



# The Influence of Work Environment and Organizational Learning on Personnel Performance Mediated by Work Discipline

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## ABSTRACT

*The purpose of this study was to determine and analyze the influence of the work environment on the performance of the Binmas Satker of the Konawe Selatan Police. Knowing and analyzing the influence of the work environment on the work discipline of Satker Binmas Polres Konawe Selatan. Knowing and analyzing the influence of organizational learning on the Discipline of the Binmas Satker of the Konawe Selatan Police. Knowing and analyzing the effect of work discipline on the performance of the Binmas Satker of the Konawe Selatan Police. Knowing and analyzing the role of discipline as a mediator of the influence of the work environment on performance Satker Binmas Polres Konawe Selatan. Knowing and analyzing the role of discipline as a mediator of the influence of organizational learning on performance. The population in this study were all police personnel within the scope of the Binmas Satker Polres Konawe Selatan with a total of 53 personnel. Analysis of the data used in this study is to use Smart PLS version 3.0.*

*The results of the study show that the work environment has no significant positive effect on the performance of personnel, meaning that the better the work environment of the personnel, the better the performance of the personnel, but not significantly. The work environment has a positive and significant effect on the work discipline of the personnel. This means that the better the work environment in Satker Binmas Polres Konawe Selatan, the better the work discipline of personnel. Organizational learning has a positive and significant effect on the performance of the Satker Binmas personnel of the South Konawe Police. This means that the better the organizational learning carried out by the personnel, the better the performance of the personnel. Organizational learning has a positive but not significant effect on personnel work discipline.*

*This means that the better organizational learning carried out by the personnel of the Binmas Satker Polres Konawe Selatan can improve the work discipline of personnel but not significantly or not significantly. Work discipline has a positive and significant effect on the performance of the Satker Binmas personnel of the South Konawe Police. This means that the better the implementation of the work discipline of the personnel, the better the performance of the Binmas Satker personnel of the Konawe Selatan Police. Work discipline does not significantly mediate the effect of work environment on personnel performance. This means that work discipline does not actually provide a mediating role on the influence of the work environment on the performance of the Satker Binmas Polres Konawe Selatan. Organizational learning has a positive and significant effect on performance mediated by work discipline. This means that good organizational learning can improve personnel performance through increasing work discipline of the personnel of the Satker Binmas Polres Konawe Selatan.*

**Keywords:** Work Environment, Organizational Learning, Work Discipline, Performance.

## I. INTRODUCTION

Human resource management is a very important aspect to support the sustainability of an organization. In managing an organization or company, human resource management needs to be directed at a model that can attract all the potential of human resources for the organization or in other words, human resource management must be directed to explore the potential of human resources capable of making a positive contribution to the company. or organization. Human resources have a very important position considering that organizational performance is influenced by the quality of its human resources. In addition to high quality natural resources that are useful in adjusting the movement of climate change efforts so quickly. If a company already has a strategy and goals, the next

step is to plan what human resources are needed to achieve these goals. Performance is the result you want every organization to achieve, whether public or private.

A good organization is an organization that has been able to create good performance. To achieve performance opportunities and challenges in an increasingly competitive business environment in achieving company goals, human resource management must be directed to become a thinker and run the company as well as being a determinant of the implementation of sustainable business continuity. In today's era of globalization, organizations are not only focused on policies and procedures only, but organizations are shaped by people and their relationship to one another. An organization can survive if the people in it interact with one another to function to achieve goals. This is where the key for an organization to grow, develop and survive is human resources.

Human Resources is a very central factor in the organization. Whatever the form and purpose of the organization is made based on various visions for the benefit of humans. Likewise, in carrying out its mission, it is managed and managed by humans. Attention needs to be focused on intelligent people trying to achieve superior performance. The flow of globalization is almost unstoppable, as a result, advances in science and technology have led to competition in various fields. Human resources are the most important organizational assets that must be managed properly, because they play an important role in shaping and achieving every organizational goal.

Several theories put forward by experts who are used as a reference to the main theory (grand *theory*) related to Human Resource Management, hereinafter referred to as HRM, refer to the theory of organizational behavior. According to Elton Mayo (1949) The Hawthorne studies showed that people's work performance is dependent on social issues and job satisfaction, and that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting individuals' need and desire to belong to a group and be included in decision making and work. HRM theory explains that human resource management is planning, organizing, directing and controlling related to the formal design system of the organization to determine the effectiveness and efficiency of personnel talent to realize organizational performance and goals, Mathis and Jackson (2011).

Some of the results of previous studies that focus on the work environment and work discipline on performance. The quality of work comfort that is obtained through the work environment determines the level of employee performance. Performance will not be optimal if the working environment conditions are not pleasant. Elok Mahmud Putri, Vivin Maharani Ekowati, Achmad Sani Supriyanto, and Zaim Mukaffi (2019) stated that the work environment affects employee performance, work discipline mediates the effect of the work environment on employee performance. The existence of work discipline in the work environment and employee performance is very important, this is because work discipline is a performance strengthening or benchmark. With employees who are always disciplined at work, of course, it will further improve performance in the company. And with a comfortable environment will bring employees to be more disciplined.

The work environment is one of the important factors in creating employee performance. The work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable. Determination and creation of a good work environment will greatly determine the success of achieving organizational goals and being able to provide a good service to the community. On the other hand, if the work environment is not good, it will reduce morale and ultimately reduce employee performance. This is supported by the results of research conducted by Guruh Dwi Pratama (2020) which states that the work environment has a positive and significant effect on performance.

A good physical work environment, such as a clean, tidy, quiet and comfortable workplace and public facilities in the office will support employees to excel in their work and will encourage employees to further improve their performance. In addition, a good psychological work environment such as the opportunity for employees to take part in making decisions, then giving employees rewards can make employees feel valued and involved so that employees can try to give the best performance for the company. This is in line with previous research conducted by Marlina Widiyanti (2019) which stated that the work environment had a significant effect on employee performance.

