

Work Motivation In Mediating The Influence Of Work Discipline And Work Environment On Human Resource Development In The Ministry Of Religion

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Abstract: This study aimed to investigate the direct and indirect effects of work discipline and work environment on HR development through work motivation. Conducted in 2024 at the Regional Office of the Ministry of Religious Affairs of North Sumatra Province, the study involved 258 Civil Service employees (ASN), comprising 185 permanent civil servants and 73 PPPK (non-permanent government employees). A sample of 72 ASN employees was determined using Slovin's formula and selected through purposive sampling. Primary quantitative data was collected via questionnaires, and an associative-quantitative approach with SEM-PLS (Structural Equation Modeling - Partial Least Squares) analysis was applied, using the SmartPLS 3 software to process responses. Results indicated that work discipline and work environment had a direct, positive, and significant effect on work motivation and HR development, supporting Hypotheses H1, H2, H3, and H4. Work discipline emerged as the most influential variable on both work motivation and HR development. However, work motivation alone did not significantly impact HR development, leading to the rejection of Hypothesis H5. Additionally, work discipline and work environment indirectly through work motivation also had no significant effect on HR development, thus rejecting Hypotheses H6 and H7. Work Discipline (X1) and Work Environment (X2) accounted for 69.0% of the formation of the Work Motivation (Z) variable, while Work Discipline (X1), Work Environment (X2), and Work Motivation (Z) together explained 73.5% of the formation of the HR Development (Y) variable.

INTRODUCTION

Human Resource Development (HRD) at the Regional Office of the Ministry of Religious Affairs in North Sumatra plays a crucial role in enhancing the quality of public services. This program is designed to improve employees' competencies, skills, and

knowledge, allowing them to perform tasks more efficiently and effectively. It aims to build a professional, ethical workforce that is vital for creating a responsive and accountable bureaucracy. With well-qualified HR, the Ministry is better positioned to deliver superior public services and implement government policies more effectively.

The primary elements of HRD include work discipline, work environment, and work motivation, each critical to supporting HR growth. Strong work discipline promotes efficiency and effectiveness in employees, ultimately enhancing their skills and competencies (Sari & Fauzi, 2023). A positive work environment that offers comfort, peer support, and adequate facilities contributes to a productive learning and working setting (Masram et al., 2023). Work motivation encourages employees to engage actively in HRD programs and invest in personal development (Hardiansyah & Bahrin, 2023; Sasauw et al., 2023). High motivation can strengthen discipline and cultivate a positive work environment, thus reinforcing HR quality (Hakim, 2022).

Nonetheless, observations and interviews indicate significant challenges within HRD. Many Civil Service Candidates (CPNS) and Contract Government Employees (PPPK) are recruited based on academic qualifications alone, lacking relevant experience or job-specific understanding, which leaves them unprepared for their roles. Additionally, some civil servants and PPPK employees have not received adequate training for their positions, impeding skill development and limiting employee performance. Many PPPK employees, in particular, have never received any form of training, which restricts their effectiveness and often leads to the performance of duties outside their assigned roles.

Further issues are evident in employee satisfaction regarding HRD programs, performance management, recognition, and career development. Due to limited access to relevant training, many PPPK and civil servants feel unprepared for their roles. Performance evaluations are often perceived as biased, influenced by proximity to leadership, and lacking in transparency and constructive feedback, which negatively impacts motivation. Furthermore, a lack of recognition contributes to diminished morale and employee loyalty.

Employees at the North Sumatra Regional Office of the Ministry of Religious Affairs report limited opportunities for career advancement beyond basic rank promotions. Many feel that advancement is dependent on close relationships with superiors, resulting in a sense of stagnation due to a lack of promotion or skill-

development programs.

A preliminary survey revealed substantial HR development issues at the Regional Office. Many employees lack adequate institutional support for skill and knowledge growth. Observations and interviews highlight persistent discipline problems among both civil servants and contract employees, including frequent tardiness, absence during work hours, disregard for regulations, and failure to meet work standards. Many employees arrive late or are absent, despite being marked as present. They often ignore rules, using office resources for personal matters without fear of sanctions. Additionally, non-compliance with Standard Operating Procedures (SOPs) has impacted work quality and efficiency due to inadequate oversight. Many employees prioritize side jobs over main tasks, compromising their focus and increasing errors.

