

The Influence of Occupational Safety and Health and Work Discipline on Employee Performance at PT Milion Limbah Ambon

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ABSTRACT

This study was conducted to investigate the influence of Occupational Safety and Health (OSH) and Work Discipline on employee performance at PT Milion Limbah Ambon, both individually and simultaneously. The research adopted an associative quantitative design involving a population of 149 employees. A sample of 60 respondents was determined using the Slovin formula and selected through a simple random sampling technique to ensure equal representation. Data were obtained through Likert-scale questionnaires and subsequently analyzed using multiple linear regression, preceded by validity, reliability, and classical assumption testing to ensure the adequacy and consistency of the research instrument and analytical model. The empirical findings revealed that Occupational Safety and Health together with Work Discipline exert a positive and statistically significant effect on employee performance. Furthermore, partial testing demonstrated that Occupational Safety and Health independently contributes positively and significantly to performance improvement. Similarly, Work Discipline was also identified as having a positive and significant impact on employee performance.

INTRODUCTION

In the competitive modern industrial era, an organization's sustainability is no longer determined solely by its physical capital, but also by its ability to manage human resources (HR) as the primary driver of operations. Employee performance serves as a central pillar in determining organizational effectiveness and productivity in achieving strategic goals. According to Mangkunegara (as cited in Toto, 2024), performance refers to the quality and quantity of work achieved by an employee in executing duties according to their assigned responsibilities. In practice, however, efforts to achieve optimal performance often intersect with the necessity of ensuring physical protection through Occupational Safety and Health (OSH) and regulating behavior through work discipline.

Ideal industrial conditions demand synergy between safety standards and operational effectiveness, enabling employees to meet performance targets without physical or psychological impediments. Nevertheless, the phenomenon at PT Milion Limbah Ambon highlights the challenge of maintaining consistent performance amidst high operational workloads. As a waste management company, fluctuations in employee performance are frequently influenced by the physical work environment, which requires rigorous attention to sanitation and comfort within the factory area. The accumulation of waste materials, while a core business objective, demands intensive hygiene management; if not balanced with a conducive environment, this risks disrupting work rhythms and reducing daily productivity. Furthermore, heavy equipment reliance necessitates prime facility availability; technical constraints or poorly maintained equipment hinder employees from achieving maximum output in a timely manner.

The urgency to improve performance is closely linked to Occupational Safety and Health (OSH), the primary variable in this study. Mathis and Jackson (as cited in Firdaus & Hasin, 2022) define OSH as the provision of a safe work environment protected from physical and psychological disorders through guidance, training, and supervision, governed by official regulations and internal policies. At the research site, OSH is a fundamental necessity rather than a mere formality, given that handling waste and sludge poses significant biological and physical risks. A well-organized environment and adequate factory facilities can enhance work focus and minimize health-related interruptions. This aligns with research by (Afrilia et al., 2025), which asserts that consistent OSH implementation fosters a sense of security, significantly improving employee concentration and performance.

Beyond physical safety, work discipline is equally vital in enhancing performance. Discipline serves as a mechanism for management to communicate behavioral expectations and cultivate awareness of compliance with company regulations (Rarung et al., 2021). At PT Milion Limbah Ambon, discipline regarding Personal Protective Equipment (PPE) usage and adherence to waste management Standard Operating Procedures (SOPs) presents a significant professional challenge. Without robust discipline, OSH facilities cannot maximize work efficiency. Research by Ramiaji et al., (2024) demonstrates that work discipline has a positive and significant impact on performance, as

disciplined individuals utilize time more efficiently and minimize organizational errors.

Consequently, strengthening OSH aspects supported by rigorous work discipline is a strategic measure for PT Milion Limbah Ambon to bolster sustainable productivity. Given the company's high-risk operational characteristics, optimizing the physical work environment and complying with safety standards are essential prerequisites for minimizing operational obstacles. The dynamic relationship between safety facility availability and employee discipline warrants an in-depth analysis of how these factors collectively drive individual performance. By fostering a safe and orderly work environment, the company not only protects its human assets but also enhances overall work efficiency.