The second factor that becomes the focus of research is organizational learning. Organizational learning is an organization in which everyone seeks to identify and solve problems so as to enable the organization to constantly experiment, change and improve in order to increase the ability to develop, learn and achieve goals (Dalt, 2013, p. 61). Organizational learning is affecting the development of a company, because if an organization has an organizational learning that good then would affect the competencies that will increase and will also lead to performance enhancements that can make the performance of employees to improve and ultimately will improve the performance of the company. Based on the explanation above that organizational learning is aimed at improving organizational performance. If a company has the ability to learn, the organization is more responsive to environmental changes and takes appropriate action, it will increase its competitive advantage. Therefore, organizational learning will have a positive effect on the performance of manufacturing companies in Kenya (Ruth Ouma and Henry Kombo, 2016).

Probst and Buchel (1997) define organizational learning as the ability of an institution as a whole to find faults and correct them, to change the knowledge base and values of the organization so as to produce new problem-solving skills and new capacities for action. Therefore, organizational learning is a key element that

enables organizations to adapt to changes in the internal and external environment and remain competitive in uncertainty (Smith, 2001). Conclusively, companies that learn more effectively over the long term will outperform their competitors, deliver collective aspirations freely and organizational members learn together on an ongoing basis.

In addition to the work environment and organizational learning, discipline also affects performance. One of the most common problems found in various government and private agencies regarding employees is the issue of discipline. As seen in reality, the most prominent problem is the problem of discipline. From the phenomenon that occurs, there are still many employees who violate discipline, whether it's not coming to work for no apparent reason, not attending the morning apple and leaving the office during working hours. Then the habit that has been entrenched among employees which often adds vacation time, for example during Eid for various reasons. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for the members of the organization. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained and targets will be achieved. Civil Servants are important organs that have a large role and function in the success of a government agency, because they are an extension of the government's hand in all aspects of implementing government activities, especially development in both urban and rural areas. This is in accordance with the Vision and Mission of the Civil Servants themselves, namely providing services to the community, being loyal and serious in working, Hasibuan, (2009: 200).

Discipline is an attitude, behavior and action in accordance with organizational regulations, both written and unwritten. The regulations in question include absenteeism, late entry, and early departure of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. Many who interpret that discipline when employees always come and go home on time. That opinion is just one that the organization demands. Therefore, discipline can be interpreted as written or unwritten behavior. (Hasibuan, 2009:212).

Work discipline can be defined as an attitude of respect, appreciation, obedience and obedience to the applicable regulations, both written and unwritten and being able to carry it out and not evade accepting sanctions if he violates the duties and authorities given to him (Sastrohadiwiryono, 2007). 2013 :291). Meanwhile, according to Rivai, Discipline is the most important operative function of Human Resource Management, because the better the employee discipline in the organization, the higher the work performance that can be achieved. (Rivai, 2009:824). As for the indicators of labor discipline an employee is (Nitisemito 2009: 40) The first decline in labor productivity, the level of absenteeism is high, the third their negligence in the completion of the work, the fourth level of carelessness or accident is high, the fifth frequent theft of materials employment and sixth often conflict between employees. Several previous studies concerning work discipline on employee performance are research conducted by Jonathan (2017), Chris Baumann, (2016) and Sarita Cargas, (2017) which state that work discipline has a relationship to performance.

The performance of an individual person plays an important role for the whole organization. Performance itself is the quantity or quality of something produced or services provided by someone who does work (Luthans, 2005, p. 165). Performance refers to the employee's work performance which is measured based on the standards or criteria that have been set by the organization. The importance of performance to be researched in order to improve the performance of an organization, especially the South Konawe Police Organization. The theoretical and empirical studies that have been stated previously are the basis for researchers to photograph the facts that occurred at the Konawe Selatan Resort Police.

With the reformation era currently underway, the Konawe Selatan Resort Police always strives to support and supervise so that reforms can run according to the expectations of the community. To realize these expectations Police Konawe South had implemented reforms in organizational management from the aspect of accountability for performance and accountability of the use of the financial aspects of the State, where such provisions as it has been stated in the Tap MPR RI No.XI / MPR / 1998 and Law No. 28 of 1999 concerning the implementation of a clean state, free from corruption, collusion and nepotism, requires a form of accountability related to the development and implementation of an appropriate, clear and real system periodically.

The government through Presidential Instruction No. 7 of 1999 concerning Accountability for Performance of Government Agencies (AKIP) as a follow-up to the TAP MPR RI and the Act, requires each head of the Department/Non-Departmental Government Institution, Regional Government, Work Unit or work unit therein, to make a report. Performance of Government Agencies (LKIP) in stages and periodically to be submitted to their superiors. And in accordance with the Regulation of the Head of the State Police of the Republic of Indonesia Number 7 of 2015, dated June 24, 2015 concerning Amendments to the Regulation of the Chief of the National Police of the Republic of Indonesia Number 20 of 2012, dated October 30, 2012 concerning the Preparation of Performance Accountability Reports of Government Agencies within the State Police of the Republic of Indonesia Police The South Konawe Resort has the task of maintaining public security and order, enforcing the law, providing protection, shelter, and service to the community and carrying out other Polri duties within the jurisdiction of the South Konawe Police in accordance with the provisions of the legislation.

