

The Effect of Work Motivation, Work Environment, and Work Discipline On Employee Work Productivity At The H Residence Apartment East Jakarta

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ABSTRACT

Aim - This paper tries to determine the effect of work motivation, work environment and work discipline on employees work productivity at The H Residence Apartment, East Jakarta, either partially or simultaneously.

Methodology/approach - It uses quantitative methods and collects data through questionnaires for 56 The H Residence Apartment employees in East Jakarta. The Slovin formula calculated the data with an error rate of (e) 5%, Classic Assumption Test, multiple linear regression analysis, the coefficient of determination (R^2), t test, and F test.

Findings - It was found that other variables outside the study explain 40.1%. Then the work motivation variable (X_1) has a partial effect on the work productivity variable (Y), the work environment variable (X_2) has a partial effect on work productivity (Y), and work discipline (X_3) has a partial effect on work productivity (Y). Partially, the most influential variable is discipline, followed by work environment, and work motivation.

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INTRODUCTION

The increasing population in Jakarta makes the primary need for housing in the middle of the city increase automatically. The limited land available in Jakarta has led to the development of vertical housing in the form of apartments which are increasingly being developed in Jakarta, becoming an effective alternative for carrying out resident activities, especially for employees in urban areas. In 2020, the completion of new apartments was predicted to reach more than 26,000 units (Alexander, 2020: 1). The development of number of apartments being built in Jakarta is increasing, as shown in the table 1.

Table 1. Number of Apartments in Jakarta in 2020

Location	Available Apartment (unit)	Apartment under construction (unit)
West Jakarta	48.600	13.846
Central Jakarta	23.328	5.609
South Jakarta	60.264	12.794
East Jakarta	29.160	5.083
North Jakarta	33.048	10.165
Total	194.400	47.497

Source: investor.id 2020

It was seen that East Jakarta is number 4, with 29.160 apartment units already available and 5,083 apartment units are still under construction. It means East Jakarta continues to grow. This research was conducted in East Jakarta because currently the apartments in East Jakarta is being intensively built and is expected to be an alternative residential needs.

Table 2. List of Apartments in East Jakarta by Region

Region	Apartemen
Cawang	Menara Cawang
	Patria Park
	Signature Park Grande
	The H Residence
	MT Haryono Square
	MT Haryono Residence
	The Hive Cawang
Cakung	Delta Cakung
	Signature Park Grande
	Sentra Timur Residence
	East Park
	CoreSky Residence

Source : rukamen.com 2021

Based on table 2, the presence of many apartments affects the competition in its class. Each developer tries to attract consumers to buy the apartment. According to Alexander (2020:1), the developer's business is strongly influenced by employees involved in marketing and sales. Employees are the main assets, namely as thinkers, planners, controllers of company activities, and spearheads in marketing so that many consumers are interested and buy. To achieve the company's goals, employees need the motivation to work more diligently and more seriously towards the tasks at hand so that employees have good work productivity. Work motivation is needed to maximize employee productivity and to compete with other companies. Without work motivation, employees of a company cannot work optimally (Juniwianti, 2020: 2). Direct motivation such as greetings, praise, awards, holiday allowances, bonuses, or service stars, while indirectly providing good machines, comfortable and bright workspaces, suitable and supportive work facilities, as well as proper placement, so that it can stimulate employees to work with enthusiasm and increase work productivity (Darmawan, 2019:1). The work environment is also important in increasing employees' work productivity (Kurniawan, 2019: 2). It is everything around employees at work, both physical and non-physical (Rahayu, 2019:21) so that companies must provide an adequate work environment, such as a physical environment (comfortable office layout), a clean environment, good air exchange, color, adequate lighting, and melodious music, as well as a non-physical environment (employee work atmosphere, employee welfare, relations between fellow employees, relations between employees and leaders, as well as places of worship, and so on) (Kurniawan, 2019:2). Other aspects are considered to greatly affect the increase in employee work productivity, namely, work discipline; employees who succeed or excel are usually employees who have high work discipline (Febriani, 2019: 3). Work discipline is an attitude or state of obeying the rules carried out by an employee or group to comply with the applicable regulations in a company and being willing to carry out all regulations, both written and reflected in behavior and actions. One of the targets of work discipline is to be able to make the workforce obtain a high level of productivity in accordance with company expectations, in the short and long term (Febriani, 2019:14).

Employees of The H Residence Apartment, under the auspices of PT. HK Realtindo is required to show good work productivity. Utilizing how the employee can complete the work under the company's targets. To increase employee work productivity, it can be done by increasing work motivation for employees so that they can work harder, be passionate about work, and carry out their duties, and by providing a supportive and comfortable work environment so that employees feel at home in their work environment and have good work discipline. When an employee has good work productivity, they contribute the efforts to achieve the goals of the company, so that it will make a positive contribution to the development of the company. In this study, the writer wants to research The H Residence Apartment, which is intended for middle-class consumers. The H Residence Apartment is under the developer PT. HK Realtindo, which is a subsidiary of PT. Hutama Karya (Persero), a state-owned enterprise. PT. HK Realtindo was established in 2010 and is engaged in property development, construction, and general contractor businesses. PT. HK Realtindo has also built several other projects, as shown in table 3.

Table 3 Realtindo HK Project Data

Project's Name	Year	Area
The H Tower	2011	Kuningan, Jakarta Selatan
Techno Tower	2011	Casablanca, Jakarta Selatan
Antam Tower II	2011	TB Simatupang, Jakarta
Enviro Apartemen	2011	Cikarang, Bekasi, Jawa Barat
HK Office Tower	2017	Cawang, Jakarta Timur

Source: nasional.kompas.com 2011, Ekonomi.bisnis.com 2017

Table.3 explains that PT. HK Realtindo continues to develop in the property sector to expand and maintain its business in the current era of globalization and also to meet the primary need, namely housing in Jakarta which is increasing every year. From the background of the problem, it is clear the reason the writer takes the title "Analysis of the Effect of Work Motivation, Work Environment, and Work Discipline on Employee Work Productivity at The H Residence Apartment, East Jakarta"

Objectives

The objectives of this study are to find out the effect of work motivation, work environment, and work discipline on employee work productivity at The H Residence Apartment, East Jakarta, either partially or simultaneously.

