

# The Influence of Work Environment and Work Discipline During the Dentist Internship Program (PIDGI) on Dentist Performance with Motivation as a Moderating Variable in West Java, Indonesia

Sarasti Laksmi Anindita<sup>1</sup>, Arief Subyantoro<sup>2</sup>, Yuni Siswanti<sup>3</sup>

<sup>1,2,3</sup>Universitas Pembangunan Nasional "Veteran" Yogyakarta

## Article Info

### Article history:

Received December, 2024

Received December, 2024

Received December, 2024

### Keywords:

Work Environment

Work Discipline

Dentist Performance

Goal-Setting Theory Motivation

## ABSTRACT

This study examines the impact of the work environment and work discipline during the Dental Internship Program (PIDGI) on dentist performance, moderated by motivation. The research involved 86 respondents who had completed the PIDGI in West Java. Data were collected through a questionnaire using a quantitative research design and analyzed using path coefficient techniques to test the relationships between variables. Motivation was measured using goal-setting theory as the primary indicator. The investigation concludes that both work discipline and work environment significantly enhance dentist performance. Furthermore, it was determined that motivation effectively regulated the relationship between dentist performance, work environment, and work discipline. This research contributes essential knowledge to the enhancement of theory and practice in human resource management in the dental profession, particularly regarding internship programs. The study also recommends improvements in work environment elements and motivation as part of efforts to improve dentist performance.

*This is an open access article under the [CC BY-SA](#) license.*



## Corresponding Author:

Name: Sarasti Laksmi Anindita

Institution Address: Universitas Pembangunan Nasional "Veteran" Yogyakarta

e-mail: [sarastilaksmi@gmail.com](mailto:sarastilaksmi@gmail.com)

## 1. INTRODUCTION

The Indonesian Dental Internship Program (PIDGI) was established to enhance dental graduates' competencies and ensure equitable dental care distribution nationwide, as mandated by Law No. 20 of 2013 on Medical Education. PIDGI, mandatory since November 2022, is a six-month program requiring participants to serve in hospitals and public health centers (Puskesmas) equipped with adequate facilities and supervising dentists [1], [2]. Successful completion of the Competency Examination for Dental Professional Students (UKMP2DG)

and possession of a competency certificate are prerequisites for participation. Evaluations are conducted based on professional standards such as the Five Stars Doctor model [3].

Indonesia faces significant dental health challenges, including high dental caries rates and limited access to care, with West Java reporting the highest dental and oral health problems on Java Island [4]. Internships in West Java have different environments, both physical and non-physical, and these environments can influence participant performance. The

physical environment is influenced by several factors, such as lighting, temperature, and room layout, while interpersonal interactions influence the non-physical environment [5], [6] A conducive work environment is critical to provide more optimal performance. [7]

Several factors of discipline, such as punctuality and obedience to rules, greatly influence the performance of dentists while participating in PIDGI. Research shows that discipline can increase productivity and can help complete tasks on time. [8], [9]. In addition, motivation is one of the critical factors that moderate the influence of environment and discipline on performance. [10], [11]. However, the findings regarding the moderating role of motivation remain inconsistent, with some studies indicating no significant impact [12], [13].

Focusing on West Java, this research seeks to offer practical insights for improving dentist performance and contributing to the success of PIDGI in tackling Indonesia's dental health challenges [14], [15]. Given these research gaps, this study explores the impact of the work environment and discipline on the performance of dentists participating in PIDGI, with motivation as a moderating variable.

## 2. LITERATURE REVIEW

### 2.1 Work Environment

The workplace is a crucial factor influencing long-term organizational and personnel success. Busro [16] contends that an organization's physical, social, and virtual environments constitute the work environment. According to Marnisah [17], the work environment includes everything that surrounds people while they are at work and has the potential to affect them. Sedarmayanti [18] distinguishes between two types of work environments: the physical work environment, which includes physical equipment like desks and chairs as well as general conditions like temperature, humidity, and lighting, and the non-physical work environment, which deals with interpersonal relationships. Research

indicates that the work environment has a significant positive effect on employee performance, as found by Hasniar et al. [19] and Ramdhan et al. [20], particularly in the physical aspects [21]. Employees working in a healthy, safe, and comfortable environment are more likely to enhance their performance, whereas a poor work environment can diminish work enthusiasm. However, research by Kristiana [22] revealed that the work environment only sometimes significantly impacts performance.