The Konawe Selatan Polres has made a Performance Agreement in 2019, the activities listed in the Performance Agreement are activities that are in accordance with the main tasks and functions of the Satker of the Konawe Selatan Police, this performance agreement is a benchmark for evaluating performance accountability

at the end of 2019. In an organization there are many indicators and measures that can be used to assess the success of an organization, including by looking at some of the most important performance as a criterion for the success of an organization's performance. The National Police has set the National Police Chief Decree Number: 2 of 2018 as the Determination of Main Performance Indicators within the Police, the South Konawe Police and its staff have compiled key performance indicators which are overall success benchmarks that describe the main tasks and functions and roles of the South Konawe Police, especially in the field of Binmas Satker.

The Binmas Satker is tasked with carrying out community development, including community policing, community order and coordination activities with other forms of self-defense, as well as in maintaining public security and order. Thus, the main tasks of the Binmas Satker include: 1) coordinating with other forms of self-defense in the context of increasing public awareness and obedience to laws and regulations; 2) guidance and counseling in the field of public order for community components, including adolescents, youth, women, and children; and 3) empowering community participation in Polmas activities which include the development of partnerships and cooperation between the Polsek and the community and the sub-district level government as well as non-government organizations

The phenomena of performance, work environment factors, organizational learning and work discipline of Satker Binmas Polres Konawe Selatan are described in detail as follows:

Related to the performance, in general there are some success in achieving the strategic objectives following performance indicator, however, there are still some strategic objectives that have not been optimized successfully realized in FY 2019 is particularly in the field of PIU Binmas Police South Konawe especially for work targets the establishment of the posture of the Police Konawe Southern Professional, moral, modern and superior through changing the *mind set* and *culture set* (mental revolution). From the explanation of the performance report, the number of personnel for Satker Binmas Polres Konawe Selatan who have competency standards in accordance with their field of duty is the realization of 25 personnel with an achievement of 83% of personnel from the target of 30 personnel. In addition, the implementation of training by the Konawe Selatan Police is carried out every year but generally the Binmas Satker rarely participates in the training. For vocational education training activities in the field of Binmas, it is still very rarely carried out at the Konawe Selatan Police so that members of the Binmas Satker generally have not participated in the vocational education training in the field of Binmas. The condition of the realization of the realization of the performance of the South Konawe Police is an illustration of the non-optimal performance of Satker Binmas Polres Konawe Selatan;

In addition, the phenomenon of the work environment has not been in accordance with the expectations of Satker Binmas Polres Konawe Selatan. This is reflected in the inadequate physical environment. The physical environment, such as the facilities and infrastructure of the South Konawe Police, is inadequate, such as the condition of the workspace, network conditions, and the yard environment, which still need improvement. While the non-physical environment which is related to the lack of communication that is built between superiors and personnel is caused because each is busy with their duties and responsibilities. There are still some personnel who feel that they do not get appreciation for their achievements.

The phenomenon of organizational learning, where in general, the personnel of Satker Binmas Polres Konawe Selatan have not attended the Binmas training and training on the technical functions of the Police which are held at the Konawe Selatan Polres every year.

For the phenomenon of work discipline, from the phenomenon that occurs, there are still many Binmas Satker personnel who violate discipline, whether it is not entering the office for no apparent reason, not attending the morning assembly and leaving the office during working hours. Then the habit that has been entrenched among personnel which often adds vacation time, for example during Eid for various reasons. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for the members of the organization.

The above conditions by the researchers considered that the justification of the results of the theory and empirical studies on the factors of the work environment, organizational learning that influenced work discipline and the performance of Satker Binmas Polres Konawe Selatan. Various theoretical, as well as empirical arguments and the above phenomena have become the starting point for the development of this form of research with the aim of testing and developing previous studies, especially those related to variables that affect performance, so that the importance of developing concepts in this study with the consideration that to achieve good performance is not necessary. only influenced by the work environment and work discipline. This is based on the fact that performance is influenced by three factors, namely organizational learning, work environment and discipline (Griffin, 1990, p. 437).

Based on the description of the background, the authors conducted a study with the title: "The Influence of Work Environment and Organizational Learning on Performance Mediated by Work Discipline (Study on Binmas Satker Polres Konawe Selatan).

## II. LITERATURE REVIEW

### 2.1. Work environment

According to Pandi Afandi (2017) the work environment is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and adequate at least work equipment.



## 2.2. Organizational Learning

Organizational learning is an organization in which everyone tries to identify and solve problems so that it allows the organization to constantly experiment, change and improve in order to increase the ability to develop, learn and achieve goals (Dalt, 2013: 61).

Organizational learning is the process of detecting and correcting errors. Organizational learning is an opportunity given to employees so that the organization becomes more efficient (Luthan, 2010: 45).

## 2.3. Work Discipline

Discipline is an attitude, behavior and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, late entry, and early departure of employees. So, this is an employee disciplinary attitude that needs to be addressed properly by the management.

Many interpret discipline when employees always come and go home on time. That opinion is just one that the organization demands. Therefore, discipline can be interpreted as written or unwritten behavior. (Hasibuan, 2009:212)

## 2.4. Performance

Colquitt, Lepine and Wesson (2009), as a unit value of employee behavior as a positive contribution and others, for the fulfillment of organizational goals. There are three categories that apply in general, namely 1) *task performance* includes the behavior of employees who are directly involved in the transformation of organizational resources, both goods and services, 2) *citizenship behavior* is an employee activity voluntarily not to rewarded but contribute to the organization by improving the quality of work in the workplace, 3) *counter-productive behavior* is the behavior of employees who deliberately hinder the fulfillment of organizational goals that contribute negatively to the organization.

Stuart (2009), “the thing that drives performance is behavior. The oxford English Dictionary defines behavior as the way in which one action you take and the decisions you make. You can control these things: you can decide what to do and when to do it. And because you can decide what to do in any situation you can determine your performance High-level performance”.