THEORETICAL FRAMEWORK

The theoretical foundation of this study is developed to provide a comprehensive understanding of the relationship between physical protection, behavioral compliance, and individual work outcomes within waste management organizations.

Employee Performance Concept

Performance is essentially the actual work result achieved by an employee in executing assigned tasks. According to Robbins (as cited in Nur Aziz & Dewanto, 2022), performance is viewed as work achievement over a specific period that meets organizational standards. In the context of PT Milion Limbah Ambon, performance is measured by an employee's ability to complete waste management targets punctually with minimal error. The performance indicators utilized in this study include work quality, work quantity, task execution, and job responsibility (Mangkunegara, as cited in Muhammad Yunus & Rocardaningrum, 2023).

Occupational Safety And Health (OSH) Theory

OSH is a framework aimed at ensuring the integrity and well-being of the workforce, both physically and mentally. Mathis and Jackson (as cited in Mooy et al., 2023) explain that OSH refers to a series of organizational efforts aimed at establishing working conditions that are secure and conducive to employee well-being, thereby reducing the possibility of workplace accidents and job-related health problems. In high-risk industries such as waste management, OSH implementation is a critical factor in providing employees with a sense of security. The availability of Personal Protective Equipment (PPE), hazard signage, and proper environmental sanitation are essential OSH components expected to enhance employee concentration and productivity. According to Mangkunegara (as cited in I Dewa Ayu Intan Wulandari et al., 2022), OSH indicators include work environment conditions, air conditioning, lighting, the use of work equipment, and the physical and mental state of employees.

Work Discipline Theory

Work discipline reflects an individual's responsible attitude and willingness to consistently follow organizational policies, workplace procedures, and accepted standards of behavior. Siagian (as cited in Wau, 2021) states that work discipline is a form of employee compliance and respect for all organizational rules, both written and unwritten, accompanied by a readiness to fulfill duties and accept consequences for violations. At PT Milion Limbah Ambon, work discipline includes adherence to working hours and compliance with Standard Operating Procedures (SOPs) for handling waste materials. High levels of discipline reflect a strong sense of responsibility, which directly impacts the achievement of optimal performance. According to Hasibuan (as cited in Semarang et al., 2024), indicators of work discipline include attendance, adherence to work regulations, and compliance with work standards.

METHODS

This research employed a quantitative design with an associative orientation to examine the interrelationship and influence between the variables under investigation. The study involved all employees of PT Milion Limbah Ambon as the research population, totaling 149 individuals. Determination of the sample size was carried out using the Slovin formula with a 10 percent error tolerance, resulting in 60 employees being selected as respondents. To provide equal selection opportunities for every member of the population, the sampling process applied a simple random sampling method.

Research data were obtained through questionnaires arranged using a Likert scale measurement format. Before the data analysis stage, the instrument was evaluated through validity and reliability testing to ensure that each statement item was capable of measuring the intended variables consistently and accurately. The data analysis process then proceeded with classical assumption testing as a prerequisite for regression analysis. Multiple linear regression was subsequently utilized to assess the effect of the independent variables on the dependent variable. In addition, the t-test was employed to examine the influence of each variable individually, whereas the F-test was used to determine the collective effect of all independent variables within the model.