### 2.2 Work Discipline

Discipline is an essential factor in the success of an organization. It allows managers to enforce policies and ensure employees comply with company rules as well as social standards that apply in the company. [22], [23] According to Rivai [23], essential aspects of work discipline are attendance, adherence to work rules and standards, vigilance, and ethical behavior. Employees with solid discipline reliably complete their tasks, follow protocols, remain attentive, and uphold ethical practices, ensuring efficiency and professionalism in their work. Research indicates a positive correlation between work discipline and employee performance [8], [9], [15]. Azzahra et al. [24] assert that work discipline constitutes 50.8% of employee performance, with additional factors affecting the remaining percentage. At the same time, similar findings were reported by Cen et al. [25] and Ingsih et al. [26]. Enhancing work discipline not only improves individual performance but also facilitates the achievement of organizational goals.

### 2.3 Dentist Performance

Employee performance is defined as the output in terms of quality and quantity in accordance with the responsibilities assigned [27], as well as the actual behavior that reflects work achievements based on roles within the company [23] and the function of motivation and individual ability in completing tasks [28]. Performance also includes critical elements such as goals, measures, and assessments to achieve optimal results. In the context of doctor assessments based on the five-star doctor concept [2], there are five

primary roles: care provider who ensures quality care; decision maker who makes effective and efficient decisions; communicator who empowers individuals and communities through health literacy; community leader who addresses the needs of the broader community; and manager who works in multidisciplinary teams and supports comprehensive health development.

#### 2.4 Motivation

Work motivation is the drive that activates and directs an individual's behavior in completing tasks in the workplace [27], serving as a driving factor to achieve specific goals [29]. According to Robbins & Judge [30], motivation is a process that explains the intensity, purpose, and persistence of an individual's effort to achieve organizational goals, where intensity should be directed toward activities that benefit the organization, and persistence measures how long an individual can maintain that effort. The goal-setting theory, as explained by Konopaske et al. [31], emphasizes that specific, challenging goals accompanied by feedback improve performance. The aspects of goals highlighted are goal specificity, goal difficulty, goal intensity, and goal commitment.

Work motivation moderates the effect of the work environment on employee performance, where high motivation helps

employees adapt to both the physical and non-physical work environment. In contrast, low motivation tends to decrease performance [13], [14], [32]. Research by Toni et al. [10] and Surajiyo et al. [11] indicates that supervisors who promote strict discipline can enhance employee performance. It suggests that the relationship between employee performance and work discipline is influenced by motivation. However, rather than continuously modulating the relationship between work discipline and performance, Jufrizen [12] and Kristiana [32] discovered that motivation can actually erode it.

#### 2.5 Conceptual Framework and Hypothesis

A conceptual framework based on literature research is presented in this study. It links work environment and discipline to performance by using motivation as a moderating variable. The following are the study's hypotheses:

*H1 : Work environment has a positive effect on dentist's performance*

*H2 : Work discipline has a positive effect on dentist's performance*

*H3 : Motivation positively moderates the effect of work environment on dentist's performance*

*H4 : Motivation positively moderates the effect of work discipline on dentist's performance*



Picture 1. Conceptual Framework

### 3. METHODS

#### 3.1 Research Design

Respondents who are dentists who have finished the internship program are given surveys and questionnaires as part of this study's quantitative data collection methodology. The study examines the influence of motivation as the moderating variable (Z) and the work environment and

discipline as independent factors (X) on performance as the dependent variable (Y).

#### 3.2 Population and Sample

The population of this study consists of dentists who have completed the internship program in the West Java province. The sampling method used is purposive sampling [33]. The sample size was calculated using the Slovin formula, which determined that the recommended sample size is 82 respondents.

### 3.3 Data Collection

The data collection technique used is a questionnaire distributed to respondents. The questionnaire contains a list of statements based on the variables of Work Environment, Work Discipline, Motivation, and Dentist Performance. The measurement scale adopted a Likert scale to assess the strength of the respondents' agreement, ranging from strongly agree to strongly disagree on a five-point scale.