LITERATURE REVIEW

In this study, the writer examines theories and concepts about the influence of work motivation, work environment, and work discipline on employee work productivity at The H Residence Apartment, East Jakarta. The independent variables are work motivation, work environment, and work discipline and the dependent variable is employee work productivity.

Work motivation

Work motivation is very important for employees to be more motivated in doing the job so the company's goals will be easier to achieve. According to Afandi (2016:12), the word "motivation" is from the Latin word "movere" which means encouragement or moving. Motivation in management is aimed at human resources to direct the power and potential of employees so that they work together productively and achieve the goals that have been determined successfully. According to Akhmad Fauji (2018: 117), work motivation is a driving force that causes employees to be willing to mobilize abilities (in the form of expertise or skills), energy, and time to do work that is their responsibility and obligation to achieve predetermined goals. Ansory and Indrasari (2018:260) explained that work motivation is an encouragement that grows within employees from within and outside themselves to do work with high enthusiasm and use their abilities and skills to achieve satisfaction in accordance with what they want. Irham Fauzi (2016: 87) explained that work motivation is a behavioral activity that works to meet the desired needs. Hasibuan (2016:143) argued that work motivation is the provision of a driving force that creates employee work enthusiasm so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Akhmad Fauji (2018:117) explained that motivation is a process of linkage between effort and the satisfaction of certain needs. Motivation is an employee's internal need that must be satisfied to give rise to a certain impulse in the employee. So, the conclusion of work motivation is an encouragement both from outside and from within employees to do work with enthusiasm.

Work Motivation Factors

According to Maslow (1943:83-92), the factors that influenced work motivation were, firstly, life necessities, are basic needs that must be prioritized and fulfilled, including these needs are food, drink, housing, air, and so on. The desire to fulfill this need stimulates a person to behave and work hard. Secondly, future Needs. The fulfillment of future needs could be postponed but must be prepared from now on, such as savings for old age, career paths, and pension benefits. Thirdly, self-esteem needs. The need for self-esteem is the need for recognition, self-esteem, and respect for prestige from employees and society. Lastly, need for recognition of work achievement. The need for work performance is achieved by using optimal abilities, skills, and potential to achieve very satisfying work performance. This need is a complete realization of the full potential of the employee (Alhempri et al., 2021; Ansori, 2021; Herwina, 2022; Iskanto, 2023; Iskanto & Rahmalia, 2023; Lamin, 2022; Lathiifa & Chaerudin, 2022; Yulihardi & Iskanto, 2018). The company's leadership can fulfill the needs by providing education and training.

Theories of Motivation

a. The Hierarchy of Needs Theory

The theory of motivation developed by Maslow (1943:38) explained human needs could be classified into 5 (five) hierarchy of needs (Motivation and Personality). Firstly, physiological needs. Physiological needs are basic human needs such as clothing, food, and housing. Humans will meet physiological needs first before he meets other needs. Secondly, safety needs. Security needs are physical and psychological needs, including fair treatment in one's work, a safe environment free of pollution, protection of occupational safety and health, and

free from threats. Thirdly, social needs. Social needs show that everyone has a unique identity with its advantages and disadvantages, the need for a feeling of progress, and a sense of participation. Feeling accepted by others with whom one associates and interacts in the organization. Fourthly, esteem needs. The need for esteem shows that a person has self-esteem which is the right to obtain and maintain recognition from others. Therefore everyone needs recognition of their existence and status by others. Lastly, the need for self-actualization. The need for self-actualization shows in every person as hidden potential abilities that have not been fully developed and is generally rarely met by someone, because most people only focus on physical, safety, social, and self-esteem needs. The main purpose of fulfilling this need is to gain inner satisfaction and increase self-confidence.

b. Theory X and Y

This theory was pioneered by Douglas McGregor (1960:204-205) which explained about humans. Theory X, basically stated that humans tend to behave negatively, whereas theory Y, basically stated that humans tend to behave positively. Theory X explained that humans do not like to work and if possible avoid it, so human must be coerced, supervised, or threatened with various punishments to achieve company goals. In general, human place the satisfaction of physiological and safety needs above other factors related to the work and do not show their desire or ambition to progress. In contrast, theory Y explained that humans viewed work activities as natural as resting and playing, doing tasks without being overly directed and controlling themselves, accepted greater responsibility, try to show their creativity, and think that decision-making is their responsibility and not solely the responsibility of those who occupy managerial positions.

c. Hygiene Motivation Theory

This theory was developed by Frederick Herzberg (1966:333). Herzberg's theory aimed to find out employees' want from their jobs, and employees' relationship to their work were crucial to success and failure. Job satisfaction, was based on intrinsic factors, such as success in achieving something, the recognition obtained, the nature of the work performed a sense of responsibility, progress in career and professional growth, and intellectual. Job dissatisfaction, is associated with extrinsic factors, such as company policies, implementation of established policies, supervision by managers, interpersonal relationships, and working conditions.

d. ERG Theory

This theory was developed by Clayton Alderfer (1969: 214), who classified humans' need into 3 (three) groups. Existence Needs that were related to employee physicals such as eating, drinking, breathing, salary, compensation, and safe working conditions. Maslow's Hierarchy theory, are considered physiological needs and safety needs. Social Relationship Needs (Relatedness Needs) was an interpersonal needs, namely satisfaction in interacting in the work environment. In Maslow's Hierarchy theory was considered a social need. Growth Needs that described self-development and personal improvement related to employee abilities and skills. Maslow's Hierarchy theory is considered a need for recognition and self-actualization needs.

e. Three Needs Theory

This theory was put forward by David McClelland et al. (1961:33), who explained that human has 3 (three) motivation types of needs. Firstly, the need for success (Need For Achievement). The need for success became the impetus to be the best, and to achieve success according to the standards that have been set. Secondly, the need for power. The need for power was to have control and authority over others, to influence, and to change decisions according to their own needs or desires. The individual was motivated by the need for reputation and self-esteem. Thirdly, the need for affiliation. The need for affiliation was a real need of every human being, regardless of position, position, and work. Not only the need to occupy managerial positions but also the need whose main responsibility was to carry out operational activities because the basic thing of human nature was as a social being.