During the COVID-19 pandemic (2020-2021), the office shifted from fingerprint to GPS-based attendance, leading some employees to manipulate their location through fake GPS apps to appear present while working remotely. This behavior, along with frequent absenteeism, has affected productivity and negatively impacted the public's perception of government employee discipline.

Further observations and interviews reveal challenges in both the physical and non-physical work environment at the office. Workplace conditions—such as facilities, room temperature, office layout, teamwork, and employee relations—are suboptimal. Facilities like printers, laptops, and authorized software are often inadequate, forcing employees to use personal funds for work needs. Aging air conditioners make office temperatures uncomfortable, and disorganized workspaces contribute to inefficiencies. Team collaboration suffers due to limited inter-team cooperation, which disrupts information flow and productivity. Additionally, poor interpersonal relationships and conflicts with leadership create a tense atmosphere.

Employee motivation is also low, with limited goal orientation, enthusiasm, initiative, creativity, and sense of responsibility. Many employees lack ambition and show minimal interest in achieving organizational goals, possibly due to a lack of clarity about the organization's vision and mission. Low work enthusiasm, marked by absenteeism and tardiness, may stem from unsupportive work conditions and management practices. Moreover, employees show limited initiative, often waiting for instructions, which slows down workflows. Innovation is rare, leading to recurring issues due to a lack of creativity.

Lastly, responsibility is an issue as employees frequently delay tasks or transfer responsibility to others.

This study aims to examine how work discipline, work environment, and motivation influence HR development and to assess whether motivation mediates the effects of discipline and work environment on HR development among employees at the North Sumatra Regional Office of the Ministry of Religious Affairs.

LITERATURE REVIEW

The Relationship Between Work Discipline, Work Motivation, and Human Resource Development

Good work discipline positively impacts work motivation and Human Resource (HR) development (Rahayu, 2018). When employees adhere to established rules and norms, they tend to have a high level of responsibility and dedication, creating a positive environment that drives work motivation (Syukron et al., 2022). Discipline fosters a structured environment, reduces uncertainty, and boosts productivity, thereby enhancing motivation as employees feel safer and more valued (Jufrizen, 2021). Increased motivation encourages employees to develop their skills and knowledge, contributing to more effective and sustainable HR development within the organization (Siswati et al., 2022).

Hasibuan (2021) notes that many factors influence work motivation, including discipline. Research by Jufrizen (2021) and Mirawati et al. (2022) shows that discipline has a positive and significant impact on employee motivation. Additionally, Sudarmanto (2020) emphasizes that discipline affects HR development, with studies by Siswati et al. (2022) and Sari & Fauzi (2023) supporting this positive relationship.

The Relationship Between Work Environment, Work Motivation, and Human Resource Development

A positive and conducive work environment significantly influences motivation and HR development. A comfortable, safe, and supportive environment encourages employees to work better and more productively (Hakim, 2022). Adequate facilities, good interpersonal relations, and an inclusive work culture increase job satisfaction and motivation (Rahayu, 2020). When employees feel valued and supported, they are more

likely to engage in training and development programs, enhancing their competence and skills (Nuraeni, 2023). Thus, a positive work environment plays a key role in motivating and developing HR within an organization (Andriyani et al., 2020).

Hasibuan (2021) highlights the influence of a positive work environment on employee motivation, as confirmed by research from Andriyani et al. (2020) and Efendi & Hardiyanto (2021). Additionally, Sudarmanto (2020) states that the work environment affects HR development, with studies by Nuraeni (2023) and Masram et al. (2023) affirming this positive and significant effect.

The Relationship Between Motivation and Human Resource Development

Motivation plays a crucial role in HR development, as it drives employees to continually learn and improve their competencies (Suyitno, 2023). Both intrinsic and extrinsic motivation are key drivers for employees to participate in training, education, and skill development programs. Motivated employees are more proactive in seeking self-development opportunities and are more receptive to change and innovation. High motivation also enhances performance and commitment, creating a more qualified and competent workforce (Rahayu, 2019). Therefore, motivation is a critical factor in sustainable and effective HR development strategies (Syauqi & Riyadi, 2023).