### 3.4 Data Analysis

The gathered data were examined utilizing Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS version 3.0 software. The data analysis in this study includes the Outer Model and Inner Model. The Outer Model is used to test the questionnaire based on the indicators in each variable to ensure that it is valid and reliable when used as a research data collection instrument. Convergent validity assesses the Outer Model; a reflective indicator is considered strong if its correlation with the measured variable exceeds 0.7. Moreover, an Average Variance Extracted (AVE) of at least 0.5 indicates acceptable convergent validity, which is the capacity of a latent variable to account for, on average, more than half of the variance in its indicators. Composite Reliability and Cronbach's Alpha ratings assess reliability; values exceeding 0.70 are deemed satisfactory.

The Inner Model is used to test the hypotheses and predict the relationships between latent variables. The analysis is conducted using the R-Square ( $R^2$ ) value, where a value of 0.7 indicates a strong relationship, 0.5 indicates a moderate relationship, and 0.25 indicates a weak relationship [34]. Additionally, hypothesis testing is done by examining the path coefficient in the Inner Model using the bootstrapping method. If the p-value  $< \alpha$  significance level (0.05), the hypothesis is accepted. However, if the p-value  $> \alpha$  significance level (0.05), the hypothesis is rejected.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Data

Data were collected using a questionnaire distributed to respondents, resulting in data from 86 respondents who are dentists who have completed the internship program in West Java Province. The demographic data includes the identity details of the respondents, such as gender, internship location, internship period, and the graduation date of the dentists.

Regarding gender, 16 respondents (18.60%) were male, while 70 respondents (81.40%) were female. In terms of internship locations, the respondents were spread across various cities in West Java, grouped by city: Purwakarta and Bandung, each with 12 respondents (13.95%); Indramayu with nine respondents (10.47%); Sukabumi and Cimahi, each with eight respondents (9.30%); followed by Bandung Regency, Cianjur, and Depok City, each with seven respondents (8.14%); Sumedang with five respondents (5.81%); Ciamis and Kuningan, each with four respondents (4.65%); and Cirebon City with three respondents (3.49%).

The internship period is divided into five periods. The period from February 2023 to August 2023 included seven respondents (8.14%); from May 2023 to November 2023 included 18 respondents (20.93%); from August 2023 to February 2024 included 33 respondents (38.37%); from November 2023 to May 2024 included 17 respondents, and from February 2024 to August 2024 included 11 respondents (12.79%).

Regarding graduation dates, 18 respondents (20.93%) graduated as dentists in February 2023, 27 respondents (31.40%) graduated in June 2023, 16 respondents (18.60%) graduated in both August 2023 and November 2023, and nine respondents (10.47%) graduated in February 2024.

### 4.2 Outer Model

The work environment variable has seven indicator items, work discipline has 10 items, dentist performance has 20 items, and motivation has seven items. The convergent validity results display values higher than 0.7. Furthermore, the AVE results show that the research indicators are valid because their

values are higher than 0.5. According to the reliability test findings in Table 1, every

variable has a Cronbach's alpha value higher than 0.70.

Table 1. Reliability Result

	Cronbach's Alpha	Composite Reliability	Decision
Work Discipline	0,971	0,974	Reliable
Dentist Performance	0,972	0,975	Reliable
Work Environment	0,954	0,932	Reliable
Motivation	0,920	0,956	Reliable

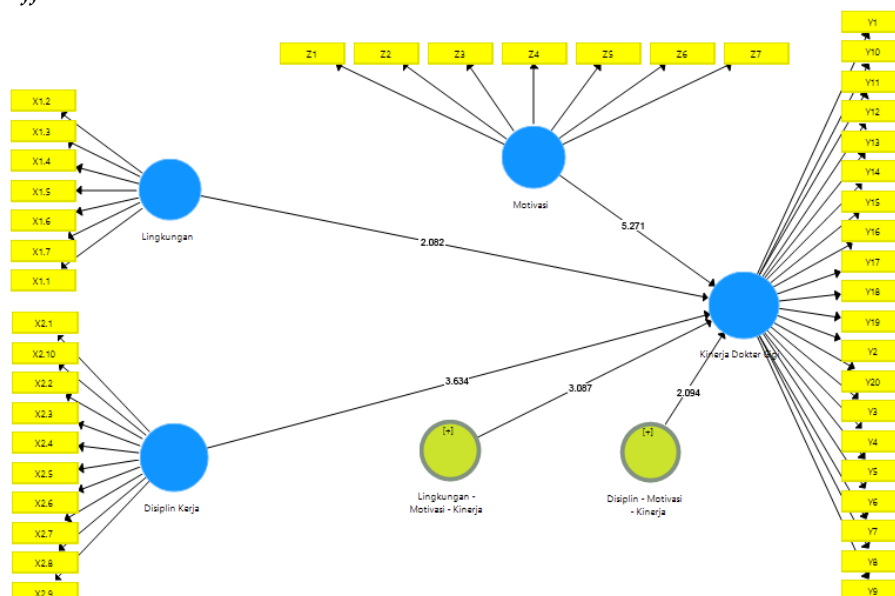
Source: Processed primary data (2024)

