



Policy Formulation: The Influence of Discipline and Work Environment on Performance with Job Satisfaction

Perumusan Kebijakan: Pengaruh Disiplin dan Lingkungan terhadap Kinerja dan Kepuasan Kerja

Samsuri¹

Postgraduate School of Economy and Business/Universitas Djuanda

Martin Roestamy²

Postgraduate School of Law/Universitas Djuanda

Warizal³

Postgraduate School of Economy and Business/Universitas Djuanda

Radif Khotamir Rusli⁴

Islamic Studies Department/Universitas Djuanda

Author Correspondence Email: samsuri@unida.ac.id

Article History	Received (October 12 th , 2025)	Revised (November 14 th , 2025)	Accepted (December 21 st , 2025)
-----------------	---	---	--

News Article

Keywords:

Employee Performance; Job Satisfaction; Policy Formulation; Work Discipline; Work Environment.

Abstract

This research provides a policy-focused analysis of how organizational discipline and work environment policies influence employee performance through job satisfaction, grounded in the Indonesian legal framework. Using path analysis on data from 94 employees at PT. Catur Dakwah Crane Farmasi Bogor, this study evaluates the on-the-ground implementation of national labor regulations, specifically Law Number 13 of 2003 concerning Manpower. This rigorous methodological approach—utilizing probability sampling, validated psychometric instruments, and path analysis via SPSS—was strategically employed to empirically deconstruct and verify the posited theoretical framework, thereby ensuring the findings' robustness for informing evidence-based policy. The empirical findings reveal a dual-pathway mechanism to performance: an affective pathway mediated by job satisfaction (particularly for work environment policies) and a procedural pathway operating directly through discipline. Results demonstrate that: 1) work discipline and work environment have direct positive and significant effects on job satisfaction ($R^2 = 0.512$); 2) work discipline, work environment, and job satisfaction all have direct positive and significant effects on employee performance ($R^2 = 0.635$); 3) job satisfaction does not mediate the discipline-performance relationship, indicating a strong situation effect; and 4) job satisfaction significantly mediates the environment-performance relationship. These findings provide evidence-based recommendations for both national labor policy formulation and organizational-level policy implementation in the Indonesian pharmaceutical sector.

Kata Kunci:

Disiplin kerja; kepuasan kerja; kinerja karyawan; lingkungan

Abstrak

Penelitian ini memberikan analisis yang berfokus pada kebijakan tentang bagaimana disiplin organisasi dan kebijakan lingkungan kerja memengaruhi kinerja karyawan melalui kepuasan kerja, yang berlandaskan pada kerangka hukum Indonesia. Dengan menggunakan analisis jalur pada data dari 94 karyawan di PT. Catur

kerja;
perumusan
kebijakan.

Dakwah Crane Farmasi Bogor, studi ini mengevaluasi implementasi di lapangan dari regulasi ketenagakerjaan nasional, khususnya Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan. Pendekatan metodologis yang ketat ini—menggunakan pengambilan sampel probabilitas, instrumen psikometrik yang tervalidasi, dan analisis jalur melalui SPSS—digunakan secara strategis untuk secara empiris mendekonstruksi dan memverifikasi kerangka teoritis yang diajukan, sehingga memastikan kekokohan temuan untuk memberikan informasi kebijakan berbasis bukti. Temuan empiris mengungkapkan mekanisme jalur ganda terhadap kinerja: jalur afektif yang dimediasi oleh kepuasan kerja (khususnya untuk kebijakan lingkungan kerja) dan jalur prosedural yang beroperasi langsung melalui disiplin. Hasil menunjukkan bahwa: 1) disiplin kerja dan lingkungan kerja memiliki pengaruh positif dan signifikan secara langsung terhadap kepuasan kerja ($R^2 = 0,512$); 2) Disiplin kerja, lingkungan kerja, dan kepuasan kerja semuanya memiliki pengaruh positif dan signifikan secara langsung terhadap kinerja karyawan ($R^2 = 0,635$); 3) Kepuasan kerja tidak memediasi hubungan disiplin-kinerja, menunjukkan adanya pengaruh situasional yang kuat; dan 4) Kepuasan kerja secara signifikan memediasi hubungan lingkungan-kinerja. Temuan ini memberikan rekomendasi berbasis bukti untuk perumusan kebijakan ketenagakerjaan nasional dan implementasi kebijakan tingkat organisasi di sektor farmasi Indonesia.

