

The Effect of Discipline, Office Facilities, and Work Environment on Employee Performance

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ABSTRACT

Purpose: Employee performance is a critical factor in determining organizational success, particularly in the public sector. However, challenges such as low work discipline, inadequate office facilities, and less conducive work environments are still prevalent. In addition, inconsistencies in previous studies regarding the dominant factors influencing employee performance highlight the need for further empirical investigation. Therefore, this study aims to analyze the effects of work discipline, office facilities, and work environment on employee performance and to identify the most dominant factor.

Design/Methodology/Approach: This study employed a quantitative approach with an explanatory research design. The study involved 125 employees as respondents, who were selected using a purposive sampling technique. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the effects of discipline, office facilities, and work environment on employee performance.

Findings: The results indicate that work discipline, office facilities, and work environment positively and significantly influence employee performance. Among these variables, work discipline exerts the strongest effect, followed by the work environment and office facilities. These findings demonstrate that both internal and external organizational factors shape employee performance. Therefore, strengthening employee discipline, improving workplace facilities, and fostering a supportive work environment are essential strategies for enhancing organizational performance.

Keywords: *Work Discipline; Office Facilities; Work Environment; Employee Performance; Public Sector*

INTRODUCTION

Employee performance in the public sector is a critical element in

supporting the effectiveness of government administration and the quality of public service delivery. Government institutions, particularly at the regional level such as the Department of Education and Culture, are required to provide services that are optimal, transparent, and accountable. In this context, employee performance not only serves as an indicator of organizational success but also reflects the level of public trust in government institutions. Therefore, improving employee performance has become a strategic priority within bureaucratic reform.

Previous studies indicate that employee performance is influenced by various internal organizational factors, including work discipline, work environment, and the availability of adequate facilities (Supratno et al., 2025; Emela et al., 2024). One of the primary factors influencing employee performance is work discipline. Discipline reflects the degree to which employees comply with organizational rules, procedures, and work standards. In practice, issues related to the discipline of civil servants remain a complex challenge, particularly within local government institutions. Problems such as tardiness, absenteeism without valid reasons, and low adherence to work regulations are still frequently observed. These conditions inevitably reduce productivity and the quality of public services. Studies by Aisyah and Rukaiyah (2026) and Zai and Tinambunan (2025) demonstrate that work discipline has a positive and significant effect on employee performance. Thus, strengthening discipline is a key strategy for improving public sector performance.

In addition to discipline, the availability of office facilities plays an equally important role in supporting employee performance. Office facilities include infrastructure and resources such as work equipment, information technology, and a comfortable workspace. In many local government institutions, limited facilities remain a significant constraint. Inadequate facilities can lead to inefficiencies, delays in administrative processes, and reduced employee motivation. Research by Azwina et al. (2024) and Putra et al. (2025) shows that sufficient work facilities significantly enhance employee productivity and effectiveness. Therefore, improving the provision of office facilities is essential to achieving optimal performance.

Furthermore, the work environment represents a strategic non-financial factor affecting employee performance. It encompasses both physical and non-physical aspects, including interpersonal relationships, workplace atmosphere, and organizational culture. A conducive work environment fosters comfort, enhances motivation, and promotes effective collaboration among employees. Conversely, a poor work environment may lead to conflict, job stress, and decreased performance. Empirical evidence suggests that the work environment positively impacts employee performance, both directly and indirectly through increased motivation (Supriyanto et al., 2020; Fauziah & Baskara, 2024).

The urgency of this study is reinforced by empirical conditions in local government institutions, which continue to face challenges in managing human resources effectively. Although various policies have been introduced to improve civil servant performance, their implementation often remains suboptimal. This is largely due to the imbalance between increasing job demands and limited organizational support for discipline, facilities, and the work environment. Additionally, the bureaucratic nature of local government organizations poses further challenges in achieving optimal performance.

Moreover, inconsistencies in previous research findings regarding the effects of discipline, facilities, and work environment on employee performance highlight the need for further investigation. While many studies report significant relationships, others reveal varying results depending on organizational context and respondent characteristics. Studies that simultaneously examine these three variables within local government institutions, particularly in the Department of Education and Culture of West Sulawesi, are still limited. Therefore, this study aims to fill this gap by providing empirical evidence on the determinants of public sector employee performance.