Sudarmanto (2020) notes that various factors affect HR development, including work motivation. Research by Hardiansyah & Bahrun (2023) and Sasauw et al. (2023) confirms that work motivation has a positive and significant impact on HR development.

RESEARCH METHODS

This research employs an associative-quantitative approach to explore both the direct and indirect effects of independent variables on the dependent variable through an intervening variable, gathering quantitative data via questionnaires (Sugiyono, 2020). It specifically examines the influence of work discipline and work environment on human resource development, with work motivation as the intervening variable (Sujarweni, 2021). The study was conducted at the Provincial Office of the Ministry of Religious Affairs in North Sumatra, located on Jalan Gatot Subroto No. 261, Medan, from September to November 2024.

The population includes 258 civil servants, comprising 185 permanent and 73

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contracted employees. A sample of 72 employees (50 permanent and 22 contracted) was determined using Slovin's formula with a 10% margin of error and selected through purposive sampling. Primary data were collected from these participants via questionnaires.

Data analysis is conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS) in SmartPLS 3.0 software. Abdillah & Jogiyanto (2022) state that SEM-PLS is a statistical method suitable for analyzing complex relationships among latent variables (not directly observable), integrating both path and factor analysis. Additionally, Ghozali & Kusumadewi (2023) note that PLS is a robust method because it is less dependent on numerous assumptions.

Table 1.
Research Variabels

Types of Variables	Definition	Indicator	Scale
Work Discipline (X1)	An attitude of willingness and willingness of a person to obey and obey the norms and regulations that apply around him.	Attendance, Compliance with Regulations, Adherence to Work Standards, and High Alert Level.	Likert
	Sutrisno (2020)	Sutrisno (2020)	
Work Environment (X2)	Everything that surrounds the worker and that can influence him in carrying out the tasks charged.	Facilities, Temperatures, Layout, Cooperation Between Employees, and Employee Relations.	Likert
	Nitisemito (2020)	Nitisemito (2020)	
Work Motivation (Z)	Providing a driving force that creates a person's enthusiasm for work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.	Motivation to Achieve Goals, Work Spirit, Initiative, Creativeness, and Sense of Responsibility	Likert
	Hasibuan (2021)	Hasibuan (2021)	
Human Resource Development (Y)	A systematic process that aims to improve the competence, skills, knowledge, and potential of employees in an organization.	Satisfaction with the Training Program, Perception of Performance Management, Awards and Recognition, and Career Development.	Likert
	Sudarmanto (2020)	Sudarmanto (2020)	

RESULTS AND DISCUSSION

Results of Statistical Analysis of SEM-PLS Method Model Measurement Model (*Outer Model*)