To cite this article: Samsuri, Martin Roestamy, Warizal, Radif Khotamir Rusli. (2025). "Policy Formulation: The Influence of Discipline and Work Environment on Performance with Job Satisfaction". *Jurnal Ilmiah Gema Perencana, Volume 4(2)*, Page: 1689 – 1708.



This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/) ©2025 by author/s

INTRODUCTION

Background

In the contemporary globalized era, human resources are unequivocally the most pivotal asset for any organization striving for competitive superiority and sustainable growth. The performance of these resources is not merely a product of innate ability but is profoundly influenced by the organizational context, specifically the prevailing work discipline and the quality of the work environment (Abdullahi, et al., 2021; Baloch, et al., 2022). An organization characterized by a robust disciplinary framework and a conducive work environment is better positioned to foster employee job satisfaction, which in turn, is a critical antecedent to superior performance (Abdullahi, et al., 2024; Ababneh, 2021). However, a significant gap often exists between the theoretical ideal of a supportive and structured workplace (*das sollen*) and the operational realities faced by employees (*das sein*). This discrepancy manifests as diminished performance, elevated turnover rates, and a general decline in organizational productivity, presenting a formidable challenge for management (Abu Orabi, et al., 2024).

In Indonesia, the legal framework governing employment, notably the Act No. 13 of 2003 concerning Manpower, establishes the fundamental rights and obligations of both employers and employees, implicitly advocating for a fair and orderly work environment to ensure productivity and welfare (Arpangi, et al., 2025). Furthermore, regulations such as Government Regulation (PP) No. 94 of 2021 concerning the Discipline of Civil Servants, while specific to the public sector, reflect a national emphasis on the importance of discipline in achieving organizational objectives (Rakhma & Roziqin,

2025). Despite these legal underpinnings, many private sector entities, including those in the pharmaceutical industry like PT. Catur Dakwah Crane Farmasi, grapple with translating these principles into effective practice. Issues such as inconsistent enforcement of rules, inadequate facilities, and interpersonal conflicts can erode job satisfaction and, consequently, hinder employee performance (Wijatmoko, et al., 2023).

This study serves as a critical empirical foundation for the formulation of evidence-based organizational policy (Shi, et al., 2022). By investigating the interdependent dynamics between work discipline, the work environment, job satisfaction, and employee performance, it provides a systemic framework for strategic human resource intervention. The findings necessitate a paradigm shift from isolated, symptomatic policy measures to an integrated, diagnostic approach to organizational management.

The implications for policy formulation are multifaceted and strategic:

1. **Promotion of Synergistic Policy Design.** The research underscores that these variables function as an interconnected system. Effective policy must, therefore, leverage these synergies (Li, et al., 2025). For instance, a policy initiative aimed at enhancing the physical and psychosocial work environment (e.g., ergonomic redesign, psychological safety protocols) should be concurrently supported by communication and training policies that cultivate the disciplinary norms required to sustain it (Amoadu, et al., 2024). This holistic design ensures policies are mutually reinforcing rather than operating in isolation.
2. **Enabling Precise Organizational Diagnostics.** The framework offers policymakers a diagnostic toolkit to identify the root causes of performance deficits (Saputra, et al., 2024). Before intervention, analysis can determine whether suboptimal performance stems primarily from environmental demotivators, eroding discipline, or intrinsic dissatisfaction. This diagnostic precision allows for targeted policy formulation, optimizing resource allocation and increasing the likelihood of successful outcomes by addressing core issues rather than superficial symptoms.
3. **Informing Metrics and Accountability Structures.** The variables translate directly into quantifiable key performance indicators (KPIs) for policy evaluation (Alsaïd & Ambilichu, 2024). Effective policy must be coupled with clear metrics. A policy on flexible work arrangements, for example, can be evaluated through pre- and post-implementation measurements of job satisfaction (via surveys), disciplinary compliance with new protocols, and ultimately, shifts in performance metrics. This creates a closed-loop system of policy implementation, monitoring, and accountability.
4. **Anticipating Unintended Consequences and Trade-offs.** Understanding the complex interplay allows policymakers to model potential outcomes and mitigate negative side effects. A stringent, compliance-focused disciplinary policy might yield short-term efficiency gains but could simultaneously suppress creativity, damage the trust-based environment, and corrode long-term job satisfaction, ultimately undermining sustainability. Policy formulation must thus involve risk-assessment protocols that evaluate these trade-offs (Hauschild, et al., 2022).
5. **Mandating Contextual Adaptation of Policies.** The focus on a specific corporate context negates the validity of universal, one-size-fits-all policy templates (Ortega-Argilés, 2022). This research validates that policy formulation is not an act of replication but of contextual translation. Successful adoption requires a prior internal contextual assessment to align generic principles with unique organizational culture, structure, and strategic objectives.