Work Motivation Indicators

According to Afandi (2018: 29), the indicators of work motivation are, firstly, remuneration, is given by the company because of the employees' company's goals achievement. According to Hasibuan (2017: 120), remuneration is in the form of goods and money such as salary or compensation such as health benefits, year-end bonuses, incentives, and religious holiday allowances received by employees. Secondly, working condition, is created by providing comfort so it affects the employees' motivation to supports employees in carrying out their work well. Working conditions are different from the work environment because working conditions are created by the leadership, and depend on the pattern created by the leadership (Mardiana, 2017:1-2) such as good communication between employees and leaders. Thirdly, work facilities, are not only in physical form that is used in activities, having a relatively permanent period of use, but also in the form of technical facilities and non-technical facilities, technical facilities such as computers or laptops, printers, photocopiers, tables, and chairs, while non-technical facilities such as vehicles and mobile phones provided by the company as inventory (LinovHR, 2021:1). Fourthly, work performance, was known as a systematic evaluation of the work results. It

can be seen at employees' ability to complete work above the average of other employees, never make mistakes in carrying out work, have high discipline, uphold cooperation, and work ethics. The company provides appreciation for work achievements that have been achieved by employee, such as employees' careers by giving promotions and transfers. Fifthly, recognition from superiors, is given by superiors on the success achieved, either in the form of statements directly or indirectly. Direct statements could be in the form of direct speech while indirect statements can be in the form of award certificates, promotions, and salary increases. Lastly, the Work Itself, was in the form of interesting tasks, opportunities to learn, and to complete the work for which the employee is responsible. Attractive tasks mean that the company provides tasks or jobs according to the talents and abilities of employees, so employees feel happy and don't feel pressured to complete work. The work itself could be achieved if there is a match between the skills possessed, the wishes of the employees, and the results or outputs of the work carried out by employees (Wijaya, 2017:535).

Work Environment

A work environment is a place around employees both physically and non-physically in the company's area, includes interactions or relationships between employees, company leaders, temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, work equipment (Kurniawan, 2019:20; Afandi, 2018:65 (Alhempri et al., 2021; Nasfi et al., 2022; Novita et al., 2022)), an atmosphere, supporting tools around employees, and supporting facilities to achieve company goals under the company's vision and mission (Sari, 2018: 38; Sedarmayanti, 2017: 25).

Factors Affecting the Work Environment

- a. Physical Environmental Factors, are the environment around employees that affects employee performance and productivity. Firstly, the workspace plan has a major impact on the comfort and appearance of employees' work including the suitability of the arrangement and layout of work equipment. Secondly, job design, including work equipment and work producers or work methods. Work equipment that is not in accordance with the work will affect the health of the employee's work. Thirdly, the conditions of the work environment, lighting, noise, air circulation, and appropriate room temperature are closely related to the comfort of employees in carrying out their duties and obligations. Fourthly, the level of visual privacy and acoustical privacy. Visual privacy is a workplace that provides privacy for employees as "privacy" to matters concerning themselves and their groups. While acoustical privacy is a workplace related to hearing, where the work environment must be protected from noises that can interfere with the hearing of employees so that employees do not concentrate on completing their work (Afandi, 2018: 66)
- b. Psychic Environmental Factors, are concerning social and company relationships that affect employees' work productivity. Firstly, excessive work that to be completed in a limited or urgent time could cause stress and tension in employees so the results obtained are less optimal. Secondly, poor monitoring could lead to other dissatisfaction, such as an unstable work atmosphere and lack of feedback on work performance. Thirdly, frustration cause an impact on hampering efforts to achieve goals, for example, the company's expectations are not in line with employees' expectations. Fourthly, changes that occur in work affect the employees working, for example, changes in the work environment, changes in the type of work, changes in the company, and changes in company leaders, and lastly, disputes between individuals and groups that occur when both parties have the same goals and compete to achieve these goals (Afandi, 2018: 67)

Aspects of the Work Environment

Aspects of the work environment are, firstly, work services. Work service is the most important aspect that must be provided by the company because it makes employees more passionate about work, have a sense of responsibility in completing their work, and maintain the good name of the company through work productivity and behavior. Secondly, working environment conditions that could create a sense of security at work such as adequate lighting, the right air temperature, noise that can be controlled, the influence of color, the space required, and employee safety. Lastly, employees' relations that greatly determine work productivity because there are not only relationships among motivation, enthusiasm, and enthusiasm for work, but also a conducive relationship between fellow employees at work, an incompatible relationship between employees can reduce motivation and enthusiasm which will consequently reduce work productivity (Afandi, 2018: 69).

Work Environment Indicators

According to Afandi (2018:71), work environment indicators are workspace light, air circulation, coloring, layout, music sound, air temperature, and working relationship.

Work Discipline

Work discipline is the attitude, behavior, awareness, and willingness of employees to obey and adapt to all company's regulations and social norms that apply in the company voluntarily both written and unwritten (Sinambela, 2018: 335; Ernawati, 2017: 23; Sutrisno, 2016: 89).