## 2.5 CONCEPTUAL FRAMEWORK AND HYPOTHESES

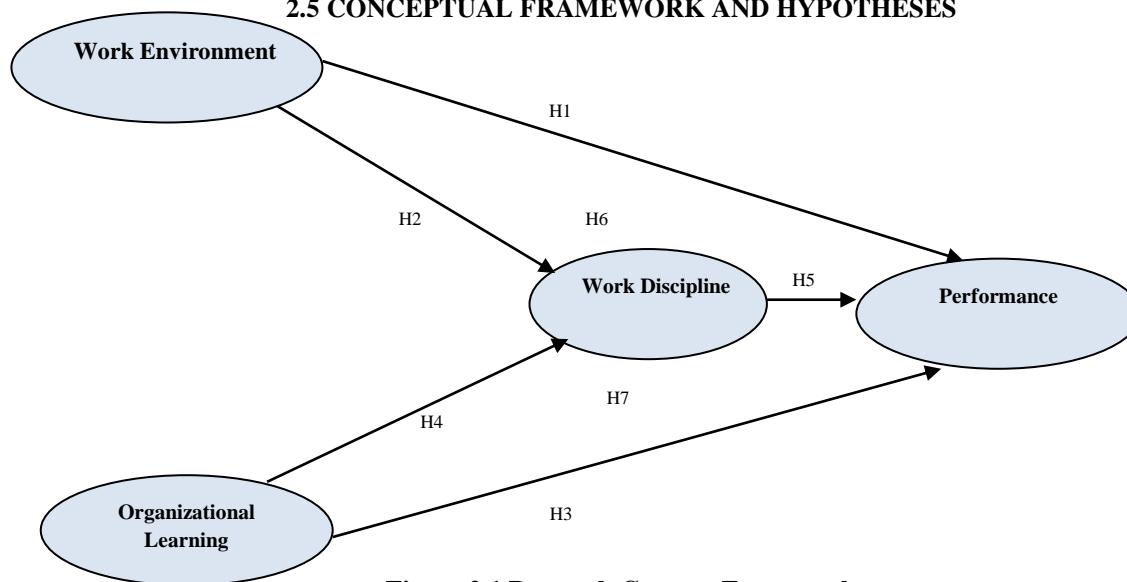


Figure 2.1 Research Concept Framework

### 2.5.1. Research Hypothesis

Based on the theoretical studies that have been stated above, the formation of hypotheses in this study is based on the picture frame of mind 3.1 as follows:

H1: Work environment has a significant effect on the performance of personnel.

H2: Work environment has a significant influence on Work Discipline

H3: Organizations Learning significant effect on performance

H4: Organizational learning has a significant effect on discipline

H5: Work discipline has a positive and significant effect on the performance of the Satker Binmas personnel at the Konawe Selatan Police”.

H6: Work environment has a significant effect on personnel performance which is mediated by work discipline.

H7: Organizational learning has a significant effect on personnel performance mediated by work discipline.

### III. RESEARCH METHOD

The population in this study were all police personnel within the scope of Satker Binmas Polres Konawe Selatan with a total of 53 personnel. Because the minimum sample requirement is 100 (Hair *et al.*) and the comparison with the total population is only 53, so in this study the population as respondents was 53 respondents. Thus, the sampling technique uses the *Non-Probability Sampling* technique, namely saturated sampling, where all populations are used as samples (Sugiyono, 2015).

The data analysis used in this research is using Smart PLS version 3.0. There are two stages of testing or evaluation, namely testing the measurement model (*Outer Model*) which aims to test the validity and reliability of each indicator on each variable, and testing the structural model (*Inner Model*.) which aims to test the research hypotheses proposed in this study.

## VI. RESULTS AND DISCUSSION

### 4.1. Result

#### 4.1.1. SEM Analysis with Smart PLS

The data analysis used in this research is using Smart PLS version 3.0. There are two stages of testing or evaluation, namely testing the measurement model (*Outer Model*) which aims to test the validity and reliability of each indicator on each variable, and testing the structural model (*Inner Model*.) which aims to test the research hypotheses proposed in this study. By using the program, the results of loading the *full model* of this study are as follows:

Figure 5.2 Display of PLS Algorithm Hasil Results

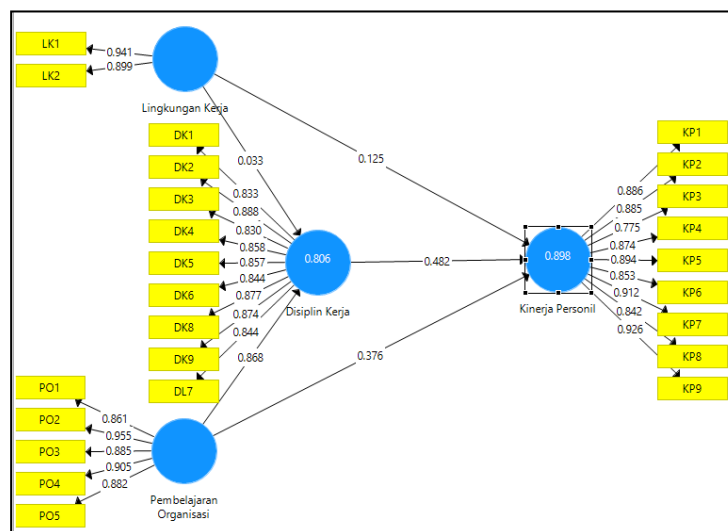


Figure 5.2. shows that all indicators of the latent variable that have the outer loading construction value above 0.70 is highly recommended, however, the loading factor value of 0.50-0.60 can still be tolerated (Solimun, 2010; Ghozali, 2011) and meets the requirements for the outer model. Work environment variables consisting of indicators: 1) Physical work environment and 2) non-physical work environment having an outer loading construction value above 0.70 is highly recommended.