Employee performance refers to the outcomes achieved by individuals in carrying out their duties and responsibilities within an organization. In the public sector, employee performance serves as a key indicator of organizational effectiveness in delivering high-quality public services. High performance reflects the organization's ability to manage its human resources efficiently (Supratno et al., 2025; Emela et al., 2024).

In this study, employee performance is measured using several key indicators. Work quality reflects the extent to which employees' outputs meet organizational standards in terms of accuracy and precision. Work quantity represents the volume of tasks completed within a given period, indicating productivity. Timeliness refers to the ability to complete tasks within the specified deadlines, while responsibility reflects employees' commitment to completing their duties effectively and accountably. These indicators are widely used in performance studies and are considered valid measures of work effectiveness (Sari et al., 2024; Robert & Adiputra, 2024).

Work discipline refers to employees' attitudes and behaviors in complying with organizational rules and procedures. It reflects adherence to work norms and consistency in performing assigned duties. In public sector organizations, discipline is essential for maintaining operational stability and effectiveness (Zai & Tinambunan, 2025).

Discipline-related issues among civil servants remain a challenge in improving organizational performance. Low attendance rates and non-compliance with regulations directly affect productivity.

Empirical studies confirm that disciplined employees tend to exhibit higher performance compared to those with low discipline (Aisyah & Rukaiyah, 2026; Kaunang et al., 2025).

The indicators of discipline in this study include attendance, compliance with rules, and punctuality. Attendance reflects consistency in fulfilling duties, compliance indicates adherence to organizational policies, and punctuality measures the ability to complete tasks on time. These dimensions are fundamental in assessing employee discipline (Putri, 2025; Zai & Tinambunan, 2025).

Office facilities refer to the infrastructure and resources provided by the organization to support employees in performing their tasks. Adequate facilities improve work efficiency, accelerate task completion, and minimize operational barriers. However, in many local government institutions, limited facilities remain a major issue (Azwina et al., 2024).

Research indicates that work facilities significantly influence employee performance. Modern and complete facilities enhance productivity and work quality, while inadequate facilities may reduce efficiency and motivation (Putra et al., 2025; Robert & Adiputra, 2024).

In this study, office facilities are measured through three indicators: work infrastructure, equipment, and technology. Infrastructure includes workspace and basic office needs, equipment refers to tools used in daily tasks, and technology reflects the availability of information systems that facilitate work processes (Emela et al., 2024; Azwina et al., 2024).

The work environment encompasses all conditions surrounding employees that may influence job performance, including both physical and non-physical aspects. A supportive work environment enhances comfort, motivation, and productivity, whereas a poor environment may lead to stress and decreased performance (Fauziah & Baskara, 2024).

Key components of the work environment include work relationships, work atmosphere, and physical conditions. Work relationships refer to interactions among employees and supervisors that influence teamwork. Work atmosphere reflects the psychological climate experienced by employees, while physical conditions include lighting, temperature, and cleanliness. Previous studies confirm that the work environment positively affects employee performance (Supriyanto et al., 2020; Trisninawati et al., 2025).

METHODS

Research Design

This study employed a quantitative approach with an explanatory research design to investigate the effects of work discipline, office facilities, and work environment on employee performance. The explanatory design was utilized to test the proposed hypotheses and examine the causal relationships among the research variables.

Population and Sample

The study was conducted at the Department of Education and Culture of West Sulawesi Province. The population consisted of all employees working within the institution. Considering that the population was relatively small and fully accessible, a saturated sampling (census) technique was applied, whereby all members of the population were included in the study. Therefore, a total of 125 employees participated as respondents.

Data Collection

Primary data were collected using a structured questionnaire developed from the indicators of work discipline, office facilities, work environment, and employee performance. All measurement items employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to distribution, the questionnaire was reviewed to ensure clarity, relevance, and consistency of the measurement items.

Data Analysis

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. PLS-SEM was selected because it is appropriate for examining complex relationships among latent constructs and is widely used in predictive and explanatory research (Hair et al., 2022).