4.3 R-Square

R<sup>2</sup> is used to assess the accuracy of the predictions for endogenous constructs. According to the results of assessing the R-square value for dentist performance, the path model's Adjusted R-Square with the moderating variable is 0.609. This indicates

that 60.9% of the variables—work environment, work discipline, motivation, and the combination of work environment, work discipline, and motivation—can be used to explain dentist performance. The remaining 39.1% is explained or influenced by other factors. Therefore, the model is considered moderate.

4.4 Path Coefficient



Picture 2. Bootstrapping Output Structural Model

Table 2. Path Coefficient Output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Discipline -> Dentist Performance	0,350	0,367	0,096	3,634	0,000
Work Discipline - Motivation - Performance -> Dentist Performance	0,180	0,185	0,086	2,094	0,037
Work Environment -> Dentist Performance	0,338	0,330	0,109	3,087	0,002
Work Environment - Motivation - Performance -> Dentist Performance	0,471	0,419	0,226	2,082	0,024

Source: Processed primary data (2024)

The hypothesis testing proposed in this study was conducted by testing the structural model (inner model) by examining the path coefficient, which indicates the parameter coefficient and t-statistic significance value. The significance of the estimated parameters provides information regarding the relationships between the research variables. A hypothesis is accepted if the p-value  $< 0.05$ .

The t-statistic value of 3.525 (1.96), a p-value of 0.000 (below 0.05), and a positive path coefficient of 0.350 indicate that the work environment positively influences dentist performance. It implies that dentists perform better when they exhibit greater discipline in their professional work. This result indicates that work discipline significantly and positively influences the performance of dentists in West Java. As a result, H1 was accepted for this investigation.

The findings of the hypothesis test show a t-statistic of 3.087 (more than 1.96), a p-value of 0.002 below 0.05, and a path coefficient of 0.338 (positive) for the relationship between work discipline and dentist performance. It suggests that a dentist's effectiveness will increase with improved work discipline. This result suggests that dentists' performance in West Java is positively and significantly impacted by work discipline. On the basis of this finding, H2 in this study is approved.

A t-statistic of 2.082 (more than 1.96), a positive path coefficient of 0.471, and a p-value of 0.024 (less than 0.05) all show that the motivation variable moderates the impact of the work environment on dentist performance. It implies that the impact of the work environment on West Javan dentists' performance can be mitigated by incentive. This finding later led to the acceptance of H3 in this study.

A path coefficient of 0.180 (positive), a p-value of 0.037 (below 0.05), and a t-statistic of 2.094 show that the motivation variable moderates the influence of work discipline on dentist performance. It suggests that work discipline's negative impacts on dentists'

performance in West Java can be mitigated by motivation. H4 in this investigation is therefore approved.

## DISCUSSION

The analysis's findings, with a p-value of 0.002 (0.05), demonstrate that the work environment significantly and favorably affects dentist performance. The non-physical environment, such as the working relationship with supervisors and colleagues during the PIDGI (induction program for dentists), is considered very helpful in completing tasks. In contrast, the physical environment, such as room color selection, does not have a significant impact [35]. According to Hasniar et al. [19], Ramdhan et al. [20], Susanto et al. [21], and Nyoman et al. [36], the work environment improves performance, and this study supports their findings. Additionally, Saidi [5] emphasises how important physical elements like temperature and illumination are in improving workplace comfort. Jelly et al. [37] emphasise how crucial peaceful interpersonal relationships are to creating a positive work atmosphere. Dentist performance is positively and significantly impacted by work discipline, as shown by a p-value of 0.000 (0.05).