Types of Work Discipline

Mangkunegara in Lijan Poltak Sinambela (2018:336) revealed 2 (two) types of work discipline, namely preventive discipline and corrective discipline. Preventive Discipline. The main purpose of preventive discipline is to encourage employees to have good self-discipline without behaving negatively or violating existing rules. Company leaders have the responsibility to build an organizational climate, and to make employees know and understand all work guidelines and regulations in the company. Preventive discipline is a system related to work requirements for all parts of the system in the company. If the company's system is good, it is hoped that it will be easier to apply work discipline. Corrective Discipline. Corrective discipline is an effort to move employees by unifying a rule and directing them to continue to comply with regulations in accordance with applicable guidelines in the company. In corrective discipline, employees who violate discipline need to be given sanctions in accordance with applicable regulations. The purpose of providing sanctions is to correct violators' employees, maintain applicable regulations and provide lessons to violators.

Work Discipline Indicators

According to Sinambela (2018: 356) indicators that affect the level of discipline of a company's employees, such as, firstly, attendance frequency. Attendance frequency is a measure of the number of employees attending in the company in a certain time unit, a benchmark to determine the level of employee discipline, and an activity carried out by employees (Santoso, Yulianto, 2017: 67). Secondly, employee alert level. The level of employee alertness is the level of accuracy and calculation to reduce and minimize the work risk of employees in carrying out the work given by the company. Thirdly, adhere to work standards. Work standards are a number of criteria used as benchmarks to determine the success of employees in doing work and have been set by the company. Fourthly, obey company regulations. Obedience to company regulations are about the rules contain general matters regarding employee behavior within the company, and are based on the needs of the company by taking into account the applicable labor laws and regulations. Lastly, work ethics. Ethics in work is the nature or character and norms used by employees and leaders in the implementation of daily work. A good work ethic is needed by every employees and leaders in carrying out their work in order to create a harmonious work atmosphere. (Yanesti, 2018:5).

Work Productivity

Work productivity shows the level of employee ability in achieving results (output), especially in terms of quantity and could be different, depending on the level of persistence in carrying out their work within a predetermined time based on the company's plan besides the comparison between the work achieved and the participation of the workforce per unit of time (Zulkarnaen, Suarsa, Kusmana (2018: 160); Sinungan in Busro (2018: 344); Kussriyanto in Sutrisno, 2016:102). Employee productivity is influenced by factors, such as education level, skills, discipline, attitude and work ethic, motivation, nutrition and health, income level, social security, work environment, work climate, technology, production facilities, management, and achievement (Revianto in Edy Sutrisno, 2017:102). According to Simanjuntak in Edy Sutrisno (2017: 103), factors that can affect employee work productivity are, firstly, job training that aims to improve employees' skills so that they are able to use the right ways of using work equipment. Job training is needed not only as a complement to employee skills but at the same time to provide the basic knowledge to do something really and precisely, and can minimize or leave mistakes that have been made. Secondly, mental and physical abilities of employees have a very close relationship with employee work productivity. Lastly, the relationship between superiors and subordinates which affect daily activities. A well-established attitude increase employees' productivity at work..

Work Productivity Indicators

According to Edy Sutrisno (2017:104), an indicator is needed to measure work productivity, such as, firstly, employee ability. The ability of an employees in carrying out their work depend on the skills possessed, education, experience and professionalism of employees at work. According to Robbins in Afgani (2017: 9), abilities are divided into 2 (two), namely intellectual ability, to think, reason, solve problems, physical ability, to complete work that requires stamina, dexterity, strength, and skills. Secondly, improve results achieved. It happens when employees and the company complete work exceeding the targets set by the company in order to improve the results achieved. Thirdly, work spirit. Morale is a mental attitude that shows the extent to which employees have the enthusiasm to carry out and complete work on time with a sense of responsibility in better results so it influence on work productivity. Fourthly, self development. Self-development is always carried out to improve employees' work abilities and face the challenges of the digitalization era in completing their work.

Self-development can be done in training carried out by the company. Fifthly, quality. The quality of employees provides the best results. Work is said to be of high quality if the work can be completed properly and in accordance with the targets set by the company (Pintek, 2020: 1). Sixthly, efficiency. It is the employees's ability to carry out work properly and appropriately, using certain methods without wasting time, energy, and costs. The use of certain methods usually makes the work easier to do, the cost is more affordable, and the time to complete the work is shorter, but it does not reduce the goals set by the company. Lastly, effectiveness. Effectiveness is a way of measuring the success of employees in doing work in accordance with the goals set by the company, then the employees are said to be effective.

Previous Research

In previous research, researchers used variables related to work motivation, work environment, work discipline, and employee productivity. Dewi Rianti(2016) found that discipline is the most influence than motivation but no influence of the work environment on employee productivity partially. Siti Nur Kholipah(2017) explained that the work environment is the most influence than discipline and motivation. Abdul Rachman Saleh, HadiUtomo (2018) explained that work motivation is the most influence variable than discipline and work ethic. Khairunisa NurBaiti, Djumali, dan Eny Kustiyah (2020) stated that work discipline is the most influence variable than work environment and work motivation.

From the previous research, it can be concluded that motivation is an encouragement of employees' needs and desires that are directed to the goal in obtaining satisfaction from what is needed. so that employees work sincerely for the achievement of a company's goals and motivation has a positive and significant effect on employees work productivity (Ahmad Rosidi, 2019: 22; Anaziah Purwaliestanty, 2020; Khairunisa Nur Kholipah, 2017; Dewi Arianti, 2016). The work environment is the need for facilities such as work desks, computers or laptops, printers, photocopiers, and office telephones, infrastructure needs such as work spaces, places of worship, and sanitation facilities needed by employees in carrying out work in the workplace, so there is the influence of the work environment on employee work productivity (Arianti, 2016: 9; Anaziah Purwaliestanty, 2020; Khairunisa Nur Baiti, Djumali, and Eny Kustiyah, 2020; Abdul Rachman Saleh, 2018; Siti Nur Kholipah, 2017). Work discipline is the ability of employees to work regularly, diligently continuously and work in accordance with applicable rules without violating the rules that have been set, so work discipline having a positive and significant effect on employee work productivity (Hasibuan in Sinambela, 2016: 335; Anaziah Purwaliestanty, 2020; Khairunisa Nur Kholipah, 2017; Dewi Arianti, 2016). Work motivation given by the company to employees so that employees have high motivation to do work, besides that a supportive work environment must be provided by the company so that employees work well and comfortably, in addition to work motivation and work environment, good work discipline must also be applied. owned and implemented by each employee. High work motivation, a supportive work environment and good work discipline increase employee productivity.

