

THE EFFECT OF WORK DISCIPLINE, COMPENSATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. PEMBANGUNAN TEKNIK KONSTRUKSI

Rusman Nopriady Rahman¹, Mulyana Mahmud², Irmayanti Sudirman³, Bakhtiar Tijjang⁴, Safrida⁵

¹⁻⁵ Management Study Program, Institut Ilmu Sosial dan Bisnis Andi Sapada, Parepare, Indonesia

E-mail:^{1*} rusmannopriadyrahman@gmail.com

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Abstract

This study aims to analyze the influence of work discipline, compensation, and work environment on employee performance at PT. Pembangunan Teknik Konstruksi. This study uses a quantitative approach with a causal associative research type. The study population was 103 employees, with a sampling technique using saturated sampling so that the entire population became research respondents. Data collection was carried out through questionnaires, interviews, documentation, and literature studies. The data analysis technique used multiple linear regression analysis with the help of IBM SPSS Statistics 27. Before testing the hypothesis, validity, reliability, and classical assumption tests were carried out. The results of the study indicate that work discipline has a positive and significant effect on employee performance ($t = 5.828$; $p < 0.05$), and compensation also has a positive and significant effect on employee performance ($t = 10.423$; $p < 0.05$). Meanwhile, the work environment does not have a significant effect on employee performance ($t = -1.252$; $p > 0.05$). Simultaneously, work discipline, compensation, and work environment have a significant effect on employee performance ($F = 128.997$; $p < 0.05$). The coefficient of determination (R^2) value of 0.796 indicates that 79.6% of the variation in employee performance can be explained by the three independent variables. Among the variables studied, compensation has the strongest influence on employee performance based on the highest standardized beta value ($\beta = 0.644$). The findings of this study indicate that improving employee performance in the construction sector can be done by strengthening work discipline and providing fair compensation that is in accordance with the employee's workload. This research has limitations because it was only conducted in one company and used data based on respondent perceptions, so the research results cannot be generalized widely.

Keywords: *Work Discipline, Compensation, Work Environment, Employee Performance.*

1. INTRODUCTION

In an era of globalization and increasingly rapid industrial development, companies are required to adapt to various changes, both in terms of technology, market competition, and consumer demands. This situation encourages companies to focus not only on improving product and service quality, but also on managing human resources (HR) as a strategic organizational asset. High-quality, optimally performing HR is key to creating competitive advantage and maintaining long-term corporate sustainability.

In increasingly complex and competitive business dynamics, companies are not only required to excel in marketing strategies or product development, but also to ensure optimal human resource performance (Endang Dwi Amperawati et al., 2026). Employee performance is a key determinant of organizational success in achieving both short-term and long-term goals. Therefore, managing aspects that influence employee performance is crucial, particularly in areas such as work discipline, compensation, and the work environment (Empat & Hanggraeni, 2023).

PT. Pembangunan Teknik Konstruksi in Makassar is a company engaged in construction services that plays a vital role in the implementation of various development projects. As a company engaged in the construction sector, PT. Pembangunan Teknik Konstruksi is required to be able to complete projects on time, maintain the quality of work results, and ensure the safety of employees in the field. This of course depends heavily on the performance of its employees. However, in carrying out construction work, various challenges are often faced, such as suboptimal employee discipline, compensation systems that need to be adjusted to the workload, and dynamic work environments both in the office and in the field. These conditions have the potential to affect employee performance in completing their tasks and responsibilities.

Employee performance is one of the main indicators in assessing an organization's success in achieving its stated goals (Cahyono, 2022). Performance not only reflects work results in terms of quantity and quality but also reflects an individual's level of effectiveness and efficiency in carrying out their duties and responsibilities. According to Sutedjo et al. (2024), employee performance is the work results achieved by an individual based on standards or targets set by the organization. Therefore, improving employee performance is a crucial focus in human resource management.

Work discipline reflects employee compliance with rules and procedures, as well as commitment to time and responsibility. According to Hasibuan (2016), strong work discipline directly impacts work efficiency and effectiveness, as well as creating an orderly work environment. Disciplined employees tend to complete tasks on time, exhibit high levels of loyalty, and maintain a strong work ethic. Discipline is also closely linked to an individual's professionalism and integrity within an organization (Cantika & Nugroho, 2021).

Besides work discipline, compensation is also a crucial factor influencing employee performance. Compensation is any form of reward given to employees in return for their contributions to the company. According to Handoko (2017), compensation can take the form of salary, wages, incentives, or other benefits aimed at increasing employee motivation and satisfaction. Providing fair compensation commensurate with workload will encourage employees to perform optimally and increase loyalty to the organization (Halizah, 2023).