Then the organizational learning variables consisting of indicators of System Thinking (*System thinking*), Mental Models (*Mental models*), Personal Mastery (*Personal mastery*), Team Learning (*Team learning*) and building a shared vision (*Building shared vision*) have the value of the outer loading construction above 0.70 is highly recommended. Furthermore, the work discipline variable consisting of indicators of Legality, Professionalism, Accountability, Equal rights, Legal certainty, Legal certainty, Justice, Presumption of innocence, Transparent, fast and precise also has an outer loading construction value above 0.70 which is highly recommended.

#### 4.1.2. Testing the analysis hypothesis directly

Testing hypotheses and path coefficients of direct influence between work environment and organizational learning on performance mediated by work discipline. The results of testing the influence between variables can be seen from the path coefficient value and the critical point (t-statistics). Completely can be presented in Table 5.17. the following:

Table 5.17 Path Coefficient (p-value)

Line Construction	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment → Performance	0.033	0.010	0.193	0.170	0.865
Work Environment → Work Discipline	0.482	0.478	0.138	3.492	0.001
Organizational Learning → Performance	0.868	0.893	0.181	4.805	0.000
Organizational Learning → Work Discipline	0.140	0.125	0.221	0.636	0.525
Work Discipline → Performance	0.794	0.810	0.203	3.917	0.000

Source: Processed primary data, 2021

Based on the results of data processing in table 5.17 above, it can be seen in the testing of each hypothesis that has been proposed, namely:

### 1. Work Environment on Personnel Performance

The first hypothesis proposed in this study is "The work environment has a significant effect on personnel performance". Table 5.15 shows the *original sample estimate value* between the influence of the work environment on personnel performance of **0.033** and is positive. The T-count value is **0.170** and the P Value in table 5.17 is 0.865, which is greater than 0.05 ( $\alpha$ ). This value indicates that the work environment has a positive and insignificant effect on personnel performance.

Thus, the first hypothesis proposed in this study was **rejected**. The relationship between the work environment and personnel performance in the study is directly proportional where it can be said that the better the work environment carried out by the personnel, the better the performance of the personnel, but not significantly.

### 2. The Influence of Work Environment on Work Discipline

The second hypothesis proposed in this study is "The work environment has a significant effect on personnel performance". Table 5.17 shows the *original sample estimate value* between the influence of the work environment on personnel performance of **0.320** and has a positive value. The T-count value is **2.482** and the P Value is 0.001 which is smaller than 0.05 ( $\alpha$ ). This value indicates that the work environment has a positive and significant effect on personnel performance.

Thus, the second hypothesis proposed in this study is **accepted**. The relationship between the work environment and personnel performance in the study is directly proportional where it can be said that if the work environment is good, the performance of personnel will increase.

### 3. The Effect of Organizational Learning on Performance

The third hypothesis proposed in this study is "organizational learning has a positive and significant effect on personnel performance". Table 5.17 shows the *original sample estimate* between the effect of organizational learning on personnel performance of **0.868** and is positive. The T-count value is **4.805** and the P Value is 0.000 which is smaller than 0.05 ( $\alpha$ ). This value indicates that organizational learning has a positive and significant effect on personnel performance.

Thus, the third hypothesis proposed in this study is **accepted**. The relationship between organizational learning and personnel performance in the study is directly proportional where it can be said that the better the organizational learning of the personnel, the better the performance of the personnel.

### 4. The Effect of Organizational Learning on Work Discipline

The fourth hypothesis proposed in this study is "Organizational learning has a positive and significant effect on personnel work discipline". Table 5.17 shows the *original sample estimate* between the influence of emotional intelligence on performance of **0.140** and has a positive value. The T-count value is **0.636** and the P Value is 0.525 which is greater than 0.05 ( $\alpha$ ). This value indicates that organizational learning has no significant positive effect on work discipline.

Thus, the fourth hypothesis proposed in this study was **rejected**. The relationship between organizational learning and work discipline in the study is directly proportional where it can be said that the better organizational learning carried out by personnel, the personnel work discipline will be better but it does not have a significant effect.

### 5. The Effect of Work Discipline on Performance

The fifth hypothesis proposed in this study is "Work discipline has a significant effect on personnel performance". Table 5.15 shows the *original sample estimate* between the effect of emotional exhaustion on performance of **0.794** and is positive. The T-count value is **3.917** and the P-value is 0.000 which is smaller than 0.05 ( $\alpha$ ). This value indicates that work discipline has a positive and significant effect on personnel performance.

Thus, the fifth hypothesis proposed in this study is **accepted**. The relationship between work discipline and performance in research is directly proportional where it can be said that the better the work discipline of the personnel, the better the performance of the personnel.

#### 4.1.3. Hypothesis Testing and Path Coefficients of Indirect Effect (Mediation)

According to Hair et al. (2016:235) instead of using the Sobel test, researchers must bootstrap the sampling distribution of the indirect effect. This approach has also been advanced in the context of regression (Preacher & Hayes, 2004, 2008a) and has been applied in Hayes' SPSS-based PROCESS macros (<http://www.processmacro.org/>). Bootstrap makes no assumptions about the shape of the variable distribution or statistical sample distribution and can be applied better to small sample sizes. Therefore, this approach is very suitable for the PLS-SEM method and is implemented in the Smart PLS 3 software. In addition, the indirect effect bootstrap produces a higher level of statistical power compared to the Sobel test.

Based on the opinion of Hair et al (2016: 235), to test the *mediating effect* between the variables in this study, it can be done by looking at the value in the *Specific Indirect Effect* table and the p-value in the Total Indirect Effect table. Where according to Hair et al (2016: 241) if the p-value on the indirect effect is less than 0.05 then it can be said that the intervening variable in the study has a significant influence in being a mediator between variables.