Work discipline has a positive and significant effect on dentist performance, with a p-value of 0.000 ( $< 0.05$ ). High work discipline during the PIDGI program is reflected in the habit of maintaining ethics with all parties and adhering to work procedures, although punctuality remains a challenge. The result aligns with the views of Azzahra et al. [24], which state that discipline includes adherence to time, rules, and work norms. Razak et al. [8] also said that it is essential for individuals to comply with organizational regulations. This study corroborates the findings of Rivaldo & Nabella [9], Chrisnanto & Riyanto [15], Ingsih et al. [26], and Cen et al. [25], indicating that work discipline positively and significantly influences performance.

The research indicates that motivation effectively moderates the impact

of the work environment on dentist performance, with a p-value of 0.024 (0.05), signifying that motivation influences the relationship between the work environment and performance. Intense motivation, exemplified by the aspiration to excel in one's role, coupled with a conducive work environment—encompassing physical elements (lighting, safety, office configuration) and interpersonal dynamics (relationships among coworkers and supervisors)—facilitates the achievement of objectives. This conclusion aligns with Thamrin & Riyanto [38], who contend that task performance is influenced by the workplace, and Ariati et al. [39], who emphasise the role that motivation plays in improving performance. The findings support those of Yusnita et al. [13] and Zuleha et al. [14], showing that motivation moderates the relationship between performance and the work environment.

Hypothesis testing indicates that motivation moderates the association between work discipline and dentist performance, with a p-value of 0.037 (0.05). These results indicate that high work discipline can enhance dentist performance when supported by solid motivation, such as the drive to become a professional and adhere to procedures during the PIDGI program. Motivation also helps dentists improve consistency and caution in their work, making discipline more effective in achieving performance goals. This study is consistent with Maryani et al. [40], who describe discipline as a process for achieving more significant goals, as well as Fatmasari & Badaruddin [41], who refer to motivation as a drive to improve performance. These findings also support the work of Toni [10], Surajiyo et al. [11], and Yusnita et al. [13], who state that

motivation moderates the relationship between work discipline and performance.

## 5. CONCLUSION

This study highlights the critical role that motivation, work discipline, and work environment have in improving the performance of dentists participating in the PIDGI programme. Job completion is improved by favourable non-physical aspects of the workplace, such as strong relationships with coworkers and superiors. However, the physical workspace, including the conditions of the room, has little effect. High work discipline, including ethical behavior and adherence to existing procedures, contributes to improved performance, although being on time is still a challenge in participant discipline. Motivation is an important moderating factor that can increase the influence of environment and motivation on performance. Recognizing intrinsic and extrinsic motivation in individuals is crucial, as it is a valuable asset for professional development during internships.

The study's findings indicate the necessity to augment the PIDGI program by refining the physical work environment and establishing a more extensive incentive framework to optimize dentist performance. Future studies may investigate deeper aspects of motivation and analyze further factors that influence performance. Furthermore, the research could investigate particular aspects of physical and non-physical work settings that most effectively enhance performance and assess the program in different provinces or healthcare professions. Research using qualitative methods could also provide deeper insights into the experiences and challenges faced by participants, allowing for more comprehensive program improvements.

## REFERENCES

- [1] P. Indonesia, "PERATURAN PEMERINTAH REPUBLIK INDONESIA NOMOR 52 TAHUN 2017 TENTANG PERATURAN PELAKSANAAN UNDANG-UNDANG NOMOR 20 TAHUN 2013 TENTANG PENDIDIKAN KEDOKTERAN," 2017.
- [2] KemenkesRI, "Petunjuk Teknis Peserta Program Intersip Dokter Gigi Indonesia (PIDGI)," 2022.
- [3] R. Menteri Kesehatan, *Peraturan Menteri Kesehatan Republik Indonesia Nomor 299/MENKES/PER/II/2010 tentang Program Intersip dan Penempatan Dokter Pasca Intersip*. 2010.
- [4] KEMENKES RI, "Laporan Tematik SKI: Kesehatan Gigi dan Mulut di Indonesia," 2023.