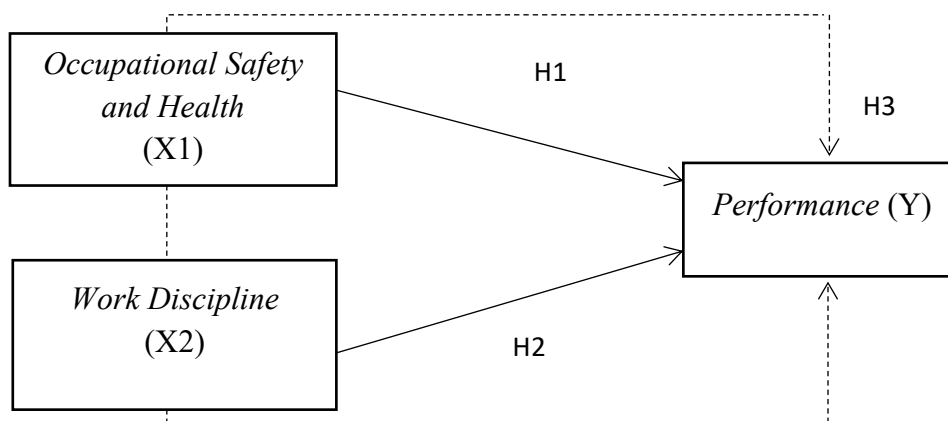


Figure 1. Conceptual Framework

Based on the theoretical framework and the observed phenomena at PT Milion Limbah Ambon, the following hypotheses are proposed:

H1: Occupational Safety and Health is presumed to contribute positively and significantly to employee performance at PT Milion Limbah Ambon.

H2: Work Discipline is expected to have a positive and statistically significant influence on employee performance at PT Milion Limbah Ambon.

H3: Occupational Safety and Health together with Work Discipline are assumed to simultaneously produce a significant impact on employee performance at PT Milion Limbah Ambon.

RESULTS

Validity Test

The precision and appropriateness of the measurement instrument employed in this study were assessed through validity testing to determine whether each questionnaire item effectively measured and reflected the intended construct. An item was deemed valid when its computed correlation coefficient (r-count) surpassed the critical r-table value and achieved a significance level below 5% ($p < 0.05$).

Table 1. Validity Test

| Variabel | Item Statement | R-Count | R-Table | Sig | Description |
|---------------------------------------|----------------|---------|---------|-------|-------------|
| <i>Occupational Safety and Health</i> | OSH.1 | ,851 | 0,254 | 0,000 | Valid |
| | OSH.2 | ,878 | | | |
| | OSH.3 | ,811 | | | |
| | OSH.4 | ,778 | | | |
| | OSH.5 | ,820 | | | |
| | OSH.6 | ,729 | | | |
| | OSH.7 | ,783 | | | |
| | OSH.8 | ,808 | | | |
| | OSH.9 | ,879 | | | |
| | OSH.10 | ,851 | | | |
| <i>Work Discipline</i> | WDc.1 | ,777 | 0,254 | 0,000 | Valid |
| | WDc.2 | ,855 | | | |
| | WDc.3 | ,852 | | | |
| | WDc.4 | ,792 | | | |
| | WDc.5 | ,875 | | | |
| | WDc.6 | ,824 | | | |

| | | | | | |
|--------------------|--------|------|-------|-------|-------|
| | WDc.7 | ,875 | | | |
| | WDc.8 | ,867 | | | |
| | WDc.9 | ,856 | | | |
| | WDc.10 | ,890 | | | |
| | Pf.1 | ,825 | | | |
| | Pf.2 | ,791 | | | |
| | Pf.3 | ,693 | | | |
| | Pf.4 | ,860 | | | |
| <i>Performance</i> | Pf.5 | ,847 | 0,254 | 0,000 | Valid |
| | Pf.6 | ,801 | | | |
| | Pf.7 | ,807 | | | |
| | Pf.8 | ,809 | | | |
| | Pf.9 | ,836 | | | |
| | Pf.10 | ,869 | | | |

Based on the test results, all indicators measuring OSH, Work Discipline, and employee performance were declared valid. Each item yielded a calculated *r*-value (*r-count*) exceeding the *r*-table threshold of 0.254. These results are further supported by a significance value (*p-value*) of 0.000, confirming that the research instrument meets the established validity criteria.

Reliability Test

Reliability analysis was conducted to assess the extent to which the questionnaire items were reliable and consistent. The measurement instrument meets the reliability criteria if the resulting Cronbach's Alpha coefficient exceeds the threshold of 0.70.