**Table 5.18 Total Indirect Effect**

Mediation Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work environment → Discipline of work → Performance	0.016	0.015	0.093	0.170	<b>0.865</b>
Organizational Learning → Discipline of work → Performance	0.418	0.417	0.124	3,378	<b>0.001</b>

Based on the table above, it can be seen that the indirect effect of the work environment on personnel performance through work discipline (0.016) has a t statistic of 0.170 with a p-value greater than 0.05 (0.865). The indirect effect of organizational learning on performance through work discipline (0.418) has a statistical T value of 3.378 with a p-value smaller than 0.05 (0.001). Thus, it can be said that work discipline is only able to mediate organizational learning variables on performance but is not able to mediate the effect of work environment variables on performance.

## 4.2. Discussion

In the discussion of the results of this study, the results of testing the direct and indirect effects between work environment variables, organizational learning on discipline and personnel performance are described as follows:

### 4.2.1. Effect of work environment on performance

The work environment has a positive but not significant effect on the performance of personnel, meaning that the better the work environment of the personnel, the better the performance of the personnel, but not significantly.

Based on empirical facts related to respondents' responses, the physical work environment has a higher average value than the non-physical work environment, where the average value of the physical work environment is 4.26. This shows that everything around the workplace that can affect the work of the Binmas Satker members of the Konawe Selatan Polres, either directly or indirectly, which includes air temperature in the workplace, work space area, noise, density, and crowding is felt to be good. While the non-physical work environment has a lower average value but is categorized as good based on the respondents' responses. This means that all circumstances that occur are related to work relations, both with superiors and with fellow co-workers or relationships with subordinates. This non-physical work environment is a work environment that cannot be ignored, including a family atmosphere, good communication and self-control, which is considered by personnel to be good.

The work environment is an inseparable part of an employee's work activities, both in the form of a physical work environment and a non-physical work environment. The work environment is one of the important factors in creating employee performance. The work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable. Determination and creation of a good work environment will greatly determine the success of achieving organizational goals and being able to provide a good service to the community. On the other hand, if the work environment is not good, it will reduce morale and ultimately reduce employee performance. This is supported by the results of research conducted by Trisno & Suwanti (2004), regarding the analysis of the influence of the work environment on the performance of government officials, the results show that the work environment affects performance.

A good physical work environment, such as a clean, tidy, quiet and comfortable workplace and public facilities in the office will support employees to excel in their work and will encourage employees to further improve their performance. In addition, a good psychological work environment such as the opportunity for employees to take part in making decisions, then giving employees rewards can make employees feel valued and involved so that employees can try to give the best performance for the company. This is not in line with previous research conducted by Sofyan (2013, p.23) which states that the work environment has a significant effect on employee performance.

### 4.2.2. The Influence of Work Environment on Work Discipline

The work environment has a positive and significant effect on the work discipline of the personnel. This means that the better the work environment in Satker Binmas Polres Konawe Selatan, the better the work discipline of personnel

The work environment, both physical and non-physical work environments, has a positive impact on improving employee work discipline. This can be related to empirical facts related to respondents' responses. The physical work environment has a higher average value than the non-physical work environment, where the average value of the physical work environment is 4.26. This shows that everything around the workplace that can affect the work of the Binmas Satker members of the Konawe Selatan Polres, either directly or indirectly, which includes air temperature in the workplace, work space area, noise, density, and crowding is felt to be good. While the non-physical work environment has a lower average value but is categorized as good based on the respondents' responses.

This means that all circumstances that occur are related to work relations, both with superiors and with fellow co-workers or relationships with subordinates. This non-physical work environment is a work environment that cannot be ignored, including a family atmosphere, good communication and self-control, which is considered by personnel to be good.

According to Fathoni (2006: 126) discipline is a person's awareness and willingness to obey all company regulations. According to Hasibuan (2007: 193) discipline is the most important in carrying out the function of human resource management because the better the employee discipline, the higher the work performance achieved.



Research conducted by Liyas and Reza (2017) explains that there is an influence of work discipline on employee work discipline. research by Rivky, et al. (2015) also shows that work discipline has a significant effect on employee work discipline

#### **4.2.3. The Effect of Organizational Learning on Performance**

Organizational learning has a positive and significant effect on the performance of the Satker Binmas personnel of the Konawe Selatan Police. This means that the better the organizational learning carried out by the personnel, the better the performance of the personnel

Based on empirical facts relating to Personal Mastery indicator (Personal *mastery*) has the highest average value compared with other indicators of organizational learning that is equal to 4.23 or can be considered good. This reflects the personality of Members in the organization must continue to cultivate self-confidence, focus energy, always want to know, look at reality objectively, develop patience and good personality in carrying out their duties and functions as members of the Binmas Satker Polres Konawe Selatan. While indicators Thinking Systems (System *thinking*) the lowest average value obtained was 3.85 or can be considered good. The majority of respondents agreed that it means that the efforts of the members of the Binmas Satker Polres Konawe Selatan to see or understand a problem as a whole and are interrelated which are directed at a pattern of change that can support organizational learning for members of the Satker Binmas Polres Konawe Selatan.

Organizational learning is aimed at improving organizational performance. If a company has the ability to learn, the organization is more responsive to environmental changes and takes appropriate action, it will increase its competitive advantage. Therefore, organizational learning will have a positive effect on company performance (Absah, 2007, p.24).

Organizational learning greatly affects the development of a company, because if an organization has good organizational learning, it will affect the competence which will increase and will also lead to increased performance which can make employee performance improve and ultimately improve company performance. So organizational learning also has a positive effect on performance (Murray, 2003, p. 305; Absah, 2017, p. 24).

#### **4.2.4. The Effect of Organizational Learning on Work Discipline**

Based on the results of the study indicate that organizational learning has a positive but not significant effect on personnel work discipline. This means that the better organizational learning carried out by the personnel of the Binmas Satker Polres Konawe Selatan can improve the work discipline of personnel but not significantly or not significantly.

