



Relationship between work facilities and work discipline on employee performance

Irna Malalia¹, Via Oktaviani², Fina Damayanti³, Didit Haryadi⁴, Wahyudi Wahyudi⁵

^{1,2,3,4,5} Prody Management, Department of Economics and Business Universitas Primagraha Serang Indonesia

ARTICLE INFO

Article history:

Received Jan 10, 2024

Revised Jan 11, 2024

Accepted Jan 21, 2024

Keywords:

Employee Performance;

Work Discipline;

Work Facilities;

Regression Analysis.

ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an important factor influencing success. In an organization, this is one of the most important functions of a company. The purpose of this study is threefold: to examine the effect of work facilities on employee performance, determine the effect of work discipline on employee performance, and determine the effect of the combined effect of work facilities and work discipline on employee performance. This study used a quantitative methodology with data collection through questionnaires. This research was conducted at PT Mitsuba Indonesia Serang Branch with a population of 41 respondents. The sample of this study was determined using saturated sampling techniques. The data obtained from the questionnaire were analyzed using the IBM SPSS Version 26 software program. Research findings show no significant effect of work facilities on employee performance. These findings indicate that there are pleasant and satisfactory working conditions in employees. Forherence to work discipline has been shown to have an important and beneficial impact on overall employee performance. This finding shows a positive correlation between work facilities, employee discipline, and performance. This research is expected to make theoretical contributions to the literature in the context of human resource management.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Fina Damayanti,
Prody Management, Department of Economics and Business Primagraha,
University Serang Indonesia,
Komplek Griya Gemilang Sakti, Jl. Trip Jamaksari No. 1A Kaligandu, Serang, Banten 42111, Indonesia
Email: finadmyntii20@gmail.com

1. INTRODUCTION

Human resources have a meaningful role in an agency. The existence of human resources and all the components in them makes the basis for the life of an institution. The role of human resource contribution can be expressed in all abilities and expertise, both of which are driven and then connected through mind, energy, creativity and innovation. Optimal performance results from the extra role of human resources, which are valuable assets that can support sustainability in achieving the vision and mission. In this case, the continuity of the extra role of employees needs to be given training and direction so that they can contribute to the target. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of performance within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been

set. The success or failure of an organization in realizing its goals depends largely on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources have a very important role in organizations to achieve competitive advantage. The development of technology and environmental changes make human resources an important factor in determining the ability of an organization or company in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to survive (Haryadi et al., 2021; Mulyadi et al., 2023).

Facilities are meant to be enjoyed in a real and natural way. In the world of work, equipment provided by a company in physical form, used in the company's normal activities, has a relatively long useful life and benefits in the future. Facilities provided by the company as compensation to employees in a cashless format and can be used individually or in groups. Facilities are a means to accelerate and expedite the implementation of work process objectives (Bandono et al., 2022; Nasrullah et al., 2020). Work facilities, including all types of facilities and infrastructure companies, provide to their employees, significantly impact employee productivity and welfare. A comfortable working environment, suitable work equipment, and other supporting facilities can create conditions that allow employees to make maximum contributions (Mastulen et al., 2021; Wahet et al., 2020). Facilities are separate product components that can be easily expanded or reduced without changing the quality or service model (Harahap et al., 2023; Junaidi et al., 2021). Facilities are also a tool to distinguish an institution's program from others' programs. Work facilities are provided by an organization to support the organization's goals set by management. The available work facilities positively impact employee performance (Ryanda & Indrawan, 2023; Tahir & Nurul Hajjad, 2023). Facilities are physical facilities that provide convenience to users so that the needs of facility users can be met. It can be concluded that work facilities can incentivise employees to increase their work productivity and morale to achieve organizational goals (Auliyah & Artaya, 2019).

In addition to work facilities, the factor that can improve employee performance is high work discipline. Discipline is the most important operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realising the company's, employees', and society's goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change their behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is tool managers use to communicate with employees so that they are willing to change behavior and to increase awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in the performance of an employee in the company, one of which is work facilities work discipline. To improve employee performance, encouragement and motivation triggers are needed for company employees by specific actions from the company. Company resources are a very valuable capital for a company because humans carry out all operational activities/activities of the company. Companies have many machines to support their operational activities, and the role of HR is not underestimated because it runs all existing machines and completes all resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today is vital research. Researching requires progress. The company takes various ways in or ordereddolopp in its operations. Intense competition requires companies to increase competitiveness to survive (Haryadi et al., 2021; Mulyadi et al., 2023). Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company following authorities and responsibilities in an efftoorgaorganisationallegally, does not violate the