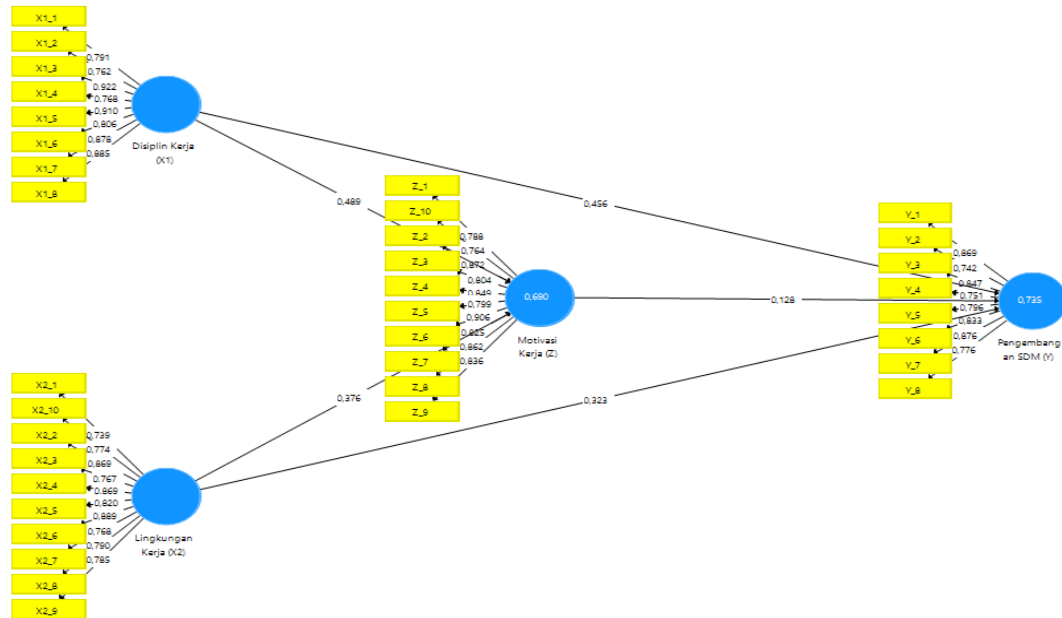


Figure 1.
Outer Model

Validity Test

Convergent Validity with Loading Factor (Outer Loadings)

Table 2.
 Value Loading Factor (*Outer Loadings*)

Statement Items	Work Discipline (X1)	Work Environment (x2)	Work Motivation (Z)	Human Resource Development (Y)
1	0,791	0,739	0,788	0,869
2	0,762	0,869	0,872	0,742
3	0,922	0,767	0,804	0,847
4	0,768	0,869	0,849	0,751
5	0,910	0,820	0,799	0,796
6	0,806	0,889	0,906	0,833
7	0,878	0,768	0,825	0,876
8	0,885	0,790	0,862	0,776
9		0,785	0,836	
10		0,774	0,764	

The results of the loading factor show that each statement item in each variable has a loading factor value greater than 0.7 so that the convergent validity has been met.

Discriminant Validity with Fornell-Larcker Criterion

Table 3.
Fornell-Larcker Criterion Results

Variable	Work Discipline (X1)	Work Environment (x2)	Work Motivation (Z)	Human Resource Development (Y)
Work Discipline (X1)	0,843			
Work Environment (x2)	0,841	0,809		
Work Motivation (Z)	0,805	0,787	0,832	
Human Resource Development (Y)	0,830	0,807	0,749	0,813

The results of the Fornell-Larcker Criterion test show a correlation between the variables of Work Discipline (X1), Work Environment (X2), Work Motivation (Z), and Human Resource Development (Y). The correlation value for Work Discipline (X1) is 0.843 while the correlation between other constructs is smaller than 0.843. The Working Environment (X2) has a correlation value of 0.809 while the correlation between other constructs is smaller than 0.809. The correlation value for Work Motivation (Z) was 0.832 while the correlation between other constructs was smaller than 0.832.

Reliability Test

This study uses two main measurements: *Cronbach's Alpha* and *Composite Reliability* with the results shown in the following table:

Table 4.
Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Work Discipline (X1)	0,941	0,951
Work Environment (x2)	0,941	0,950
Work Motivation (Z)	0,950	0,957
Human Resource Development (Y)	0,926	0,939

The results show that each variable has a *Cronbach's Alpha* value greater than 0.7 which shows that the construct has quite good reliability. The results show that the resulting *Composite Reliability* (CR) value is greater than 0.7 which indicates that the construct has good reliability and the indicators in the construct are consistent in measuring the construct.

Structural Model (*Inner Model*)

The results of the *Outer Model* based on the results of data processing with SmartPLS 3 can be seen in the following figure:

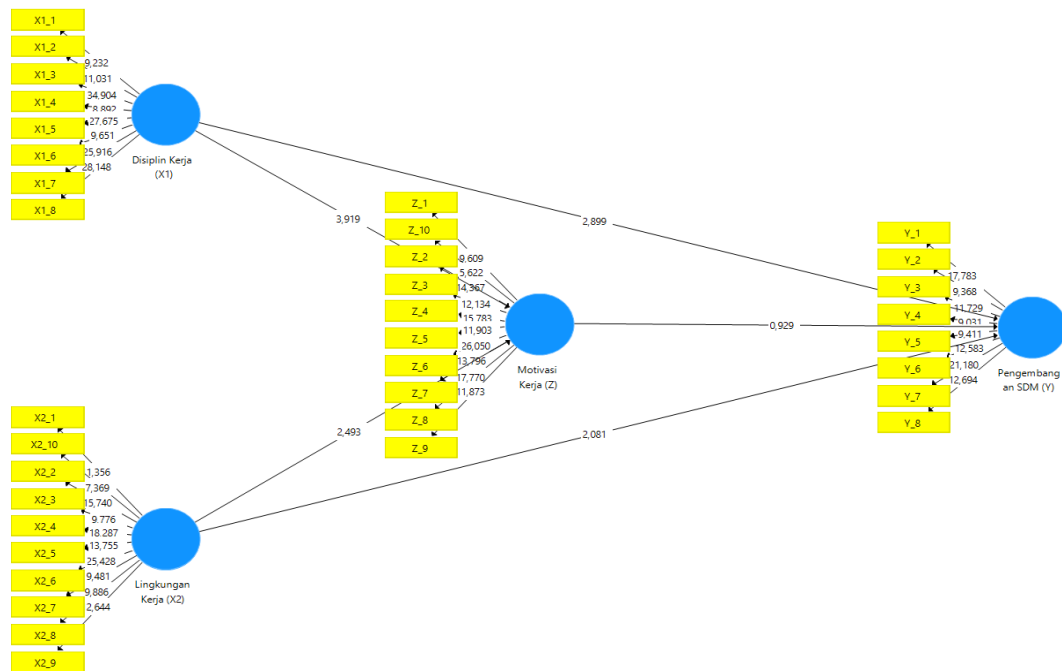


Figure 2.
Inner Model

Coefficient of Determination or R Square (R²)

Table 5.
R Square Value Results

Variable	R Square	R Square Adjusted
Work Motivation (Z)	0,690	0,681
Human Resource Development (Y)	0,735	0,723

The *R square* value on Work Motivation (Z) is 0.690 which indicates that Work Discipline (X1) and Work Environment (X2) are able to contribute or explain 69.0% of the formation of the Work Motivation (Z) variable while the remaining 31.0% is influenced by other factors that are not discussed in the study.

The *R square* value on Human Resource Development (Y) is 0.735 which indicates that Work Discipline (X1), Work Environment (X2), and Work Motivation (Z) are able to contribute or explain 73.5% of the formation of the Human Resource Development (Y) variable while the remaining 26.5% is influenced by other factors that are not discussed in the study.

Predictive Relevance (Q2)

Table 6.
Predictive Relevance (Q²) Results

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Work Discipline (X1)	576,000	576,000	
Work Environment (x2)	720,000	720,000	
Work Motivation (Z)	720,000	411,873	0,428
Human Resource Development (Y)	576,000	316,431	0,451

The resulting Q² values for Work Motivation (Z) and Human Resource Development (Y) were 0.428 and 0.451, respectively, which was greater than 0.35 so that the Q² value was positive, indicating that the model had high predictive relevance. The higher the Q² value, the better the model's predictive ability. It also indicates that independent constructs in the model can account for variances in dependent constructs well, which means that exogenous constructs in the model can predict endogenous constructs quite well.

Path Coefficient

Test Hypothesis with t-Statistic and P Values for Direct Influence

Table 7.
t-Statistic and P Values Results for Direct Influence

Structural Model	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Work Discipline (X1) -> Work Motivation (Z)	0,489	3,719	0,000	Accepted
Work Discipline (X1) -> Human Resource Development (Y)	0,456	2,970	0,003	Accepted
Work Environment (X2) -> Work Motivation (Z)	0,376	2,448	0,015	Accepted
Work Environment (X2) -> Human Resource Development (Y)	0,323	1,988	0,047	Accepted
Work Motivation (Z) -> Human Resource Development (Y)	0,128	0,931	0,352	Rejected

The results of the hypothesis test with t-statistic showed that the t-statistical value of the direct influence of Work Discipline (X1) on Work Motivation (Z), Work Discipline (X1) on Human Resource Development (Y), Work Environment (X2) on Work Motivation (Z), and Work Environment (X2) on Human Resource Development (Y) was greater than 1.96 respectively, which showed a significant influence. In addition, each also has a P Value smaller than 0.05 which indicates a significant influence.