The work environment, both physical and non-physical, also significantly impacts employee performance. A comfortable, safe work environment that supports positive

interactions between employees can create a conducive work atmosphere and increase work motivation. A good work environment is not only related to physical facilities, but also to the psychological atmosphere and social relationships between employees (Halizah, 2023). If the work environment is not supportive, employee performance can be affected, even if they have good discipline and competence.

However, previous research on the influence of work discipline, compensation, and the work environment on employee performance has yielded mixed results. Some studies indicate that work discipline and compensation have a positive and significant effect on employee performance (Permadi et al., 2021; Putra et al., 2023). Other studies have also found that the work environment has a significant influence on employee performance (Asike & Muslimin, 2022; Dinsar, 2021). However, some studies have shown that the work environment is not always a dominant factor in improving performance, particularly in companies operating in the construction sector, where fieldwork is characterized by a greater emphasis on project completion targets, discipline, and compensation. These differences in research findings indicate a research gap that needs further examination.

In addition to the inconsistency of research results, most previous studies have been conducted in government agencies, the banking sector, and public service companies, while research on construction companies is still relatively limited. In fact, the construction sector has different work environment characteristics compared to other sectors, such as a high level of work risk, dynamic job mobility, project target pressure, and field work conditions that can change at any time. These characteristics allow for differences in the influence of work discipline, compensation, and the work environment on employee performance compared to other sectors. Thus, this study has novelty because it re-examines the relationship between these three variables in the context of a construction company, specifically at PT. Pembangunan Teknik Konstruksi in Makassar.

Based on these phenomena and research gaps, several issues remain related to employee performance. These include employees lacking discipline in their work schedules, a perceived lack of a compensation system that does not fully reflect their workload, and a dynamic work environment, both in the office and in the field, that does not fully support a comfortable work environment. Furthermore, differences in employee abilities can potentially impact the quality of work. These issues lead to fluctuations in productivity and results that do not fully meet management expectations. If this situation continues, it can impact timely project completion and client satisfaction with the company's work. Therefore, further study is needed on the factors that influence employee performance, particularly those related to work discipline, compensation, and the work environment at PT. Pembangunan Teknik Konstruksi in Makassar.

2. RESEARCH METHOD

This study uses a quantitative approach with a causal associative research type that aims to analyze the influence of work discipline, compensation, and work environment on employee performance. The quantitative approach was chosen because this study focuses on testing the relationship between independent and dependent variables through numerical data measurement and statistical analysis. The study was conducted at PT. Pembangunan Teknik Konstruksi for approximately two months, starting from the research preparation stage, instrument distribution, data collection, and research data processing. The research location was chosen because the company has a sufficient number of employees and is relevant to the research variables being studied, especially those related to work discipline, compensation, work environment, and employee performance.

The population in this study was all 103 employees of PT. Pembangunan Teknik Konstruksi. The sampling technique used was saturation sampling, a sampling technique where all members of the population are included in the research sample. Thus, the sample size in this study was 103 respondents. Saturation sampling was used because the population size was relatively small, so the entire population was considered suitable for use as respondents in order to obtain more representative and accurate data.

This study consists of two types of variables, namely dependent variables and independent variables. The dependent variable in this study is employee performance (Y), while the independent variables include work discipline (X1), compensation (X2), and work environment (X3). Employee performance is defined as the work results achieved by employees both in quality and quantity in accordance with the responsibilities given by the company. Work discipline is defined as the level of employee compliance with applicable work regulations and procedures. Compensation is all forms of remuneration received by employees, both financial and non-financial, for contributions made to the company. Meanwhile, the work environment is the physical and non-physical conditions in the workplace that can affect employee comfort and work productivity.

Data collection techniques in this study were carried out through several methods, namely questionnaires, interviews, literature studies, and documentation. The questionnaire used as the main research instrument, compiled using a five-point Likert scale, ranging from a score of 1 = strongly disagree to a score of 5 = strongly agree. The questionnaire was given to all respondents to obtain data related to employee perceptions regarding work discipline, compensation, work environment, and employee performance. Interviews were conducted to obtain additional information to support the research results, while literature studies were used to obtain theoretical foundations and scientific references relevant to the research. Documentation was carried out by collecting company data related to the research, such as organizational structure, number of employees, and other supporting information.