law and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Putri et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Performance implementation is carried out by human resources who have the ability, with, mwiwithinnd interests. How the organization values and treats its human resources will affect its attitude and behaviour in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Mitsuba Indonesia is a Japanese foreign investment company (PMA) that produces vehicles for two-wheeled and four-wheeled. PT Mitsuba Indonesia was established in November 2001 in Tangerang. PT Mitsuba Indonesia is a member of the Mitsuba Group based in Japan. In addition to Tangerang, PT Mitsuba Indonesia has two factories in Cikande, established in July 2008 and April 2012. PT Mitsuba Indonesia supplies electrical parts to major car companies such as Honda, Yamaha, Suzuki, Kawasaki, Nissan, and Hyundai. PT Mitsuba Indonesia has three factories, each with its production focus. The factory in Tangerang focuses on products ranging from motorcycle starter motorcycles, motorcycle horns, flasher relays, fuel pump modules, LED flasher lights, LED license plate lights, and engine parts. In the era of globalization and increasingly fierce business competition, companies need to empower their human resources to work optimally. Two factors that can affect employee performance are job opportunities and work discipline. As a company engaged in current business dynamics, PT Mitsuba must understand the importance of work facilities and work discipline in achieving organizational goals.

This research is important; it aims to determine the factors that can improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationships, influences, impacts, and causal effects of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Mitsuba Indonesia Serang Branch R&D section, which amounted to 41 respondents. The sample in this study consisted of employees of PT Mitsuba Indonesia Serang Branch R&D section, totalling 41 respondents. The sampling technique was saturated/sampling, meaning the entire population was drawn into the sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 41 questionnaires were obtained from respondents using Google Forms, which the author distributed from November 20, 2023, to December 6, 2023. The data analysis technique in this study is descriptive analysis using IBM SPSS version 26 computer assistance program, then to determine the influence between variables using inferential analysis with SPSS version 26 assistance program through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including:

H1: Work facilities have a significant influence on employee performance.

H2: Work discipline has a significant influence on employee performance.

H3: Work facilities and work discipline simultaneously significantly influence employee performance.

3. RESULTS AND DISCUSSIONS

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Work facilities are measured using six statements, work discipline using six statements, and employee performance using six statements. This study tried to test validity by looking at the validity number of the correlation value of the correction.

Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

Table 1. Validity and Reliability Test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Work Facilities				0.845
X1_1	0.556	0.308	Valid	
X1_2	0.607	0.308	Valid	
X1_3	0.663	0.308	Valid	
X1_4	0.739	0.308	Valid	
X1_5	0.800	0.308	Valid	
X1_6	0.477	0.308	Valid	
Work Discipline				0.887
X2_1	0.687	0.308	Valid	
X2_2	0.745	0.308	Valid	
X2_3	0.799	0.308	Valid	
X2_4	0.766	0.308	Valid	
X2_5	0.807	0.308	Valid	
X2_6	0.410	0.308	Valid	
Employee Performance				0.878
Y_1	0.587	0.308	Valid	
Y_2	0.529	0.308	Valid	
Y_3	0.718	0.308	Valid	
Y_4	0.746	0.308	Valid	
Y_5	0.783	0.308	Valid	
Y_6	0.813	0.308	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.308 , which automatically meets the data validity standard. The indicator is considered accurate if each r-calculate point of validity value $r > 0.308$. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		41
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.51734810
Most Extreme Differences	Absolute	.105
	Positive	.085
	Negative	-.105
Test Statistic		.105
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp Sig. (2-tailed) of 0.200 indicates residual data that has a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

Table 3. Multiklonieritas Test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Work Facilities	.800	1.250
	Work Discipline	.800	1.250

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It is known that the Variance Inflation Factor (VIF) value is 1.250, and the Tolerance value is 0.800. The result of the multicollinearity test decision is that if the tolerance value (0.800) > 0.10 and VIF (1.250) < 10, it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

Table 4. Regression Linear Test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	14.414	2.679		5.381	.000
1 Work Facilities	.168	.108	.227	1.565	.126
Work Discipline	.322	.101	.462	3.184	.003

a. Dependent Variable: Employee Performance

The positive constant 14,414 means that if the variable value of work facilities and work discipline equals zero, then the level or magnitude of employee performance is 14,414. The regression coefficient of the work facility variable has a positive value of 0.168, which means that if the value of the work facility variable increases one hundred %, employee performance increases 0.168 times. The value of the regression coefficient of the work discipline variable is positive by 0.322, and this explains that if the value of the work discipline variable increases by one hundred per cent, then the employee performance variable increases by 0.322 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis Test