However, the t-statistical value of the influence of Work Motivation (Z) on Human Resource Development (Y) was smaller than 1.96 which indicates no significant

influence. The resulting *P Values* are also greater than 0.05 which indicates the absence of significant influence.

All direct influences have a positive *Original Sample (O)* value, which means that all direct influences have a positive effect. Work discipline is the variable that has the most influence on work motivation and human resource development because it has the largest *Original Sample (O)* value for each structural model.

Test Hypothesis with t-Statistic and P Values for Direct Influence

Table 8.
t-Statistic and P Values Results for Indirect Influence

Structural Model	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	Conclusion
Work Discipline (X1) -> Work Motivation (Z) -> Human Resource Development (Y)	0,063	0,832	0,406	Rejected
Work Environment (X2) -> Work Motivation (Z) -> Human Resource Development (Y)	0,048	0,803	0,423	Rejected

The results of the hypothesis test with t-statistic showed that the t-statistical value of the indirect influence of Work Discipline (X1) through Work Motivation (Z) on Human Resource Development (Y) and Work Environment (X2) through Work Motivation (Z) on Human Resource Development (Y) was smaller than 1.96 respectively, which showed that there was no indirectly significant influence. In addition, the *P Values* owned by each are also greater than 0.05 which shows that there is no significant influence indirectly.

All indirect influences have a positive *Original Sample (O)* value, which means that all indirect influences have a positive effect.

Discussion

The Direct Influence of Work Discipline on Work Motivation

The research findings indicate that work discipline directly has a positive and significant impact on the work motivation of civil servants at the Regional Office of the Ministry of Religious Affairs, North Sumatra Province, thus validating and accepting Hypothesis H1.

This result aligns with Hasibuan's (2021) theory, which suggests that various factors, including work discipline, influence employee motivation. Similarly, studies by

Jufrizen (2021) and Mirawati et al. (2022) confirm that work discipline positively and significantly affects employee motivation.

Work discipline significantly influences employee motivation because a consistent disciplinary environment fosters order and responsibility in the workplace. At the Ministry's Regional Office, implementing discipline provides employees with a clear work framework, awareness of duties and responsibilities, and an understanding of the consequences of non-compliance. This promotes internal motivation to perform better. Employees who value discipline tend to feel respected and contribute optimally, enhancing their motivation to achieve organizational goals (Bramantri & Saputro, 2024).

The Direct Influence of Work Environment on Work Motivation

The study reveals that the work environment directly has a positive and significant effect on the work motivation of civil servants at the Regional Office of the Ministry of Religious Affairs, North Sumatra Province, thereby proving Hypothesis H2 to be correct and acceptable.

This finding supports Hasibuan's (2021) theory, which states that a positive work environment is one of the key factors influencing employee motivation. It also aligns with studies by Andriyani et al. (2020) and Efendi & Hardiyanto (2021), which demonstrate that a positive work environment has a significant impact on employee motivation.

A positive work environment can directly boost motivation as employees feel comfortable, safe, and supported in their roles. The Ministry's Regional Office fosters collaboration and employee well-being with adequate facilities and harmonious relationships. When employees experience a supportive work environment, they tend to be more enthusiastic and satisfied, which enhances their motivation to perform effectively (Halim et al., 2024).

The Direct Influence of Work Discipline on Human Resource Development

The findings indicate that work discipline directly has a positive and significant effect on human resource (HR) development at the Ministry's Regional Office, validating Hypothesis H3.

This result aligns with Sudarmanto's (2020) theory, which suggests that work discipline is among the numerous factors affecting HR development. Studies by Siswati

et al. (2022) and Sari & Fauzi (2023) also confirm that work discipline positively impacts HR development.

Work discipline significantly influences HR development because disciplined employees are generally more receptive to learning and skill enhancement. The Regional Office implements rigorous yet supportive work policies that encourage personal growth, making disciplined employees more likely to develop professionally. Discipline supports commitment and work ethics, which are crucial foundations for HR development.

