value below 0.05 and $t > 1.96$, the hypothesis is accepted. This means that the implementation of a good e-performance system can improve employee discipline.
3. E-Performance → Employee Performance (P Value = 0.037, Significant). E-Performance has a positive and significant effect on Employee Performance. This is indicated by the P-value of 0.037 (<0.05) and the T-statistic of 2.087 (>1.96), so that the hypothesis stating that E-Performance has a direct effect on Employee Performance can be accepted statistically.
4. Work Environment → Discipline (P Value = 0.001, Significant). The coefficient of 0.364, T-statistic = 3.185, and P-value = 0.001, indicate a positive and significant effect. This means that the better the work environment, the higher the employee's work discipline. This supports the view that a conducive work environment encourages orderly work behavior and compliance with the rules.
5. Work Environment → Employee Performance (P Value = 0.378, Not Significant). The work environment does not have a significant direct effect on Employee Performance because the p-value > 0.05 and t-statistic < 1.96. The hypothesis is rejected. Although the work environment can have an impact on discipline, the direct impact on employee performance was not proven significant in this study.
6. Discipline → E-Performance → Employee Performance (P Value = 0.317, Not Significant). The interaction between Discipline and E-Performance in influencing Employee Performance produces a negative moderation coefficient of -0.102, with a T-statistic of 1.001 and a P-value of 0.317 (> 0.05). These results indicate that the interaction effect is not statistically significant. Thus, Discipline does not moderate the relationship between E-Performance and Employee Performance.
7. Discipline → Work Environment → Employee Performance (P Value = 0.719, Not Significant). The interaction effect between Discipline and Work Environment on Employee Performance shows a coefficient of 0.041, with a T-statistic of 0.360 and a P-value of 0.719 (> 0.05). These results indicate that the interaction between the two variables is also not statistically significant.

Indirect Effect Analysis

The indirect effect in this study can be seen by using the results of bootstrapping the specific indirect effect column in SmartPLS4.

Table 6. Specific Indirect Effect

	Original sample (O)	Sample mean	Standard deviation	T statistics (O/STDEV)	P values
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		(M)	(STDEV)		
E-Performance -> Discipline -> Employee Performance	0.111	0.105	0.054	2.065	0.039
Work Environment -> Discipline -> Employee Performance	0.143	0.157	0.069	2.090	0.037

Resource: Output Algorithm (2025)

Table 6 shows that there are variables that have an insignificant relationship which are explained below.

1. It is known that the indirect effect of E-Performance on employee performance through the mediation variable of work discipline has a coefficient value of 0.111, with a T-statistic value = 2.065 and P value = 0.039.
2. It is known that the indirect effect of the Work Environment on employee performance through the mediation variable of work discipline has a coefficient value of 0.143, with a T-statistic value = 2.090 and P value = 0.037. Because the T-statistic value is greater than 1.960 and P value <0.05, the effect is statistically significant at a significance level of 5%. This shows that the intervening variable statistically has a significant effect

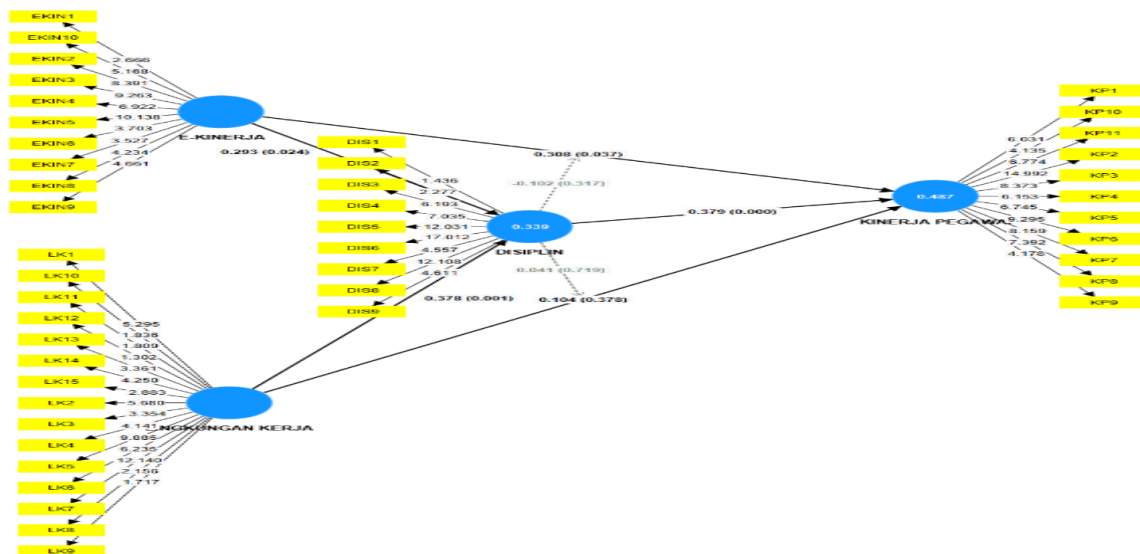


Figure 2. Research Results
Resource: Output Algorithm (2025)

Discussion

The Effect of E-Performance (X1) on Employee Performance (Y)

The test results show that the effect of E-Performance on Employee Performance is statistically significant. This result is different from several previous findings as reported by Karrang et al. (2023), which stated that e-Performance did not show a direct effect on employee performance. However, in the context of the General Bureau of North Sulawesi Province, the implementation of e-Performance seems to have begun to show a positive contribution to improving performance, especially if supported by consistent supervision and active use of the system by superiors and staff. Thus, the optimal implementation of e-Performance can directly encourage

employee performance, without having to go through mediating variables such as motivation or work discipline.