The analysis consisted of two stages. First, the measurement model (outer model) was evaluated through convergent validity, discriminant validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Following Hair et al. (2022), indicators were considered acceptable when factor loadings exceeded 0.70 and AVE values exceeded 0.50. Reliability was confirmed when Cronbach's Alpha and composite reliability exceeded 0.70.

Second, the structural model (inner model) was assessed using the coefficient of determination (R^2), path coefficients, and bootstrapping procedures. Hypothesis testing was conducted based on the significance of the path coefficients. A relationship was considered significant when the t-statistic exceeded 1.96, and the p-value was below 0.05.

RESULTS

Outer Model Results

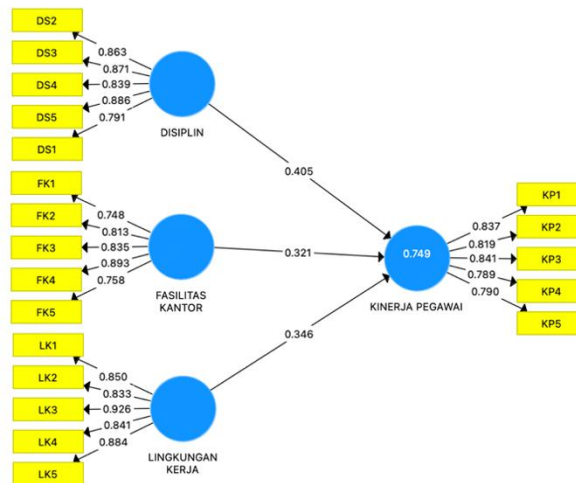


Figure 1. Outer Model

Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to ensure that the research instrument met the required validity and reliability criteria. This assessment includes construct reliability and validity, which consist of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE).

Table 1. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Discipline	0.905	0.929	0.724
Office Facilities	0.869	0.906	0.658
Employee Performance	0.875	0.908	0.665
Work Environment	0.918	0.938	0.753

Source: Processed data, 2026

Based on Table 1, all constructs exhibit Cronbach's Alpha and Composite Reliability values above 0.70, indicating satisfactory reliability. In addition, all AVE values exceed 0.50, confirming that convergent validity has been achieved.

The work environment variable demonstrates the highest reliability values, indicating a high level of internal consistency among its indicators. Therefore, all constructs in this study are considered reliable and valid, and are suitable for further analysis.

Discriminant Validity Test

Discriminant validity was assessed to ensure that each construct is empirically distinct from other constructs. This evaluation was conducted using the Fornell-Larcker criterion.

Table 2. Fornell-Larcker Criterion

Relationship	Value
Discipline → Office Facilities	0.399
Discipline → Employee Performance	0.734
Discipline → Work Environment	0.580
Office Facilities → Employee Performance	0.632
Office Facilities → Work Environment	0.433
Work Environment → Employee Performance	0.720

Source: Processed data, 2026

The results indicate that the square root of AVE (diagonal values) for each construct is higher than the correlations with other constructs. This demonstrates that each variable possesses adequate discriminant validity and is empirically distinct.

Thus, it can be concluded that the model satisfies discriminant validity requirements and does not suffer from construct overlap or conceptual multicollinearity.

Multicollinearity Test (VIF)

Multicollinearity testing was conducted to determine whether high correlations exist among indicators within the same construct. The Variance Inflation Factor (VIF) was used as a benchmark, with a threshold value of less than 5.

Table 3. VIF Values

Indicators	VIF
DS1–DS5	2.247 – 3.380
FK1–FK5	1.769 – 4.001
KP1–KP5	1.696 – 2.489
LK1–LK5	2.405 – 4.992

Source: Processed data, 2026

Based on Table 3, all VIF values are below 5, indicating the absence of multicollinearity issues in the model. Although the highest VIF value is observed in indicator LK3 (4.992), it remains within the acceptable threshold. Therefore, all indicators are retained in the model as they do not exhibit problematic multicollinearity.