The Direct Influence of Work Environment on HR Development

The study findings indicate that the work environment has a direct, positive, and significant effect on the HR development of civil servants at the Regional Office of the Ministry of Religious Affairs, North Sumatra Province, thus confirming and accepting Hypothesis H4.

These results align with Sudarmanto's (2020) theory, which suggests that the work environment is among the factors that influence employee HR development. Similarly, studies by Nuraeni (2023) and Masram et al. (2023) confirm the positive and significant impact of the work environment on HR development.

A conducive work environment enables optimal HR development as employees feel supported in learning and improving their skills. The Regional Office provides facilities and an atmosphere that fosters learning, such as spaces for collaboration and access to relevant technology and training. A supportive environment motivates employees to participate in development programs, which in turn strengthens the organization's HR quality (Putri, 2024).

The Direct Influence of Work Motivation on HR Development

The study shows that work motivation has a direct, positive, but not significant effect on HR development at the Regional Office, meaning Hypothesis H5 is unproven and rejected.

This finding contradicts Sudarmanto's (2020) theory, which highlights work motivation as a significant factor in HR development. Additionally, studies by Hardiansyah & Bahrin (2023) and Sasauw et al. (2023) indicate that work motivation significantly impacts HR development.

While motivated employees may be enthusiastic about their work, motivation alone does not suffice for sustained HR development. At the Ministry's Regional Office, motivation might improve individual performance, but HR development requires more structured support, such as training, supervision, and skill-building opportunities. Employee motivation may be directed towards short-term targets or routines rather than the longer-term skill development needed for substantial HR advancement (Hidayat et al., 2024).

The Indirect Influence of Work Discipline on HR Development through Work Motivation

The findings indicate that work discipline has an indirect, positive but not significant effect on HR development through work motivation at the Regional Office, meaning Hypothesis H6 is unproven and rejected.

Work discipline's indirect impact on HR development via motivation might be insignificant because employee development is more influenced by direct learning support than by internal motivation alone. Although discipline can foster order and compliance, its effect through motivation may be limited when organizations lack skill development opportunities. Disciplined employees may feel more motivated, but without strong development programs, the influence on HR development remains limited. Discipline promotes compliance, but HR development requires substantial organizational investment in training and learning facilities (Winoto & Perkasa, 2024).

The Indirect Influence of Work Environment on HR Development through Work Motivation

The study shows that the work environment indirectly influences HR development through work motivation positively but not significantly, leading to the rejection of Hypothesis H7.

The insignificant impact of the work environment on HR development through motivation could be due to the limited role of motivation as an intermediary in HR development processes. Although a good work environment can enhance motivation, HR development often requires structured programs like skill enhancement, specialized training, or coaching programs. At the Regional Office, a comfortable and harmonious

work environment does support motivation, but without a concrete investment in employee skill improvement, the environment’s impact on HR development tends to be limited. HR development is more effective when organizations provide targeted development programs that directly enhance employee competencies (Putri, 2024).

CONCLUSION

The study concludes that work discipline and work environment have a direct, positive, and significant impact on employee motivation and HR development at the North Sumatra Provincial Office of the Ministry of Religious Affairs. However, motivation itself exerts a positive but statistically insignificant direct effect on HR development. Similarly, the indirect influence of work discipline and work environment on HR development through motivation is also found to be insignificant. These results highlight the essential role of a well-structured work environment and consistent discipline in driving motivation and HR development, even though motivation alone does not directly lead to significant HR development.

Based on these findings, several recommendations are proposed to improve employee performance and development. For discipline, regular rule enforcement and routine guidance sessions can reinforce motivation. Enhancing the work environment through improved cleanliness, lighting, and facilities can establish a more supportive workspace. To amplify discipline’s effect on HR development, training programs focused on discipline and work ethics are suggested. Creating collaborative spaces and increasing access to technology can promote skill growth in the work environment. Additionally, management might implement reward systems to boost motivation and facilitate workplace interactions to foster collective motivation, which can have a positive impact on HR quality.

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