Variable	T-value	P-values	Result
WF → EP	1.565	0.126	Rejected
WD → EP	3.184	0.003	Accepted
WF & WD → EP	10.650	0.000	Accepted

Source: Results of research data processing 2023

Table 5 shows the results of this study; statistically, the variable of work facilities does not significantly influence employee performance. This does not follow the author's proposed hypothesis because the work facilities employees use have been appropriate. The facilities are meant to be used in a real and natural way. In the world of work, equipment provided by a company in physical form, used in the company's normal activities, has a relatively long useful life and benefits in the future. Facilities provided by the company as compensation to employees in a cashless format and can be used individually or in groups. Facilities are a means to accelerate and expedite the implementation of work process objectives (Bandonio et al., 2022; Nasrullah et al., 2020). Work facilities, including all types of facilities and infrastructure provided by companies to their employees, can significantly impact employee productivity and welfare. A comfortable working environment, suitable work equipment, and other supporting facilities can create conditions that allow employees to make maximum contributions (Mastulen et al., 2021; Wahet et al., 2020).

The second finding in this study statistically shows that the variable of work discipline significantly influences employee performance. This is following the hypothesis that has been proposed. To improve employee performance, namely with high work discipline. Discipline is the most important operative function of human resource management because the better employee discipline, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realising the company's, employees', and society's goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change their behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022).

The third finding in this study shows that statistically, the variables of work facilities and work discipline have influenced employee performance. This is following the hypothesis that the author has proposed. Facilities are separate product components that can be easily expanded or

reduced without changing the quality or service model (Harahap et al., 2023; Junaidi et al., 2021). Facilities are also a tool to distinguish an institution's program from competitors. Work facilities are facilities an organisation provides to support the organisation's management in achieving the goals set by management. The available work facilities positively impact employee performance (Ryanda & Indrawan, 2023; Tahir & Nurul Hajjad, 2023). Facilities are physical facilities that provide convenience to users so that the needs of facility users can be met. It can be concluded that work facilities can incentivise employees to increase their work productivity and morale to achieve organizational goals (Auliyah & Artaya, 2019). Then, work discipline can be interpreted as a manager communicating to his employees to change his behaviour to increase awareness and willingness to obey company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behaviour and increase their awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

4. CONCLUSION

From the results of research and discussion, the author can conclude that the existence of adequate work facilities has proven to have a good impact. Therefore, in this study, the use of work facilities has been following employees' wishes. Adherence to work discipline shows a constructive and important impact on overall employee performance. Therefore, the acceptance of the second hypothesis that states that work discipline affects employee performance has been accepted. The presence of complete work facilities and the effective application of work discipline have been proven to have an important and beneficial impact on employee performance. Therefore, the acceptance of the third hypothesis states that employee performance is influenced by the quality of facilities and the level of work discipline. The purpose of this communication is to address employees with the need to improve discipline. In particular, it is recommended that employees adhere to punctuality by arriving at the company on time and complying with applicable work regulations. It should prioritize handling employees who show suboptimal performance in completing tasks and those who often arrive late to the company. The author suggested further research to add research variables such as leadership, job satisfaction, and organizational culture so that we know what factors can accelerate employee performance improvement. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

ACKNOWLEDGEMENTS

The author would like to express my deepest gratitude for the expression and dedication of the entire team. The International Journal of Applied Finance and Business Studies has reviewed the article and published the author's paper. In addition, the author also would like to thank all peer reviewers who have collaborated and supported the preparation of this article so that it can be successful and published in the International Journal of Applied Finance and Business Studies.