Table 2. Reliability Test

| Variable | Cronbach's Alpha | Description |
|--|------------------|-------------|
| <i>Occupational Safety and Health (X1)</i> | ,945 | Reliabel |
| <i>Work Discipline (X2)</i> | ,955 | Reliabel |
| <i>Performance (Y)</i> | ,942 | Reliabel |

The reliability test results demonstrate that all variables in this study yielded a Cronbach's Alpha coefficient higher than 0.70. Specifically, the Occupational Safety and Health (OSH) variable obtained a value of 0.945, Work Discipline 0.955, and employee performance 0.942. ini These results confirm that all instruments utilized in this study are highly reliable and internally consistent.

Classical Assumption Test
Normality Test

Normality analysis was conducted to examine the residual distribution to determine whether the data follow a normal distribution. In this study, the data are considered normally distributed if the significance value (*p-value*) exceeds the threshold of 0.05.

Table 3. Normality Test

| | | Unstandardi zed Residual |
|----------------------------------|-----------------------------|--------------------------------|
| N | | 60 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 3.00733351 |
| | Most Extreme Differences | |
| | Absolute | .086 |
| | Positive | .086 |
| | Negative | -.037 |
| Test Statistic | | .086 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

The Kolmogorov-Smirnov test yielded an *Asymp. Sig. (2-tailed)* value of 0.200, which exceeds the threshold of 0.05. This result indicates that the residual data in this study follow a normal distribution.

Multicollinearity Test

The multicollinearity test was performed to identify whether strong intercorrelations existed among the independent variables within the regression model. A regression model is regarded as acceptable and not affected by multicollinearity when the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) does not exceed 10..

Table 4. Multicollinearity Test

| Model | Collinearity Statistics | |
|---|----------------------------|-------|
| | Tolerance | VIF |
| 1 (Constant) | | |
| <i>Occupational Safety and Health</i> | .479 | 2.090 |
| <i>Work Discipline</i> | .479 | 2.090 |

The analysis results indicate that the regression model is not affected by multicollinearity issues. This conclusion is supported by the Tolerance values of

all independent variables, which exceeded 0.10, along with VIF values that remained below 10. In particular, the OSH variable and the Work Discipline variable each recorded a Tolerance score of 0.479 and a VIF value of 2.090, suggesting that no high correlation exists among the independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test was carried out to assess whether the residual variances within the regression model remained constant across all observations. A regression model is regarded as statistically sound and free from heteroscedasticity when the scatterplot illustrates residual points dispersed randomly without exhibiting any systematic, clustered, or identifiable pattern.

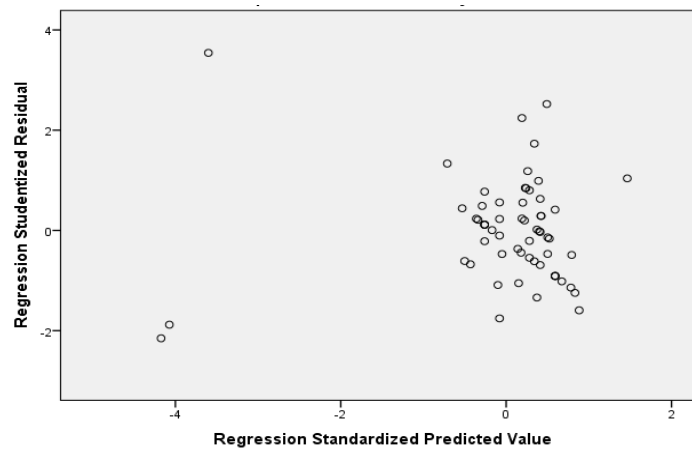


Figure 2. Scatterplot

The scatterplot presented in Figure 2 reveals that the residual points are dispersed randomly across the plot and do not exhibit any systematic arrangement, such as linear, cyclical, or wave-like patterns. These findings confirm that the regression model does not experience heteroscedasticity, thereby satisfying the classical assumption requirements necessary for regression analysis.