Before being used as a data collection tool, the research instrument was first tested through validity and reliability tests. Validity tests were conducted to determine the extent

to which the questionnaire items were able to measure the variables being studied. An item was declared valid if the corrected item-total correlation value was greater than the r value at the 5% significance level. Meanwhile, reliability tests were conducted to measure the consistency of the research instrument using the Cronbach's Alpha coefficient. An instrument was declared reliable if its Cronbach's Alpha value was greater than 0.70.

The data analysis techniques used in this study included descriptive statistical analysis and inferential statistical analysis using IBM SPSS Statistics. Descriptive analysis was used to describe the characteristics of respondents and the distribution of their responses to the research variables. Inferential analysis was used to test the research hypotheses through multiple linear regression analysis. Prior to hypothesis testing, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests.

Hypothesis testing was conducted through a t-test to determine the partial effect of each independent variable on the dependent variable, an F-test to determine the simultaneous effect of the independent variables on the dependent variable, and a coefficient of determination (R^2) test to determine the extent of the independent variable's contribution in explaining the dependent variable. All tests were conducted at a significance level of 5% ($\alpha = 0.05$).

3. RESULTS AND DISCUSSION

This study has 103 respondents with characteristics based on gender and age. The following is an explanation of the characteristics of respondents including the characteristics of respondents based on gender, the results of a total of 103 respondents 4 people (64%) are female and the remaining 18 people (36%) are male and respondents based on age respondents aged 20-30 years amounted to 41 people or 40%, respondents aged 31-40 years amounted to 41 people or 40%, then respondents aged 41-50 years amounted to 15 people or 14%, and ages >50 years were 6 people or 6%.

Validity Test

This validity test can be conducted using the product-moment correlation analysis method. Calculations were performed using the SPSS Statistics 27 application program with a sample size of 103 based on the formula $df = n-2$ ($df = 103-2 = 101$) to obtain an r table value of 0.193, proving the item's validity. The full validity test can be seen in Table 1 below:

Table 1. Validity Test Results

No	Item	r count	r table	Information
Work Discipline Variable Questionnaire (X1)				
1	X1.1.1	0.753	0.193	Valid
2	X1.1.2	0.834	0.193	Valid
3	X1.2.1	0.725	0.193	Valid

4	X1.2.1	0.901	0.193	Valid
5	X1.3.1	0.719	0.193	Valid
6	X1.3.2	0.786	0.193	Valid
7	X1.4.1	0.767	0.193	Valid
8	X1.4.2	0.764	0.193	Valid
9	X1.5.1	0.645	0.193	Valid
10	X1.5.2	0.719	0.193	Valid
11	X1.6.1	0.735	0.193	Valid
12	X1.6.2	0.767	0.193	Valid
Compensation Variable Questionnaire (X2)				
1	X2.1.1	0.849	0.193	Valid
2	X2.1.2	0.870	0.193	Valid
3	X2.2.1	0.918	0.193	Valid
4	X2.2.2	0.873	0.193	Valid
5	X2.3.1	0.812	0.193	Valid
6	X2.3.2	0.838	0.193	Valid
7	X2.4.1	0.820	0.193	Valid
8	X2.4.2	0.770	0.193	Valid
9	X2.5.1	0.824	0.193	Valid
10	X2.5.2	0.832	0.193	Valid
Work Environment Variable Questionnaire (X3)				
1	X3.1.1	0.716	0.193	Valid
2	X3.1.2	0.791	0.193	Valid
3	X3.2.1	0.794	0.193	Valid
4	X3.2.2	0.788	0.193	Valid
5	X3.3.1	0.827	0.193	Valid
6	X3.3.2	0.833	0.193	Valid
7	X3.4.1	0.733	0.193	Valid
8	X3.4.2	0.795	0.193	Valid
9	X3.5.1	0.822	0.193	Valid
10	X3.5.2	0.833	0.193	Valid
Employee Performance Variable Questionnaire (Y)				
1	Y1.1	0.841	0.193	Valid
2	Y1.2	0.734	0.193	Valid
3	Y2.1	0.770	0.193	Valid
4	Y2.2	0.863	0.193	Valid
5	Y3.1	0.819	0.193	Valid
6	Y3.2	0.740	0.193	Valid

7	Y4.1	0.755	0.193	Valid
8	Y4.2	0.807	0.193	Valid
9	Y5.1	0.808	0.193	Valid
10	Y5.2	0.784	0.193	Valid
11	Y6.1	0.859	0.193	Valid
12	Y6.2	0.818	0.193	Valid

Source: SPSS Data Processing, 2026

The table above proves that all indicators used to measure the variables used in this study, namely work discipline, compensation, and work environment variables on employee performance, produce a calculated r value $>$ r table 0.193, so the results prove that all indicators are valid.