Framework

The framework of this study is:

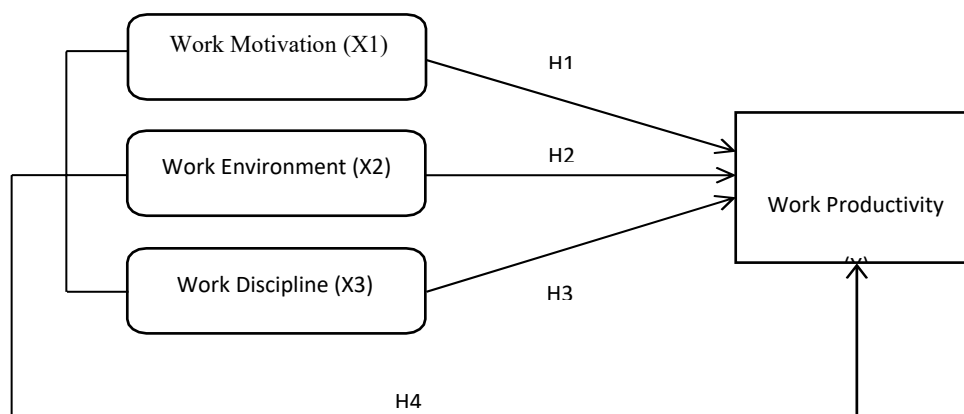


Figure 1 Framework Picture

METHODS

The primary data were obtained from questionnaires given to employees of The H Residence Apartment. Whereas secondary data is data obtained from various sources, ranging from books, online journals, articles, news and previous research that has to do with the study material, (Sugiyono, 2018: 213). The writer used the Slovin formula to determine of the number of samples with error rate of 5%, the Likert scale method of measurement, and quantitative research.

Test Instrument Data.

The writer used, firstly, validity test to measure the level of validity of indicators on the questionnaire and by comparing the calculated r value with the r table value for a significance level of 5% of the degree of freedom ($df = n - k$), in this case n is the sample and k is the independent variable. If r count $>$ t table then the question or indicator is declared valid, and vice versa if r arithmetic $<$ t table then the question or indicator is declared invalid. Secondly, reliability test to measure the consistent by using SPSS windows 20 which provides Cronbach Alpha (α) measurement facilities.

Classic Assumption Test

- Normality Test, shown by using a normal plot graph based on basic decision makers, that is if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the assumption of normality (Ghozali, 2016:163).
- Multicollinearity Test, analyzed the correlation matrix between the independent variables and calculating the tolerance and VIF values. The cut off value that is generally used to indicate the presence of multicollinearity is the value of tolerance $<$ 0.1 or equal to the value of VIF $>$ 10. If the tolerance value is $>$ 0.1 and the VIF value is $<$ 10, then there is no multicollinearity in the regression equation (Ghozali, 2016:163).
- Heteroscedasticity Test, analyzed the presence or absence of heteroscedasticity used the glejser test. The rule commonly used as a reference is if the probability of significance is above the 5% or 0.05 confidence level, the regression model does not contain heteroscedasticity (Ghozali, 2016:134).
- Autocorrelation Test, determined whether in the linear regression model has a correlation between the confounding error in period t and the confounding error in period $t-1$ (previous).

Multiple Linear Regression Analysis

This study uses a multiple linear regression formula to measure the strength of the relationship between the variables of work motivation, work environment and work discipline on the work productivity of the employees of The H Residence Apartment.

RESULT AND DISCUSSION

Company Overview

The H Residence Apartment was first established in 2014 in East Jakarta. It is under the developer PT. HK Realtindo, which is a subsidiary of PT. Hutama Karya (Persero) a state-owned enterprise. PT. HK Realtindo was established in 2010 and is engaged in property development, construction, and general contractor business. Its vision is to become a company that has integrity in the property business, and always maintains ethics in business, whereas its missions are to provide services that exceed client expectations, maintain a good level of quality, allow employees the opportunity to grow and develop, and to instill trust in all parties by managing all aspects professionally.

Overview of Respondents

The general description of respondents are grouped into several classifications based on gender, age, last education, length of work, marital status, skills owned, training that has been followed, and the type of vehicle used for working.

Table 4 The General Description of Respondents

Respondents		Number	%
Gender	Men	33	58.9%
	Women	23	41.1%
Age	18-25 years old	20	35,7%
	26-33 years old	19	33,9%
	34-45 years old	12	21,4%
	45 years old	5	9%
Education	Senior High School	9	16,1%
	Diploma	16	28,6%
	Graduate	27	48,2%
	Post Graduate	4	7,1%
Working Period	<1 Year	6	10,7%
	1-5 Year	26	46,4%
	6-10 Year	15	26,8%
	>10 Year	9	16,1%

Marital Status	Married	33	58,9%
	Unmarried	23	41,1%
Skill Possed	Communicating Using English or Public Relations	18	32,1%
	Operate Computer Well	24	42,9%
	Using the Online Financial Report System	3	5,4%
	Operate CCTV	4	7,1%
	Using Modern Cleaning Tools	4	7,1%
	Self Defense, Arrest, and Assault (Intruders, Thieves, and Drugs)	2	3,6%
	Operate Microsoft Office	1	1,8%
Training has been attended	Greeting and Grooming Training	22	39,3%
	Service Excellent and Handle Complain Customer Training	14	25%
	Back Up Important Company Data Training	10	17,9%
	Chemical Use and Waste Segregation Training	2	3,6%
	Evacuation, Fire Systems and Fire Fighting Training	6	10,6%
	Parallel Parking System Training and Building Traffic Management	1	1,8%
	Microsoft Excel Training	1	1,8%
Type of Vehicle Used For Work	Private Motorcycle	30	53,6%
	Online Motorcycle	4	7,1%
	Private Car	8	14,3%
	Online Car	2	3,6%
	Office Car	1	1,8%
	Public Transportation	11	19,6%