- [5] N. S. Athirah Saidi *et al.*, "The Relationship Between Working Environment and Employee Performance," *J. Cogn. Sci. Hum. Dev.*, vol. 5, no. 2, pp. 14–22, 2019.
- [6] Sarwani, "The Effect of Work Discipline And Work Environment," *J. Inter. Sinergi*, vol. 6, no. 2, pp. 53–67, 2016.
- [7] K. T. Fahira and R. M. Yasin, "Pengaruh Kecerdasan Emosional Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening," *J. Ilmu Manaj. dan Bisnis*, vol. 6, no. 2, pp. 1–19, 2021.
- [8] A. Razak, S. Sarpan, and R. Ramlan, "Effect of Leadership Style , Motivation and Work Discipline on Employee Performance in PT . ABC Makassar," *Int. Rev. Manag. Mark.*, vol. 8, no. 6, pp. 67–71, 2018.
- [9] Y. Rivaldo and S. D. Nabella, "Employee Performance: Education, Training, Experience and Work Discipline," *Qual. - Access to Success*, vol. 24, no. 193, pp. 182–188, 2023.
- [10] N. Toni, Trisna, and Yanti, "The Effect of Work Discipline and Work Competency of Employee Performance with Work Motivation As Moderation Variables in PT Bukit Intan Abadi Medan," *Int. Jou. Res. Rev.*, vol. 6, no. 12, pp. 132–145, 2019.
- [11] S. Surajiyo, S. Suwarno, I. M. Kesuma, and T. Gustiherawati, "The Effect of Work Discipline on Employees Performance with Motivation as a Moderating Variables in the Inspectorate Office of Musi Rawas District," *Int. Jou. Community Serv. Engagem.*, vol. 2, no. 1, pp. 1–12, 2021.
- [12] J. Jufrizen, "Peran Motivasi Kerja Dalam Memoderasi Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan," *Natl. Confe. Manag. Bus.*, pp. 405–424, 2018.
- [13] I. Yusnita, F. Amri, and A. E. Sari, "Pengaruh Lingkungan Kerja Fisik Dan Disiplin Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Moderating Pada Pegawai Di Kantor Camat Kabupaten Kerinci," *Bussman J. Indones. J. Bus. Manag.*, vol. 1, no. 3, pp. 427–442, 2021.
- [14] A. Zuleha, N. Sawitri, and Y. Hendayana, "The Influence of Organizational Culture, Information Technology, Work Environment and Compensation on Employee Performance Which is Moderate by Work Motivation at PT XYZ," *Dinasti Inter. Jou. Manag. Sci.*, vol. 5, no. 3, pp. 698–720, 2024.
- [15] C. Chrisnanto and S. Riyanto, "The Effect of Work Discipline , Organizational Commitment and Work Motivation on Employee Performance of the Directorate General of Construction Development Minister For Public Works and Housing Republic of Indonesia," vol. 10, no. 5, pp. 159–164, 2020.
- [16] M. Busro, *Manajemen Sumber Daya Manusia*. Yogyakarta: Expert, 2017.
- [17] L. Marnisah, Y. Farradia, E. Erwant, N. Aisyah, N. Natan, and M. T. Widayanto, *Meningkatkan Kinerja Manajemen SDM Konsep dan Studi Kasus*. Serang: CV. AA. Rizky, 2021.
- [18] Sedarmayanti, *Perencanaan Dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja, Dan Produktivitas Kerja*. Bandung: Refika Aditama, 2017.
- [19] Hasniar, S. Haerani, C. Pahlavi, and Haeriah, "Influence of Work Environment, Teamwork, and Leader-Member Exchange on Performance Mediated by Work Discipline (Study at the Directorate of Drug Investigation of the South Sulawesi Police)," *Qual. - Access to Success*, vol. 25, no. 199, pp. 162–172, 2024.
- [20] M. Ramdhan, U. Rusilowati, R. P. Elburdah, and A. Sundari, "The Effect of Training, Leadership, And the Work Environment on Employee Performance at Tribe Fire Fighting and Rescue City Administration of West Jakarta," *Qual. - Access to Success*, vol. 24, no. 195, pp. 204–209, 2023.
- [21] A. B. Susanto, E. Prajitiasari, I. N. Awwaliyah, P. Titisari, and D. N. Agustin, "The Effect of Work Rotation, Organizational Citizenship Behavior (OCB), and Physical Work Environment on Hospital Employee Performance," *Quali. - Access to Success*, vol. 24, no. 196, pp. 215–220, 2023.
- [22] A. Subyantoro and Suwanto, *Manajemen Sumberdaya Manusia Strategi*. Yogyakarta: ANDI, 2020.
- [23] V. Rivai, *Manajemen Sumber Daya Manusia Untk Perusahaan : Dri Teori ke Praktik*. Jakarta: Raja Grafindo Persada, 2019.
- [24] M. Azzahra, H. G. Ayuningtias, G. Anggadwita, and A. Nurbaiti, "The Effect of Work Discipline on Employees 'Performance of PT Wiratanu Persada Tama Jakarta," *Rev. Integr. Busi. Econo. Res.*, vol. 8, no. 1, pp. 136–145, 2019.
- [25] C. C. Cen, W. Cahyadi, L. Candrasa, and L. Cahyadi, "The Effect of Work Productivity and Work Discipline on PTPN III Employee Performance at Kebun Tanah Raja Serdang Bedagai North Sumatra With Compensation as a Moderating Variable," vol. 25, no. 200, pp. 160–170, 2024.
- [26] K. Ingsih, U. D. Nuswantoro, D. Astuti, S. Suhana, U. Stikubank, and S. Ali, "Improving Teacher Motivation and Performance through Communication , Work Discipline , Leadership and Work Compensation," vol. 20, no. 1, pp. 1–17, 2021.
- [27] H. Tannady, *Manajemen SumberDaya Manusia*. Yogyakarta: Expert, 2017.
- [28] S. N. Sinurat, *Manajemen Sumber Daya Manusia: Kepemimpinan Transformasional, Budaya Organisasi dan Kompetensi Manajerial*. Yogyakarta: Expert, 2021.
- [29] B. Tewal, Adolfina, M. C. H. Pandowo, and H. N. Tawas, *Perilaku Organisasi*, vol. 6, no. 1. Bandung: Patra Media Grafindo, 2017.
- [30] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 7th editio. London: Pearson Education Limited, 2017.
- [31] R. Konopaske, J. M. Ivancevich, and M. T. Matteson, *Organizational Behavior and Management*, 11th ed. New York: McGraw-Hill/Irwin, 2018.
- [32] D. Kristiana, "Pengaruh Komunikasi dan Lingkungan Kerja terhadap Kinerja Karyawan Koperasi Mekkar dengan Motivasi sebagai variabel moderasi," *J. Ekon. dan Kewirausahaan*, vol. 17, no. 1, pp. 165–174, 2017.
- [33] U. Sekaran and R. Bougie, *Research Methods for Business*, 7th Editio. West Sussex: Wiley, 2016.
- [34] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A Primer on PartialLeastSquares Structural Equation Modeling (PLS-*