Inner Model Results

1. Structural Model Evaluation (Inner Model)

The structural model evaluation aims to assess the explanatory power of the independent variables on the dependent variable. This is measured using the R Square (R^2) value.

Table 4. R Square Values

Dependent Variable	R Square	R Square Adjusted
Employee Performance	0.749	0.743

Source: Processed data, 2026

The R Square value of 0.749 indicates that discipline, office facilities, and work environment jointly explain 74.9% of the variance in employee performance. In comparison, the remaining 25.1% is explained by other variables not included in the model. This value falls into the strong category, suggesting that the model has substantial explanatory power in describing the observed phenomenon.

Hypothesis Testing (Path Coefficients)

Hypothesis testing was conducted to examine the direct effects of discipline, office facilities, and work environment on employee performance. The analysis was performed using the bootstrapping method in SmartPLS, based on the values of path coefficients (β), T-statistics, and P-values. The decision criteria are: T-statistic > 1.96 and P-value < 0.05 , indicating statistical significance.

Table 5. Path Coefficients

Variable Relationship	Original Sample (β)	T-Statistic	P-Value
Discipline $\rightarrow$ Employee Performance	0.405	6.872	0.000
Office Facilities $\rightarrow$ Employee Performance	0.321	6.025	0.000
Work Environment $\rightarrow$ Employee Performance	0.346	5.266	0.000

Source: Processed data, 2026

The hypothesis testing results presented in Table 5 indicate that all proposed relationships are statistically significant, as evidenced by T-statistic values exceeding 1.96 and P-values below 0.05. Therefore, all research hypotheses are supported.

The findings reveal that work discipline exerts a positive and significant effect on employee performance ($\beta = 0.405$; $t = 6.872$; $p < 0.001$). This result suggests that higher levels of employee compliance with organizational regulations, punctuality, and responsibility contribute substantially to improved performance outcomes. Among the independent variables examined, work discipline demonstrates the strongest influence on employee performance.

Office facilities also have a positive and significant effect on employee performance ($\beta = 0.321$; $t = 6.025$; $p < 0.001$). This finding indicates that adequate facilities and supporting infrastructure enable employees to perform their duties more effectively and efficiently, thereby enhancing overall productivity.

Similarly, the work environment is found to positively and significantly influence employee performance ($\beta = 0.346$; $t = 5.266$; $p < 0.001$). A conducive work environment characterized by supportive interpersonal relationships, a comfortable workplace atmosphere, and favorable physical conditions contributes to greater employee motivation and work effectiveness.

Overall, the results confirm that work discipline, office facilities, and work environment are important determinants of employee performance. Among these variables, work discipline exhibits the greatest effect, followed by work environment and office facilities. These findings highlight the importance of strengthening employee discipline while simultaneously improving workplace conditions and organizational support facilities to achieve optimal performance.

DISCUSSION

The Effect of Work Discipline on Employee Performance

The results of this study indicate that work discipline has a positive and significant effect on employee performance. This finding implies that an increase in the level of discipline is associated with higher employee productivity and improved work outcomes. Work discipline is reflected in employees' compliance with organizational rules, punctuality, attendance, and responsibility in consistently completing assigned tasks.

Empirically, this finding is consistent with the study of Aisyah and Rukaiyah (2026), which demonstrates that work discipline significantly contributes to employee performance by fostering structured and controlled work behavior. Similarly, Sari et al. (2024) report that employees with higher levels of discipline tend to exhibit superior performance because they maintain consistency in carrying out their responsibilities. Furthermore, Zai and Tinambunan (2025) argue that work discipline not only enhances productivity but also improves the quality of services delivered by employees by strengthening their commitment to organizational goals.

The importance of work discipline is particularly evident in public sector organizations, which typically operate within hierarchical organizational structures and are governed by formal administrative regulations, standardized procedures, and accountability mechanisms. Unlike many private organizations that often emphasize flexibility and innovation, public institutions are required to ensure fairness, transparency, legal compliance, and consistency in delivering public services. Consequently, employees are expected to adhere strictly to organizational rules and operational procedures to maintain institutional credibility and service quality. In this context, work discipline functions not merely as a behavioral control mechanism but

also as an essential component of public governance that minimizes procedural deviations, strengthens coordination among organizational units, and ensures that services are delivered in accordance with legal and organizational standards. This explanation is consistent with bureaucratic theory, which emphasizes that formal authority, standardized procedures, and rule compliance are fundamental characteristics of effective public organizations (Weber, 1978).