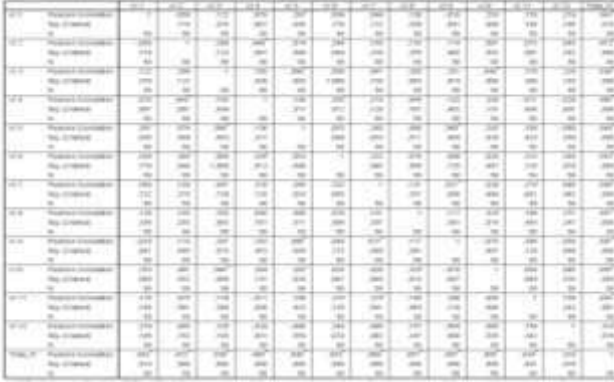

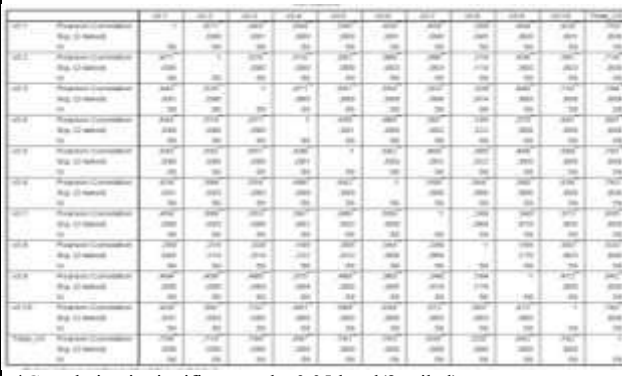
Source: Primary Data Processed By Writer

Table 4 shows that the employees of The H Residence Apartment in East Jakarta are mostly male. Based on the age, it shows that most of the employees are in the age range of 18-25 years old, that is 20 people or 35.7%, whereas in 26-33 years old are 19 people or 33.9%, 34-45 years old are 12 people or 21.4%, and the remaining > 45 years old are 5 people or 9% respondents. Based on the education of employees were high school/vocational graduates with a percentage of 16.1% or 9 people, whereas employees with diplomas were 28.6% or 16 people, employees with bachelors are 48, 2% or 27 people, and the remaining were 4 people or 7.1% are postgraduate. It can be concluded that most of the employees in this company have bachelor's education background with 27 people or 48.2%. Based on a working period, the average respondent with a working period of < 1 year is 6 employees or 10.7%, respondents with a working period of 1-5 years are 26 employees or 46.4%, respondents with a working period of 6-10 years as many as 15 employees or 26.8%, and > 10 years as many as 9 employees or 16.1%. It can be concluded that most of the employees in this company have a working period of 1-5 years. Based on marital status, 33 respondents or 58% have a married status, and 23 respondents or 41.1% have unmarried status. This shows that most employees of The H Residence Apartment in East Jakarta are married. Based on the skill possessed, it can be seen that 24 people or 42.9% of respondents have good computer operating skills, then 18 respondents, or 32.1% communication skills using English or public relations, 4 people, or 7.1 respondents with the skills to operate CCTV, then 4 people or 7.1% respondents with the skills to use modern cleaning tools, 3 people or 5.4% respondents with skills in using an online financial reporting system, 2 people or 3.6% respondents with skills in self-defense, arrest, and ambush (intruders, thieves, and drugs), and the remaining 1 people or 1.8 respondents with Microsoft office skills. Based on the Training that has been attended, it can be seen that 22 people, or 39.3 % of respondents have attended greeting and grooming training, then there are 14 people or 25 % of respondents have attended service excellent training and handling customer complaints, 10 people, or 3.6 % respondents who have attended training on backing up important company, then 2 people or 3.6 % respondents have attended training on chemical use and waste sorting, then there are 6 people or 10.6 % respondents have attended training on evacuation, fire systems and firefighters, then there is 1 people or 1.8 % respondents who have attended training on parallel parking systems and building traffic management, and the remaining respondents who have attended Microsoft Excel training are 1 employee or 1.8%. Based on the type of vehicle used for work, it could be seen that 30 respondents, or 53.6% use private motorcycles, then there are 11 respondents or 19.6 % use public transportation, and respondents who use private cars. with a percentage of 14.3% or 8 people, respondents who use online motorcycles with a percentage of 7.1% or 4 people, respondents who use

online car types are 3.6% or 2 people, and the remaining respondents who use the type of office car are 1 employee or 1.8%.

Instrument Test Validity

Tabel 5 Validity Test Result

Work Motivation (X1)	Correlations
	 <p>*Correlation is significant at the 0.05 level(2-tailed) **Correlation is significant at the 0.01 level (2-tailed)</p>
Work Environment (X2)	Correlations
	 <p>*Correlation is significant at the 0.05 level(2-tailed) **Correlation is significant at the 0.01 level (2-tailed)</p>
Work Discipline (X3)	Correlations
	 <p>*Correlation is significant at the 0.05 level(2-tailed) **Correlation is significant at the 0.01 level (2-tailed)</p>
Work Productivity (Y)	Correlations

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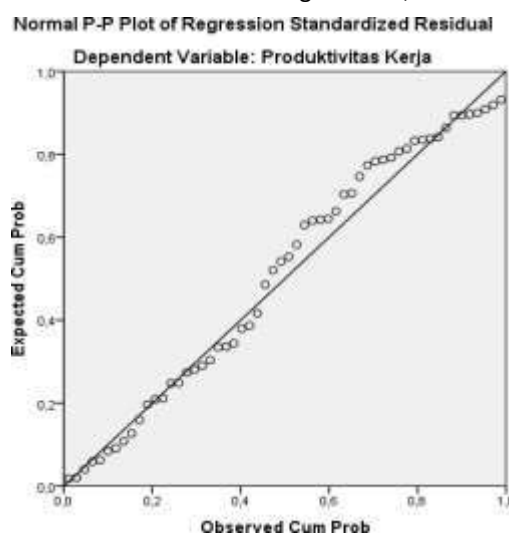
items in each of variable concepts is suitable to be used as a tool measuring.