Hypothesis Test

F-Test (Simultaneous Test)

The F-test analysis was employed to examine the collective influence of OSH together with Work Discipline effect at employee performance at PT Milion Limbah Ambon. The decision-making process was based on a comparison between the obtained F-statistic and the critical F-table value. A simultaneous effect was considered statistically significant when the computed F-value was

higher than 3.15 and the probability value remained below the 0.05 significance threshold.

Table 5. F-Test

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 776.801 | 2 | 388.400 | 41.490 | .000 ^b |
| | Residual | 533.599 | 57 | 9.361 | | |
| | Total | 1310.400 | 59 | | | |

a. Dependent Variable: Performance
 b. Predictors: (Constant), Work Discipline, Occupational Safety and Health

The results of the simultaneous analysis reveal that Occupational Safety and Health and work discipline collectively have a statistically significant effect on employee performance. This outcome is reflected in the obtained F-statistic of 41.490 accompanied by a probability value of 0.000, which is below the established significance level. The findings suggest that improvements in workplace safety, health conditions, and employee discipline carried out concurrently strengthen overall employee performance

T-Test (Partial Test)

A t-test was conducted to determine whether the OSH and work discipline individually have a significant influence on employee performance. The influence is considered significant if the t-calculated value exceeds the t-table threshold of 1.672 (based on a one-tailed significance standard of 5%) and yields a significance value (*p-value*) of no more than 0.05.

Table 6. T-Test

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|-------|--------------------------------|-----------------------------|------------|---------------------------|---|-------|------|
| | | B | Std. Error | Beta | t | | |
| 1 | (Constant) | 11.991 | 3.166 | | | 3.788 | .000 |
| | Occupational Safety and Health | .328 | .102 | .392 | | 3.211 | .002 |
| | Work Discipline | .364 | .102 | .437 | | 3.579 | .001 |

a. Dependent Variable: Performance

The results of the partial hypothesis testing reveal that Occupational Safety and Health (OSH) exerts a meaningful positive effect on employee performance. The statistical calculation produced a t-statistic of 3.211 with a probability value of 0.002, indicating that the relationship is statistically significant. This outcome suggests that the presence of proper workplace safety measures and health protection practices can foster better employee productivity by minimizing work-related risks and creating a more conducive working environment.

Furthermore, the analysis also shows that Work Discipline positively influences employee performance in a significant manner. This finding is supported by a t-statistic value of 3.579 and a significance value of 0.001. The result reflects that employees who consistently comply with organizational policies, operational procedures, and established work standards are more likely to perform effectively and contribute to the attainment of organizational objectives.

Multiple Linear Regression Analysis

Based on the results presented in the Coefficients table, the constant value is 11.991, indicating that if Occupational Safety and Health and work discipline are held constant (at zero), employee performance remains at this baseline level. Mathematically, the multiple linear regression model is expressed as follows:

$$Y = 11,991 + 0,328X_1 + 0,364X_2 + e$$

The regression model shows a positive coefficient of 0.328 for the Occupational Safety and Health (OSH) variable. This indicates that for every one-unit increase in OSH assurance, employee performance will increase by 0.328 units. Similarly, the Work Discipline variable yielded a positive regression coefficient of 0.364, indicating that a one-unit improvement in disciplinary behavior contributes to a 0.364 unit increase in employee performance.

DISCUSSION

1. The Simultaneous Effect of Occupational Safety and Health and Work Discipline on Employee Performance

The simultaneous testing results indicate that the integration of safe working conditions (OSH) and employee compliance with regulations (Work Discipline) are the primary determinants of performance achievement at PT Milion Limbah Ambon. Together, these two variables foster a stable and productive work environment. When the company provides a work environment with optimal air conditioning, lighting, and equipment aligned with OSH standards, it provides the essential physical support for employees to perform tasks more accurately. However, these environmental aspects only reach

their maximum impact when supported by consistent employee adherence to established work standards.