Therefore, work discipline represents a strategic element of human resource management in the public sector because it supports both individual performance and organizational effectiveness. Employees who consistently comply with organizational standards are more likely to perform efficiently while contributing to accountable and high-quality public service delivery.

The Effect of Office Facilities on Employee Performance

The findings indicate that office facilities have a positive and significant effect on employee performance. This suggests that adequate facilities enable employees to perform their duties more efficiently, thereby improving both productivity and work quality. Appropriate facilities reduce operational constraints and allow employees to focus on accomplishing their responsibilities effectively.

This finding is supported by Kim et al. (2025), who argue that organizational resources, including workplace facilities, play an essential role in improving employee productivity by facilitating daily operational activities. Adequate facilities enable employees to complete tasks more quickly, accurately, and with fewer technical errors. Likewise, Emela et al. (2024) emphasize that employee performance is strongly influenced by supporting work resources because insufficient facilities may become significant obstacles to achieving organizational targets.

Within public organizations, office facilities also contribute to the effectiveness of administrative services and the implementation of government programs. Modern information technology, reliable office equipment, and comfortable working spaces enable employees to respond more efficiently to public needs while reducing delays in service delivery. Therefore, office facilities should be viewed not merely as supporting infrastructure but as strategic organizational resources that directly influence operational efficiency and employee performance.

Overall, these findings indicate that investments in workplace facilities are likely to generate positive organizational outcomes by improving employees' ability to perform their duties efficiently and effectively.

The Effect of Work Environment on Employee Performance

The results of this study demonstrate that the work environment has a positive and significant effect on employee performance and is identified as one of the most influential determinants. The work environment encompasses both physical aspects, such as workplace conditions and facilities, and non-physical aspects, including interpersonal relationships, communication, leadership support, and organizational climate.

These findings are consistent with Arista et al. (2022) and Azwina et al. (2024), who found that a conducive work environment enhances employee performance by increasing comfort, motivation, and job satisfaction. A supportive workplace creates conditions that encourage employees to perform optimally while reducing stress and work-related fatigue. Similarly, Alzghoul et al. (2018) explain that a positive organizational climate promotes employee creativity, engagement, and overall work performance.

The findings are particularly relevant for public organizations because employees frequently interact with colleagues, supervisors, and members of the public while carrying out administrative and service responsibilities. A positive work environment facilitates collaboration, strengthens communication, and enhances employees' psychological well-being, all of which contribute to more effective public service delivery. Rahman and Hidayat (2023) likewise demonstrate that a supportive work environment significantly improves organizational effectiveness in the public sector by strengthening cooperation and enhancing service quality.

Moreover, Supriyanto et al. (2020) suggest that the work environment may indirectly improve employee performance by strengthening work discipline and other behavioral factors. This indicates that a conducive organizational environment not only directly enhances performance but also reinforces positive employee behaviors that ultimately contribute to organizational effectiveness.

Overall, the work environment represents a strategic organizational resource because it simultaneously influences employees' physical comfort, psychological well-being, work motivation, and collaborative behavior. Consequently, creating a healthy and supportive work environment should be considered an important managerial strategy for improving employee performance, particularly within public sector organizations where effective collaboration, accountability, and high-quality public service are essential.

CONCLUSION

Based on the research findings and discussion, it can be concluded that all independent variables, namely work discipline, office facilities, and work environment, have a positive and significant effect on employee performance. This indicates that improvements in these three aspects will directly enhance employee performance.

Among these variables, the work environment emerges as the most dominant factor influencing employee performance. This suggests that aspects such as workplace comfort, interpersonal relationships, and employees' psychological conditions play a crucial role in driving productivity and work effectiveness.

Therefore, employee performance is not only determined by internal factors such as discipline but is also significantly influenced by external factors such as adequate facilities and a supportive work environment.

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