Classic assumption test

Before testing the hypothesis, testing the classical assumptions is carried out to detect the fulfillment of the assumptions in the multiple regression model and to interpret the data so that it is more relevant in analyzing.

Normality test

The requirement of the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line and does not follow the diagonal line, then the regression does not meet the



assumption of normality.

Figure 2 Normality Test Result

Source: Primary Data Processed by SPSS 20

From figure 2, it can be stated that all data are normally distributed, the distribution of data is around the diagonal line so that it meets the requirements of the normality test, if the data spreads around the diagonal line and follows the direction, then the regression model fulfills the assumption of normality.

Multicollinearity Test

The multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables, namely work motivation, work environment, and work discipline. The multicollinearity test was carried out by looking at (1) the Tolerance value and (2) the Variance Inflation Factor (VIF). Below are the results of multicollinearity testing:

Table 7 Multicollinearity Test Results

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta	t	Sig.	
1	(Constant)	4,299	6,787		,633	,529	
	Work Motivation	,224	,106	,194	2,107	,040	,858
	Work Environment	,262	,085	,327	3,094	,003	,652
	Work Discipline	,627	,121	,517	5,177	,000	,731

Dependent Variable: Work Productivity

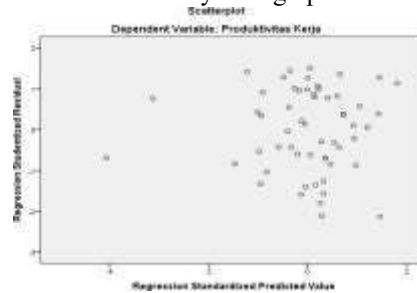
Source: Primary Data Processed by SPSS 20

Table 7 shows that the Tolerance value of each independent variable is Work Motivation (X_1) = 0.858, Work Environment (X_2) = 0.652, and Work Discipline (X_3) = 0.731. From table 4.16 above it is also known that the VIF value of each independent variable, namely Work Motivation (X_1) = 1.165, Work Environment (X_2) = 1.534 and Work Discipline (X_3) = 1.368. These three variables have Tolerance values > 0.1 and VIF values < 10 , so it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

It was carried out to test whether in a regression model there is an inequality of the variance of the residuals from one observation to another. If the residual variance from one observation to another observation

remains, then it is called homoscedasticity. If the variance is different it is called heteroscedasticity. A good regression model is that there is no heteroscedasticity. The graph of the heteroscedasticity test results is as follows:



Source: Primary Data Processed by SPSS 20

Figure 3 Image of Heteroscedasticity Test Result

In the figure 3, the dots spread randomly, do not form a clear pattern, and are spread both above and below the number 0 (zero) on the Y axis. This indicates that there is no heteroscedasticity problem in the regression model.

Autocorrelation Test

Autocorrelation test was performed using the Durbin-Watson method. The way to detect autocorrelation in the regression analysis model can be explained as follows:

Table 8 Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,788 ^a	,620	,599	3,353	2,199

a. Predictors: (Constant), Work Discipline, Work Motivation, Work Environment

b. Dependent Variable: Work Productivity

Source: Primary Data Processed by SPSS 20

Based on table 8, it shows the Durbin-Watson value of 2.199. If the DW lies between the Upper Bound (du) and (4-du), then there is no autocorrelation. The values in the Durbin-Watson table for n = 56 and k = 3 are du = 1.6830 and 4-du = 2.317 (1.6830 < 2.199 < 2.317), so that it can be ascertained that the regression model does not show signs of autocorrelation.

Multiple Linear Regression Analysis

It showed that each variable has a significant effect. It can be seen from the following table:

Table 9 Multiple Linear Regression Analysis Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,299	6,787		,633	,529
1 Work Motivation	,224	,106	,194	2,107	,040
Work Environment	,262	,085	,327	3,094	,003
Work Discipline	,627	,121	,517	5,177	,000

Dependent Variable: Work Productivity

Source: Primary Data Processed by SPSS 20

From table 9, it could be written in the regression equation:

$$Y = 4,299 + 0,244X_1 + 0,262X_2 + 0,627X_3$$

Y = work productivity; X₁ = work motivation; X₂ = work environment X₃ = work discipline

From the analysis, it could be stated :

- A constant value of 4.299 means that if the influence of work motivation, work environment and work discipline is equal to zero then the work productivity value at The H Residence Apartment, East Jakarta is 4.299.
- The value of the multiple linear regression coefficient of the work motivation variable is positive, which is equal to 0.244. This can be interpreted if work motivation increases by 1 unit, then work productivity increases by 0.244.
- The value of the multiple linear regression coefficient of the work environment variable is positive, which is equal to 0.262. This can be interpreted if the work environment increases by 1 unit, work productivity increases by 0.262.
- The value of the multiple linear regression coefficient of the work discipline variable is positive, which is equal to 0.627. This can be interpreted if work discipline increases by 1 unit, work productivity increases by 0.627.

0.627.