REFERENCES

- Ahlstedt, C., Moberg, L., Brulin, E., & Nyberg, A. (2023). Do illegitimate tasks matter for registered nurses' work motivation? A cross-sectional study based on a nationally representative sample of Swedish nurses. *International Journal of Nursing Studies Advances*, 5, 100159. <https://doi.org/10.1016/j.ijnsa.2023.100159>
- Al Amin, R., Prahawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Employee performance under organizational culture and transformational leadership: A mediated model. *Jurnal Mantik*, 7(2), 2685–4236.
- Alfarizi, A. W., Haryadi, D., & Syaechurodji. (2022). Mediating Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline. *Jurnal Mantik*, 6(2), 1892–1902. Retrieved from www.iocscience.org/ejournal/index.php/mantik/index
- Anshori, A. S., Moh. Mukhsin, Suhendra, I., & Haryadi, D. (2022). Accuracy of Compensation and Competency Improvement in Improving Performance, Knowledge Sharing as An Intervening Variable. *Journal of Management*, 12(3), 2201–2209.
- Auliyah, A., & Artaya, I. P. (2019). The Influence Of Work Facilities, Rewards, And Work Environment On Improving Employee Performance At Quds Royal Hotel Surabaya, 1(1), 1–10.

- <https://doi.org/10.13140/RG.2.2.11854.92484>
- Bandonu, A., Nugroho, S. H., Suharyo, O. S. R. I., & Susilo, A. K. (2022). The Influence of Salary, Work Facilities, and Leadership Factors on Employee Performance. *Journal of Theoretical and Applied Information Technology*, 100(21), 6311–6321.
- Collie, R. J. (2023). Teachers' work motivation: Examining perceived leadership practices and salient outcomes. *Teaching and Teacher Education*, 135, 104348. <https://doi.org/10.1016/j.tate.2023.104348>
- Ferdinand, A. (2014). *Metode Penelitian Manajemen Pedoman Penelitian Untuk Penulisan Skripsi, Tesis dan Disertasi Ilmu Manajemen* (Kelima). Semarang: Badan Penerbit Universitas Diponegoro.
- Gunawan, R., Haerofiatna, & Haryadi, D. (2022). The effect of extrinsic motivation, interpersonal trust, and organizational commitment in improving employee performance. *Enrichment: Journal of Management*, 12(5), 3670–3677. Retrieved from www.enrichment.iocspublisher.org
- Harahap, H. S. R. B., Syaekani, A., & Napitupulu, D. E. O. (2023). The influence of behaviour work facilities and organizational commitment on improving employee performance of PT Bank Mandiri Medan. *Enrichment: Journal of Management*, 13(2). Retrieved from <http://enrichment.iocspublisher.org/index.php/enrichment/article/view/1334%0Ahttp://enrichment.iocspublisher.org/index.php/enrichment/article/download/1334/1005>
- Haryadi, Didit; (2022). Meningkatkan Employee Performance Dengan Extrinsic Motivation Dan Interpersonal Trust Melalui Organizational Commitment. *ECo-Buss*, 4(3), 660–675.
- Haryadi, Didit, Prahawan, W., Nupus, H., & Wahyudi, W. (2021). Transformational Leadership, Training, Dan Employee Performance: Mediasi Organizational Citizenship Behavior Dan Job Satisfaction. *Ultima Management: Jurnal Ilmu Manajemen*, 13(2), 304–323. <https://doi.org/10.31937/manajemen.v13i2.2311>
- Haryadi, Didit, Setiawati, E. T., & Juhandi. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Jurnal Mantik*, 6(1), 686–698.
- Haryadi, Didit, & Wahyudi, W. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *GEMILANG: Jurnal Manajemen Dan Strategi Bisnis*, 1(1), 15–21.
- Junaidi, Rafieq, M., Nuraeni, & Febrianti, C. (2021). Effect of work climate and work Facilities on employee performance at Class I Agricultural Quarantine Centre Bandar Lampung. *International Journal of Social Sciences and Development (Saburai-IJSSD)*, 5(2), 67–76.
- Karsikah, Roni Kambara, Ramdanyah, A. D., & Haryadi, D. (2023). Determinants of Job Satisfaction : Internal Communication Relationships in Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4692–4697.
- Mastulen, A. I., Tamsah, H., Ilyas, G. B., Akbar, Z., Tahir, S. Z. Bin, Zakariah, M. I., & Djabbar, I. (2021). The influence of education and training and work facilities on employee performance through workability at South Sulawesi province's human resources development agency. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, (September), 3106–3113. <https://doi.org/10.46254/sa02.20210859>
- Mukhlisin, Syaechurodji, & Haryadi, D. (2023). Leadership and organizational culture towards optimizing employee performance at SMK Negeri 4 Cilegon City. *International Journal of Applied Finance and Business Studies*, 11(2), 262–269.
- Mulyadi, A., Prahawan, W., Pancasasti, R., & Haryadi, D. (2023). Predicting employee performance through extrinsic motivation : A conceptual model and empirical validation. *Enrichment: Journal of Management*, 12(6).
- Nasrullah, M., Sumarto, S. S., Baharuddin, A., Zainal, H., & Tadampali, A. C. to. (2020). The effect of work facilities on employee performance in the office of investment and one-stop services, Gowa Regency, South Sulawesi, Indonesia. *GNOSI: An Interdisciplinary Journal of Human Theory and Praxis*, 3(2), 11–22. Retrieved from <http://gnosijournal.com/index.php/gnosi/article/view/49/51>
- Oktaviani, F., Syaechurodji, S., Alfarizi, A. W., & Haryadi, D. (2023). Empirical Study Dalam Meningkatkan Semangat Kerja Karyawan PT Eds Manufacturing Indonesia Balaraja-Tangerang. *Jurnal Manajemen Dan Bisnis*, 5(01), 86–97. <https://doi.org/10.47080/jmb.v5i01.2491>
- Parta, I. K. W., Ismail, D., & Wijaya, N. S. (2023). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmiah Pariwisata Dan Bisnis*, 2(8), 1751–1771. <https://doi.org/10.22334/paris.v2i8.498>
- Perry, T., Syaechurodji, & Haryadi, D. (2023). Work motivation and work environment in improving employee performance at PT Telkom Witel Banten Persero. *International Journal of Applied Finance and Business Studies Journal*, 11(2), 255–261.
- Purnamasari, W. R., Roni Kambara, & Haryadi, D. (2023). Aspects of Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4685–4692.
- Putri, M. P., Prahawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Relevance of organizational commitment as a mediator of its contribution to employee performance at the Merak-Banten marine transportation service company. *Enrichment: Journal of Management*, 12(6), 5213-5223.