Organizational learning is in the form of actions from individuals or groups that can affect the organization (Lios Erlinda, 2015). Organizational learning is a change in organizational knowledge to provide experience to the organization (Wijaya Sheleen, 2015). Where individuals continuously develop their abilities to achieve the expected results, where by adding better thinking patterns, open shared aspirations, and individuals together continue to learn (Yulia Yemima, 2015). Organizational learning can have an impact on improving employee discipline in the organization.

In organizational learning, an interactive learning process is needed to respond to internal and external changes in the organization as well as the concepts used in the organization to describe the activities that occur in the organization and are a form of organization when activities or learning processes occur in the organization (Lianna Octavia, 2015). Sharing information and all members of the organization working together are critical success factors for organizations that span the entire organization as well as different organizational levels (Robbins and Coulter 2009:302). Organizational learning is an organization that is able to learn from experience and is able to conduct experiments that will be more successful than organizations that do not (Pranata Andrew, 2015).

The results of this study are not in line with the results of research conducted by Hariono, Raden Richky Dwi Muhardin, Permana Tedjo (2015) finding that organizational learning has a positive and significant effect on employee work discipline. This means that the better organizational learning carried out by employees can have an impact on increasing employee work discipline.

#### **4.2.5. The Effect of Work Discipline on Performance**

Based on the research results, work discipline has a positive and significant effect on personnel performance. This means that the higher the level of work discipline of personnel, it will be able to improve the performance of personnel.

Based on empirical facts related to legality, the average value is 3.80. And can be categorized as good. The majority of respondents stated that they strongly agree with regard to the settlement of disciplinary violations based on the provisions of the legislation and based on the perception of the majority of respondents stating that the provisions of the laws and regulations applicable to the Binmas Satker Polres Konawe Selatan can be implemented properly by members of the Satker Binmas Polres Konawe Selatan.

Furthermore, the Professionalism indicator has an average value of 3.77 or can be categorized as good. This reflects that the majority of respondents, namely members of the Satker Binmas Polres Konawe Selatan stated that the settlement of disciplinary violations was in accordance with their competencies and responsibilities;

The Accountability Indicator relates to the respondent's perception that the settlement of disciplinary violations can be justified administratively, morally, and legally based on facts which has an average value of 3.86 which can be categorized as good. This is shown by every violation committed by members of Satker Binmas Polres Konawe Selatan, they must be held accountable and can be processed according to the applicable rules. Furthermore,

the average value for the Equality of Rights indicator is 3.92 and can be categorized as good. This shows that in resolving disciplinary violations, they must be treated equally regardless of the rank and position of the members of the Satker Binmas Polres Konawe Selatan; The legal certainty indicator also has an average value of 3.92 or can be categorized as good. Legal certainty related to the settlement of disciplinary violations must be clear, complete and accountable.

Furthermore, the Justice indicator has an average value of 3.88 and is categorized as good. According to the perception of the majority of members of Satker Binmas Polres Konawe Selatan in resolving disciplinary violations, they uphold a sense of justice for the parties without being influenced by the interests of certain parties. This means that if a member of the Binmas Satker member of the South Konawe Polres commits an act of violation, they will be given legal sanctions in accordance with the applicable rules and uphold the principle of justice in the implementation of the work discipline of members of Satker Binmas Polres Konawe Selatan.

Respondents' responses relate to the Presumption of innocence indicator where the majority of respondents stated strongly agree and have an average value of 3.81 or can be categorized as good. This can reflect that in the settlement of disciplinary violations at the Binmas Satker of the Konawe Selatan Police, every member who is faced with a disciplinary violation case must be presumed innocent before a decision has permanent legal force. With regard to the Transparent indicator, it has an average value of 3.79 and is categorized as good. This means that based on the respondent's perception, in this case the members of the Binmas Satker Polres Konawe Selatan stated that the settlement of disciplinary violations must be carried out clearly, openly and according to procedures.

Starting from the importance of work discipline, the National Police is obliged to carry it out, as is the existence of the National Police who carry out their duties as State Servants and Public Servants. Likewise, the personnel of Satker Binmas Polres Konawe Selatan who have the task of serving the community so that they can be disciplined in their work so that they can provide good service to the community, especially the community within the South Konawe Police.

To realize this performance, human resources are needed, namely personnel who have a good level of work ability, who are able to carry out their duties as community servants. Therefore, improving the performance of individual personnel will encourage the productivity of human resources as a whole and provide appropriate *feedback* on changes in behavior, which is reflected in the increase in the level of performance. Personnel performance is a condition that must be created and realized in a good organizational system, where each concept cannot be separated from one another and influences each other in its implementation.

It can be seen that the relationship between Work Discipline and personnel performance was stated by Singodimendjo in Edi Sutrisno (2011: 96) stating that: "The better one's work discipline, the higher the work result (performance) to be achieved". This study focuses on performance appraisal based on employee discipline, because to achieve organizational goals as expected, one of which is from the reorganization of work discipline in the organization, so that all personnel can carry out their duties effectively and efficiently in accordance with performance standards in an organization. However, if the discipline does not run effectively and efficiently then the process of running the performance is not optimal.

#### **4.2.6. The Influence of the Work Environment on Performance Through Work Discipline**

Work discipline does not significantly mediate the effect of work environment on personnel performance. This means that work discipline does not significantly provide a mediating role on the influence of the work environment on the performance of the Satker Binmas Polres Konawe Selatan.

Employee performance is an important part of an organization. Through good performance, an organization is able to develop in a positive direction in accordance with the vision and mission that has been created. On the other hand, poor employee performance will affect the organization in a less favorable direction.