Reliability Test

Reliability testing in this study used the Cronbach's Alpha formula. The results of this reliability test, from SPSS Statistics 27, for each variable are summarized in the table below:

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1	Work Discipline (X_1)	0.949 $>$ 0.60	Reliable
2	Compensation (X_2)	0.965 $>$ 0.60	Reliable
3	Work Environment (X_3)	0.948 $>$ 0.60	Reliable
4	Employee Performance (Y)	0.963 $>$ 0.60	Reliable

Source: SPSS Data Processing, 2026

Based on table 2 above, the results of the reliability test prove that work discipline (X_1), compensation (X_2), work environment (X_3), and employee performance (Y) produce an Alpha coefficient of more than 0.60, namely the work discipline research variable 0.949, compensation variable 0.965, work environment variable 0.948 and employee performance variable 0.963 so that it can be said that work discipline, compensation, and work environment on employee performance are all measurement variables from the questionnaire are reliable.

t-test (Partial Test)

In the t-test or partial to analyze whether Work Discipline (X_1), Compensation (X_2), Work Environment (X_3), and employee performance (Y). The t-test is carried out by comparing the calculated t value with the t table for each variable. The dependent variable is said to have an effect, if the calculated $t >$ t table or significance $<$ 0.05.

Table 3. T-test
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.129	.222		.582	.562
Work discipline	.439	.075	.450	5,828	.000
Compensation	.629	.060	.644	10,423	.000
Work environment	-.099	.079	-.106	-1.252	.214

a. Dependent Variable: Employee Performance
 Source: SPSS Data Processing, 2026

The output above shows that the Work Discipline value (X1) is $5.828 > 1.661$ with a significance value of 0.000. in other words, there is a significant influence between the Work Discipline variable (X1) on Employee performance (Y). The Compensation value (X2) is $10.423 > 1.661$ with a significant value of 0.000, in other words, there is a significant influence between the Compensation variable (X2) on Employee performance (Y). The Work Environment value (X3) is $-1.252 < 1.661$ with a significant value of 0.214. in other words, there is no influence and is not significant between the Work Environment variable (X3) on Employee Performance (Y).

F Test (Simultaneous)

SPSS 27 analysis functions to test the significance of independent variables simultaneously or together with dependent variables, simultaneous hypothesis testing is carried out by comparing F count with F table.

Table 4. F Test (Simultaneous)
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,810	3	10,937	128,997	.000b
	Residual	8,394	99	.085		
	Total	41,204	102			

Source: SPSS Data Processing, 2026

Based on table 4 above, Fcount = 128.997 and Ftable = 2.70 are obtained, because Fcount > Ftable = 2.70, then the regression model is simultaneously significant. Because the significance value (Sig) = 0.000 < 0.05, then Ho is rejected and H1 is accepted. The F test shows that simultaneously the variables of Work Discipline, Compensation, and Work Environment have a significant effect on Employee performance. This means that the regression model built is suitable for use in analysis and prediction.

Results of the Coefficient of Determination (R²)

Table 5. Results of the Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted Square	Standard Error of the Estimate
1	.892a	.796	.790	.291

Source: SPSS Data Processing, 2026

Based on the Model Summary results above, an R² value of 0.796 was obtained, indicating a very strong relationship between the independent variables (Work Discipline, Compensation, and Work Environment) and the dependent variable (Employee Performance). The R-square value of 0.796 indicates that 79.6% of the variation in employee performance can be explained by these three independent variables. Meanwhile, the remaining 20.4% is influenced by other factors not included in this model.

DISCUSSION

The Influence of Work Discipline on Employee Performance

Based on the results of the first hypothesis test, the calculated t value was 5.828 with a significance level of 0.000 (<0.05) and a standardized beta (β) value of 0.450. This indicates that the work discipline variable has a positive and significant partial effect on employee performance. Thus, the first hypothesis (H₁) is accepted, which means that the higher the employee's work discipline, the higher the employee performance at PT. Pembangunan Teknik Konstruksi.

Empirically, employees with high levels of discipline, such as arriving on time, adhering to work rules, and completing tasks on time, tend to be more responsible for their work, allowing it to be completed effectively and efficiently. Conversely, employees with low levels of discipline typically exhibit delays in completing work and are less than optimal in achieving work targets.

This finding aligns with Hasibuan's (2016) theory, which states that high work discipline directly impacts work efficiency and effectiveness. Empirically, Cahyono (2022) demonstrated that work discipline has a positive and significant effect on employee performance. Putra et al. (2023), in their research at PT. Bank Sulselbar Parepare Branch, also confirmed a significant relationship between work discipline and employee productivity. Cantika and Nugroho (2021) also found that work discipline positively impacts employee performance, even after considering the moderating effect of leader-member exchange. This convergence of findings across different organizational contexts reinforces the conclusion that work discipline is a reliable predictor of employee performance.