- Rahmatullah, A., David Ramdanyah, A., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture and Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal of Digital Business Management*, 3(2), 180–194. <https://doi.org/10.31933/dijdbm.v3i2.1118>
- Riyanto, S., Damarwulan, L. M., & Haryadi, D. (2022). Moderation : work culture to improve employee performance with a non-physical work environment. *Jurnal Mantik*, 6(3), 3737–3743.
- Ryanda, P. G., & Indrawan, M. I. (2023). Effect of Work Experience and Work Facilities on Employee Performance with Work Motivation as an Intervening Variable Binjai City Department of Transportation. *Sinomika Journal*, 2(2), 281–296.
- Salahudin, A., Chaidir, J., & Haryadi, D. (2023). Training, Leadership Style, and Work Environment on Employee Performance: the Role of Work Motivation. *International Journal of Applied Finance and Business Studies*, 13(2), 198–216. <https://doi.org/10.12928/fokus.v13i2.8889>
- Setiadi, M. T., Sofii, I., Wahyudi, & Haryadi, D. (2023). Dynamic capability of servant leadership as a triggering factor for organizational commitment and employee performance. *International Journal of Applied Finance and Business Studies*, 11(2), 246–254.
- Suryawan, I. N., & Salsabilla, A. (2022). Pengaruh Kepuasan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(1), 137. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Tahir, M., & Nurul Hajjad, F. (2023). Employee Performance and the Impact of Workplace Facilities and Discipline. *Jurnal Manajemen Bisnis*, 10(2), 417–425.
- Tajudin, Syaechurodji, Alfarizi, A. W., & Haryadi, D. (2023). Competence as a determinant of employee performance, work motivation and career development as triggers. *Jurnal Mantik*, 7(2), 2685–4236.
- Tania, T., Haryadi, D., Mirza, W. W., & Khairusy, A. M. (2021). Improving employee performance with structural empowerment and transformational leadership through job satisfaction, organizational citizenship behaviour and interpersonal trust (study at PT . BPRS Cilegon Mandiri). *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(11), 91–102.
- Wahet, A., Widagdo, S., & Prastyowati, A. H. (2020). The Effect of Work Environment, Work Facilities and Work Motivation on Employee Performance at the DPRD Secretariat Bondowoso Regency. *ABM: International Journal of Administration, Business and Management*, 2(1), 29–45. <https://doi.org/10.31967/abm.v2i1.388>
- Wahyudi, W., Kurniasih, D., Haryadi, D., & Haquei, F. (2023). Strategy To Improve Employee Performance. *Enrichment: Journal of Management*, 12(5). <https://doi.org/10.2139/ssrn.4308837>