Elok Mahmud Putri, et al., (2019) proved that work discipline is able to mediate the influence of the work environment on employee performance. This proves that things that are not visible to the naked eye such as work discipline within employees have a greater effect on making employees produce the best performance when compared to things that are visible to the naked eye such as the work environment. This study is in line with previous research conducted by Gardjito, AH, Musadieq, MA, Nurtjahjono, GE (2014) which showed that the work discipline variable had a greater influence on employee performance than the work environment variable. This is based on the fact that employee performance is influenced by three factors, namely organizational learning, work environment and discipline (Griffin, 1990, p. 437).

Employee performance has been traced for a long time as the key to business success (Kressler, 2003, p. 3). This performance must be supported by several aspects, one of which is the work environment, organizational learning and discipline. The work environment and organizational learning can greatly affect employee physical and employee psychology because no matter how disciplined the employee is, his performance will be bad if there is no supportive organizational learning environment and learning. So also, with the discipline in which discipline is the basis of the achievement of something.

The influence of the work environment is everything or elements that can directly or indirectly affect the company will have a good or bad impact on employee performance. Satrohadiwirjo (2002:295), states that there is a high relationship between work discipline and employee performance. This means that the better the work discipline, the better one's performance. According to Kholil, et al (2014) the results of his research state that the variables of discipline and work environment simultaneously affect employee performance.

#### 4.2.7. The Effect of Organizational Learning on Performance Through Work Discipline

Organizational learning has a positive and significant effect on performance mediated by work discipline. This means that good organizational learning can improve personnel performance through increasing work discipline of the personnel of the Satker Binmas Polres Konawe Selatan.

Organizational learning greatly affects the development of a company, because if an organization has good organizational learning, it will affect the competence which will increase and will also lead to increased performance which can make employee performance improve and ultimately improve company performance. So that organizational learning also has a positive effect on performance (Murray, 2003, p. 305; Absah, 2017, p. 24).

To realize this performance, human resources are needed, namely personnel who have a good level of work ability, who are able to carry out their duties as community servants. Therefore, improving the performance of individual personnel will encourage the productivity of human resources as a whole and provide appropriate *feedback* on changes in behavior, which is reflected in the increase in the level of performance. Personnel performance is a condition that must be created and realized in a good organizational system, where each concept cannot be separated from one another and influence each other in its implementation.

Organizational learning is aimed at improving organizational performance. If a company has the ability to learn, the organization is more responsive to environmental changes and takes appropriate action, it will increase its competitive advantage. Therefore, organizational learning will have a positive effect on company performance (Absah, 2007, p. 24).

The results of this study are in line with the research proposed by Sri Indah F (2019), Ranita S. (2019) which states that organizational learning has a positive and significant influence on work discipline and employee performance. This means that good organizational learning can improve performance through increasing employee work discipline.

#### 4.3. Research Limitations

Some of the limitations of the study that can be taken into consideration by the next researcher are:

1. The data of this study used the perception of personnel through self-assessment. In addition, due to the busyness of the personnel at Satker Binmas Polres Konawe Selatan and time constraints, researchers had difficulty in digging deeper information into this research study. Furthermore, the object of research is limited to Satker Binmas Polres Konawe Selatan. Thus, it can limit the generalizability of research findings.
2. Researchers only examined one agency in this case is Satker Binmas Polres Konawe Selatan as the object of research, so the generalization of the results of the study is still relatively low. Further research should use a different research object by describing any other variables that can affect the performance of personnel.

### V. CONCLUSIONS AND SUGGESTIONS

#### 5.1. Conclusion

Based on the results of research and empirical explanations in previous chapters, in general, this research can be concluded as follows:

1. The work environment has no significant positive effect on the performance of personnel, meaning that the better the work environment of the personnel, the better the performance of the personnel, but not significantly.
2. The work environment has a positive and significant effect on the work discipline of the personnel. This means that the better the work environment in Satker Binmas Polres Konawe Selatan, the better the work discipline of personnel.
3. Organizational learning has a positive and significant effect on the performance of the Satker Binmas personnel of the South Konawe Police. This means that the better the organizational learning carried out by the personnel, the better the performance of the personnel.
4. Organizational learning has a positive but not significant effect on personnel work discipline. This means that the better organizational learning carried out by the personnel of the Binmas Satker Polres Konawe Selatan can improve the work discipline of personnel but not significantly or not significantly.
5. Work discipline has a positive and significant effect on the performance of the Satker Binmas personnel of the South Konawe Police. This means that the better the implementation of the work discipline of the personnel, the better the performance of the Binmas Satker personnel of the Konawe Selatan Police
6. Work discipline does not significantly mediate the effect of work environment on personnel performance. This means that work discipline does not actually provide a mediating role on the influence of the work environment on the performance of the Satker Binmas Polres Konawe Selatan.
7. Organizational learning has a positive and significant effect on performance mediated by work discipline. This means that good organizational learning can improve personnel performance through increasing work discipline of the personnel of the Satker Binmas Polres Konawe Selatan.

#### 5.2 Suggestion

Based on the conclusions of this study, it can provide suggestions for policy implications as follows:

1. The leadership of the Binmas Satker of the Konawe Selatan Police needs to pay attention to the non-physical work environment because based on the respondents' responses related to the work environment, the indicators of the non-physical work environment have a lower average than the physical work environment.

2. In relation to organizational learning, it is necessary to pay attention to the System Thinking indicator, meaning that the personnel feel that the efforts of the members of the Binmas Satker of the Konawe Selatan Police to see or understand a problem as a whole and are interrelated which are directed at a pattern of change are still lacking, so it needs to be a concern for the personnel.
3. Leaders also need to pay attention to transparency in terms of implementing employee work discipline because based on respondents' perceptions, the lowest indicator on the work discipline variable is transparent.
4. Further research can develop other factors that affect work discipline and the performance of other employees.

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