This relationship demonstrates that work quality and quantity cannot be achieved in isolation. Adequate work equipment must be coupled with consistent workplace attendance to ensure seamless task execution. If either aspect is neglected for instance, if the work environment is safe but discipline is low, it remains difficult for employees to fulfill their professional responsibilities. Therefore, the simultaneous strengthening of OSH and discipline is key to minimizing errors and ensuring that all tasks are executed in accordance with organizational performance standards.

Research conducted by Candra et al., (2026) and Melinda & Oktarini, (2024) strengthens this finding where Occupational Safety and Health and Work Discipline will have an impact on Performance if implemented simultaneously.

2. The Influence of Occupational Safety and Health on Employee Performance

Partial analysis demonstrates that Occupational Safety and Health (OSH) significantly contributes to performance enhancement, particularly in the dimensions of work quality and accuracy. The indicators studied, including the condition of work environment equipment, alongside proper air conditioning and lighting have been shown to maintain employees' physical and mental well-being. An ergonomic and healthy environment minimizes physical fatigue, enabling employees to execute their tasks more precisely and minimize errors.

Furthermore, the utilization of work equipment that meets safety standards provides staff with mental peace of mind while fulfilling their responsibilities. This sense of security directly impacts work quantity, allowing employees to maintain a consistent pace without the concern of occupational accidents. This confirms that meeting OSH indicators is not merely a technical safety requirement, but rather a psychophysical foundation that enables employees to achieve maximum work quality. In other words, a well-organized work environment with adequate lighting and air circulation is a prerequisite for employees to demonstrate full responsibility for their tasks. These findings are consistent with research by Susanto et al., (2024) and Sari et al., (2023), which explain that robust OSH implementation positively impacts performance..

3. The Influence of Work Discipline on Employee Performance

Work discipline has been shown to be a decisive factor in independently influencing fluctuations in employee performance. A focus on workplace attendance indicators suggests that consistent timekeeping is a vital prerequisite for achieving targeted work volumes. Furthermore, adherence to regulations and Standard Operating Procedures (SOPs) correlates directly with work quality. Employees who are disciplined in following procedures tend to produce accurate output and minimize errors in carrying out their duties.

The strong influence of discipline indicates that adherence to work standards is a tangible manifestation of professional responsibility. At PT Milion Limbah Ambon, discipline acts as an internal quality control mechanism, where

individuals who adhere to regulations are more effective in managing their work duration to complete assigned tasks. These findings suggest that employee compliance with organizational regulations is a primary driver of performance. Even when environmental factors are adequate, the effectiveness of achieving work targets remains heavily dependent on the extent to which employees are disciplined within established regulatory frameworks. This aligns with research by Setyawati & Arifin, (2024) and Pratama et al., (2025), which demonstrates a positive correlation between work discipline and employee performance.

CONCLUSION

This study demonstrates that the integration of Occupational Safety and Health (OSH) and work discipline serves as a fundamental pillar in optimizing employee performance at PT Milion Limbah Ambon, as evidenced by both partial and simultaneous testing. Standardizing a healthy work environment, characterized by adequate air circulation, optimal lighting, and well-maintained equipment provides the physical foundation necessary to maintain employee well-being and minimize operational errors. Furthermore, consistent attendance and rigorous adherence to Standard Operating Procedures (SOPs) are primary drivers in achieving the organization's targeted work quantity and quality. Supported by sufficient work facilities, the synergy between these elements fosters a high sense of professional responsibility across the organization.

RECOMMENDATIONS

For PT Milion Limbah Ambon, Management is advised to conduct regular evaluations of the physical work environment, particularly regarding air conditioning and lighting systems, to ensure optimal staff comfort. Leadership should also strengthen monitoring mechanisms for compliance with work standards through a transparent "reward and punishment" system to maintain discipline and individual accountability. Additionally, the procurement and maintenance of Personal Protective Equipment (PPE) and technical facilities must be routinely ensured to minimize operational risks and guarantee long-term employee safety.

FURTHER STUDY

For Future Researchers, it is recommended that future studies expand this research scope by exploring other relevant independent variables, such as situational leadership styles or organizational culture to gain a more comprehensive perspective on the factors influencing performance in high-risk industries.

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