Correlation Coefficient (*r*)

The correlation coefficient test is used to determine the level of relationship between the independent variable and the dependent variable. It can be seen from the table 10:

Table 10 Correlation Coefficient Test Results

		Correlations			
		Work Motivation	Work Environment	Work Discipline	Work Productivity
Work Motivation	Pearson Correlation	1	,328*	,001	,302*
	Sig. (2-tailed)		,013	,996	,024
	N	56	56	56	56
Work Environment	Pearson Correlation	,328*	1	,490**	,645**
	Sig. (2-tailed)	,013		,000	,000
	N	56	56	56	56
Work Discipline	Pearson Correlation	,001	,490**	1	,678**
	Sig. (2-tailed)	,996	,000		,000
	N	56	56	56	56
Work Productivity	Pearson Correlation	,302*	,645**	,678**	1
	Sig. (2-tailed)	,024	,000	,000	
	N	56	56	56	56

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data Processed by SPSS 20

Based on table 10, the correlation coefficient of work motivation variable on work productivity, the result is 0.302, means that the influence of work motivation on work productivity is positively and lowly correlated. This means that increasing work motivation will affect the work productivity of The H Residence Apartment, East Jakarta. The correlation coefficient of the work environment variable on work productivity, the result is 0.645. From these results it can be stated that the influence of the work environment on work productivity has a positive and strong correlation. This means that the increasing work environment will affect the work productivity of The H Residence Apartment, East Jakarta, whereas the correlation coefficient of the work discipline variable on work productivity, the result is 0.678. From these results it can be stated that the effect of work discipline on work productivity has a positive and strong correlation.

Coefficient of Determination Test (*R*²)

The following is the result of calculating the coefficient of determination test using SPSS:

Table 11 Determination Coefficient Test Result

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,788 ^a	,620	,599	3,353

Predictors: (Constant), Work Discipline, Work Motivation, Work Environment

Dependent Variable: Work Productivity

Source: Primary Data Processed by SPSS 20

Table 11 shows that the *R*² coefficient of determination is 0.599 or 59.9%, means that 59.9% of work productivity is influenced by the three independent variables (work motivation, work environment, and work discipline). While the remaining 40.1% is influenced by other factors outside the research.

Hypothesis Test

Hypothesis is a decision-making method based on data analysis, both from controlled experiments, and from observations (uncontrolled). In statistics, a result can be said to be statistically significant if the event is almost impossible to cause by chance, according to a predetermined probability limit.

t test

The result of the t-test are confidence level = 95% ($\alpha = 5\%$), degrees of freedom (*df*) = *n*-*k*-1 = 56-3-1 = 52, obtained *t*_{table} = 2.00665 .

Tabel 12 t-Test Result Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,299	6,787		,633	,529
1 Work Motivation	,224	,106	,194	2,107	,040
Work Environment	,262	,085	,327	3,094	,003
Work Discipline	,627	,121	,517	5,177	,000

a. Dependent Variable: Work Productivity

Source: Primary Data Processed by SPSS 20

Based on tabel 12, it could be concluded that the work motivation variable has $t_{\text{count}} 2.107 > t_{\text{table}} 2.006$ and a significance level of $0.040 < 0.05$, so there is a partially significant effect between work motivation variables on work productivity; the work environment variable has $t_{\text{count}} 3.094 > t_{\text{table}} 2.006$ and a significance level of $0.003 < 0.05$, so there is a partially significant effect between work environment variables on work productivity; whereas the work discipline variable has $t_{\text{count}} 5.177 > t_{\text{table}} 2.006$ and a significance level of $0.000 < 0.05$, so there is a partially significant effect between work discipline variables on work productivity.

F Test

The calculations the results obtained can be seen in the following table.

Table 13 F Test Results

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	956,090	3	318,697	28,341	,000 ^b
Residual	584,749	52	11,245		
Total	1540,839	55			

a. Dependent Variable: Work Productivity

a. Predictors: (Constant), Work Discipline, Work Motivation, Work Environment

Source: Primary Data Processed by SPSS 20

Table 13 explains the results of the regression model test. Simultaneous Test (F_{test}) for all variables shows the F_{count} value of 28.341 with a significant level of 0.000 while F_{table} is 2.78. Thus, it can be concluded that $F_{\text{count}} 28.341 > F_{\text{table}} 2.78$ and a significance of $0.000 < 0.05$. It means that the variables of work motivation, work environment, and work discipline have a significant influence on work productivity simultaneously.

Discussion of result

Based on demographic analysis, validity, and reliability test results, employees who work at The H Residence Apartment, East Jakarta, have received motivation in the form of training, knowledge, and skills that can increase the company's productivity, as well as a work environment that is supported by facilities that can help employees to complete work, comfort in working, conditions in terms of relationships and communication between employees, employees and leaders, and employees with employees at lower levels. Apart from that, the company also applies discipline that must be adhered to so that employees follow the rules and process standards in completing work as a final result that has been determined by the company. The results from multiple linear regression analysis show that productivity has a value of 4,299, work motivation has a value of 0.244, work environment has a value of 0.262, and work discipline has a value of 0.627. In the correlation coefficient test results (r), those that have the greatest influence on work productivity are work discipline, work environment, and work motivation, and 40.1% are influenced by other variables outside the variables in this research.

Conclusions

Based on the results of research and discussion, the following conclusions can be drawn. Firstly, the effect of the work motivation variable was shown at $t_{\text{count}} 2.107 > t_{\text{table}} 2.006$ and a significance level of $0.040 < 0.05$, so there is a partial significant effect between the variables of work motivation on the work productivity of the employees, secondly the work environment variable has $t_{\text{count}} 3.094 > t_{\text{table}} 2.006$ and a significance level of $0.003 < 0.05$, so there is a partial significant effect between the work environment variables on the work productivity of the employees, lastly, the work discipline variable has $t_{\text{count}} 5.177 > t_{\text{table}} 2.006$ and a significance level of $0.000 < 0.05$, so there is a partial significant effect between the work discipline variables on the work productivity of the employees. Simultaneously, the effect of work motivation, work environment, and work discipline on work productivity obtained $F_{\text{count}} 28.341 > F_{\text{table}} 2.78$ and significance $0.000 < 0.05$, so there is a significant influence between the variables on the work productivity of the employees of the H Residence East Jakarta apartment. So, it can be concluded that the most influential variable on employee productivity is the work

discipline variable with a t-value of 5.177, followed by the work environment variable with a t-count of 3.904, and the variable that has the least effect on employee productivity. The work of employees of the apartment in The H Residence, East Jakarta is the variable of work motivation with tcount of 2.107.

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