The Effect of Compensation on Employee Performance

Based on the results of the second hypothesis test, the calculated t value was 10.423 with a significance level of 0.000 (<0.05) and a standardized beta (β) value of 0.644. Compensation obtained the highest beta value among the three predictors, indicating that compensation has the strongest influence on employee performance in this study. Thus, the second hypothesis (H_2) was accepted.

Compensation in this study includes not only base salary but also incentives, bonuses, allowances, and other forms of recognition. Empirically, employees demonstrate more optimal performance when companies provide compensation commensurate with their workload and responsibilities. Employees who feel valued and have their needs met are more motivated to complete their work better, on time, and increase productivity. Conversely, if compensation is perceived as unfair, it tends to lower morale and result in decreased performance.

These results are supported by Handoko's (2017) theoretical framework, which states that fair and appropriate compensation stimulates work motivation and organizational loyalty. Permadi et al. (2021) empirically demonstrated that compensation has a positive and significant effect on employee performance at the Ministry of Religious Affairs in Parepare City. Halizah (2023) further found that compensation significantly impacts employee performance, even when mediated by job satisfaction. These findings demonstrate that the relationship between compensation and employee performance is consistent across organizational and sectoral contexts, confirming the central role of fair compensation in HR management.

The Influence of Work Environment on Employee Performance

Based on the results of the third hypothesis test, the calculated t value was -1.252 with a significance level of 0.214 (> 0.05) and a standardized beta (β) value of -0.106. This indicates that the work environment variable does not have a significant partial effect on employee performance. Thus, the third hypothesis (H_3) is rejected.

These results indicate that changes in work environment conditions do not directly drive changes in employee performance levels at PT. Pembangunan Teknik Konstruksi. One plausible explanation is that employees in the construction sector are accustomed to working in dynamic and challenging physical environments, both in the field and in the office, so they tend to develop adaptation mechanisms that reduce the influence of environmental factors on performance. Instead, they are more driven by internal or economic factors, such as work discipline and compensation.

These findings align with Dinsar (2021), who found that the work environment had no significant effect on employee performance, arguing that employees' psychological resilience and intrinsic motivation can overcome environmental constraints. However, these results differ from those of Asike and Muslimin (2022) and Nur et al. (2024), who found a positive and significant influence of the work environment on employee performance in

different organizational contexts. This difference indicates that the influence of the work environment is sector-specific and can be moderated by individual and contextual factors, thus requiring more in-depth study in future research.

The Simultaneous Influence of Work Discipline, Compensation, and Work Environment on Employee Performance

Based on the results of simultaneous testing (F Test), the calculated F value was obtained = 128.997 with sig. = 0.000 (<0.05). This proves that work discipline, compensation, and work environment together have a significant effect on employee performance. This combined model is able to explain 79.6% of the variation in employee performance ($R^2 = 0.796$), which indicates a very good level of model fit.

These findings reinforce the principle in human resource management theory that employee performance is multi-determined. Although the work environment did not emerge as a significant individual predictor in this study, its inclusion in the combined model still contributed to the overall explanatory power of the regression equation. High work discipline, adequate compensation, and a conducive work environment collectively create optimal conditions for improving employee performance.

4. CONCLUSION

Based on the research results, it can be concluded that employee performance at PT. Pembangunan Teknik Konstruksi is influenced by various interrelated factors in human resource management. The analysis results show that work discipline and compensation are factors that have a positive and significant influence on employee performance. High work discipline reflects responsibility, compliance with regulations, and commitment to completing work, thus directly impacting increased productivity and work quality. Meanwhile, fair and appropriate compensation has been proven to increase employee work motivation, which ultimately encourages optimal performance improvement.

On the other hand, the work environment in this study did not significantly influence employee performance. This indicates that employees are still able to perform optimally even though the work environment is not the primary factor influencing their performance. This suggests that, in the context of this study, employee performance is more influenced by internal factors such as work discipline and economic incentives through compensation.

However, work discipline, compensation, and the work environment simultaneously proved to have a significant influence on employee performance. This indicates that these three variables collectively contribute to explaining variations in employee performance. Therefore, improving employee performance cannot be achieved by focusing solely on a single factor but requires a comprehensive approach, considering various mutually supportive aspects within the organization. Based on the research findings, the following recommendations can be made:

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