- SEM), 2nd Ed. Los Angeles: Sage Publications, 2017.
- [35] R. Menteri Kesehatan, "PERATURAN MENTERI KESEHATAN REPUBLIK INDONESIA NOMOR 43 TAHUN 2019 TENTANG PUSAT KESEHATAN MASYARAKAT," 2019.
- [36] I. Nyoman, T. Sutaguna, M. Yusuf, R. Ardianto, and P. Wartono, "Asian Journal of Management Entrepreneurship and Social Science The Effect Of Competence, Work Experience, Work Environment, And Work Discipline On Employee Performance," *Jou. Manag. Entrep. Soc. Sci.*, vol. 03, no. 01, pp. 367–381, 2023.
- [37] Y. L. Jelly, A. R. Mus, Ramlawati, and S. Serang, "The Influence OF Discipline, Work Environment, And Organizational Commitment On Employee Performance Through Motivation IN PT . BANK PEOPLE INDONESIA TBK Makassar City Region," *Rev. Gestao Soci. e Ambient.*, pp. 1–31, 2024.
- [38] M. Thamrin and S. Riyanto, "The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad Sulaiman Sepinggian Airport-Balikpapan," *IOSR Jou. Dent. Med. Sci.*, vol. 19, no. 6, pp. 40–47, 2020.
- [39] D. Ariati, N. Hamid, and A. Kusumawati, "Non-Physical Work Environment, Career Development, and Work Motivation on Employee Performance," *Ilomata Inter. Jou. Manag.*, vol. 4, no. 3, pp. 356–367, 2023.
- [40] Y. Maryani, M. Entang, and M. Tukiran, "The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City," *Int. Jou. Soc. Manag. Stud.*, vol. 2, no. 2, pp. 1–16, 2021.
- [41] Fatmasari Fatmasari and Badaruddin Badaruddin, "Discipline, Motivation, Local Wisdom, And Work Environment On Performance Through Job Satisfaction," *J. Manaj.*, vol. 26, no. 3, pp. 492–511, 2022.