The Influence of the Work Environment (X2) on Employee Performance (Y)

The results of the study showed a statistically insignificant effect. The work environment does not directly affect employee performance, but it is likely to have an effect through the mediating role of discipline. This finding is not in line with the findings of Gu Zhenjing et al (2022) in the study, which explained that a positive work environment increases direct performance, as well as through mediating variables in the form of commitment and achievement-striving. This finding indicates that although the work environment is one aspect that is often considered important in supporting productivity, in the context of this organization, the work environment is not the main determining factor in the level of employee performance. It could be that employees are used to adapting to existing work conditions, so that the variation or quality of the work environment, both physically and socially, is no longer the dominant factor in influencing how they work.

The Effect of E-Performance (X1) on Discipline (Z)

Based on the results of the hypothesis test that has been carried out, it can be concluded that the E-Performance variable has a significant effect on Employee Discipline in the General Bureau of the North Sulawesi Provincial Secretariat, as indicated by the P-value which has a value of 0.024 (<0.05). This is in line with the results of Andika & Rahmawati (2023), which show that the e-Performance system motivates employees to carry out tasks on time, obey the rules, and routinely fill in activity data. These results illustrate that the implementation of the E-Performance system not only functions as a tool for recording or reporting performance, but also plays a role in forming employee discipline directly.

The Effect of the Work Environment (X2) on Discipline (Z)

The results of the study show that the Work Environment has a significant direct effect on Discipline. This is in line with the opinion of Nitisemito (2011) who stated that a good work environment will create high work enthusiasm and disciplined behavior. In the context of government bureaucracy, a supportive environment is an important element in maintaining the order and accuracy of work needed in public services. Employees who work in supportive environmental conditions tend to have better levels of discipline. They are more diligent in arriving on time, more orderly in carrying out their duties, and more obedient to regulations.

E-Performance (X1) has an indirect effect on Employee Performance (Y) through Discipline (Z)

Based on the results of the hypothesis test that has been carried out, work discipline can be an effective mediator in strengthening the relationship between e-performance and employee performance, SKP Achievement, Target Measurement, Work Realization, Accountability, and Integrity of presence can improve work discipline so as to produce maximum performance. This finding is in line with the views of several previous researchers, such as Fauzan (2021) and Wahyudi et al. (2023), who both stated that the use of electronic or information technology-based systems in

managing employee performance has a positive impact on work regularity, motivation, and final performance results.

Work Environment (X2) has a direct effect on Employee Performance (Y) through Discipline (Z)

Based on the results of the hypothesis test that has been carried out, work discipline also mediates the relationship between the work environment and employee performance. This finding is in line with the results of research conducted by Nurhalinda, Sabuhari, and Kamis (2024) in the context of regional government agencies. The study explained that the work environment does not have a significant direct effect on employee performance, but rather through increased work discipline. A conducive work environment can form a more disciplined employee behavior pattern, both in terms of attendance, timely completion of tasks, and compliance with work rules. In the context of the General Bureau itself, these results indicate that efforts to improve the work environment do not immediately have a direct impact on improving employee performance. However, these improvements need to be accompanied by strategies to improve employee discipline. A comfortable, orderly work environment supported by healthy working relationships will encourage the growth of individual discipline. This discipline is then reflected in better work quality, punctuality in carrying out tasks, and high responsibility for work results.

CONCLUSION

e-Performance has a direct and significant effect on employee performance. This is indicated by the T-statistic value > 1.960 and $p\text{-value} < 0.05$. This finding indicates that the e-Performance system in the General Bureau has been able to provide a real contribution in encouraging increased employee performance.

e-Performance has an indirect effect on employee performance through the mediation variable of discipline. This shows that good implementation of e-Performance can encourage increased discipline, and ultimately improve employee performance. Thus, work discipline is proven to be an important path in transforming the benefits of e-Performance into real performance output.

The work environment does not have a direct effect on employee performance. However, the work environment has an indirect effect on performance through discipline. This means that a conducive work environment can encourage employee discipline behavior, which then has a positive impact on performance. In other words, work discipline is an important key in mediating the relationship between the work environment and employee performance.

Work discipline has a positive and significant effect on employee performance. The higher the level of employee discipline, the better the performance achievement shown. Therefore, increasing discipline is a strategic factor that must receive attention in order to optimize the performance of state civil servants in the General Bureau environment.

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