6. Bridging the Theory-Practice Divide through Applied Intelligence. This is the study's core contribution to evidence-based policy. It transforms abstract management theory into actionable organizational intelligence. By testing theoretical constructs (e.g., Herzberg's Two-Factor Theory (1965)) within an operational setting, it provides decision-makers with contextualized evidence to select, adapt, and implement the most relevant theoretical models, thereby moving policy formulation beyond intuition or convention toward scientifically-informed strategy (Ninh & Hue, 2025).

In essence, this investigation transcends academic inquiry to function as a strategic blueprint for informed policy engineering. It empowers organizational leaders to design nuanced, adaptive, and systemic human capital policies that are analytically grounded, empirically validated, and strategically aligned to foster sustainable performance ecosystems.

Problem Identification

The research initiates from a critical gap in both organizational theory and applied human resource management: the ambiguous and often divergent causal mechanisms through which formal organizational structures and environmental conditions jointly influence employee performance. While the direct effects of work discipline and work environment on performance are established, the nuanced role of job satisfaction as a potential mediator between these antecedents and final performance outcomes remains an area of significant empirical ambiguity (Goretzki, et al., 2022). This ambiguity presents a core problem for evidence-based policy, as it obscures whether performance is driven more by procedural compliance (discipline) or affective commitment (satisfaction). The problem is further compounded within specific regulatory contexts, such as Indonesia, where the practical implementation of macro-level labor policies (e.g., the Manpower Act No. 13 of 2003) at the organizational level—and its subsequent impact on these variables—is poorly understood. This creates a disconnect between national policy formulation and micro-level behavioral outcomes, making it difficult to design targeted interventions.

Research Formulation

To address this identified problem, the study formulates a central research problematic: to deconstruct and quantify the dual-pathway influence of work discipline and work environment on employee performance, rigorously testing the proposition that job satisfaction functions as a critical, yet differential, intervening mechanism. The formulation posits a novel hypothesis: that the psychological pathway mediating the environment-performance link (affective) is distinct from the more procedural pathway governing the discipline-performance relationship. This investigation is framed within the high-stakes context of the Indonesian pharmaceutical sector, deliberately integrating the national legal framework to examine how the *de jure* stipulations of labor law translate into *de facto* organizational practice at PT. Catur Dakwah Crane Farmasi. The research design is thus formulated to bridge the macro-micro divide, transforming a broad theoretical question into a verifiable model of direct and indirect effects within a defined operational setting.

Research Objectives

The primary objective of this study is to construct, estimate, and validate a comprehensive path-analytic model that elucidates the complex interdependencies

between discipline, environment, satisfaction, and performance. This moves beyond descriptive correlation to achieve a higher-order, explanatory understanding. The study specifically aims to empirically test a set of seven hypotheses concerning: (a) the direct effects of the independent variables on job satisfaction and performance; (b) the direct effect of job satisfaction on performance; and (c) the critical indirect, mediating effects of satisfaction on the relationships between the antecedents and performance. The ultimate goal is to ascertain the precise structural relationships—the "how" rather than just the "if"—thereby generating actionable, evidence-based insights for optimizing organizational HR policy and informing relevant labor regulation. Acknowledging its scope, the study concurrently aims to clarify its inherent limitations; as a cross-sectional analysis within a single organizational context, its findings offer deep contextual insight but necessitate caution regarding broad generalizability, with causal inferences derived from statistical modeling rather than longitudinal observation.

THEORETICAL AND CONCEPTUAL FRAMEWORK

Literature Review and Theoretical Framework

This study is anchored in a multi-disciplinary framework that integrates organizational behavior theories with public policy and legal studies. The analysis of employee performance, defined as the result of an employee's work in quality and quantity achieved in carrying out their duties in accordance with the responsibilities given (Putri, et al., 2019), is situated within the broader context of national labor policy. In Indonesia, the foundational legal instrument governing this domain is the Manpower Act No. 13 of 2003, which provides a comprehensive framework for employment relations, worker protection, and the conditions conducive to performance (Abu Orabi, et al., 2024). This law establishes the normative expectation that organizational policies must align with national goals of productivity and worker welfare.

Within this legal context, the concept of work discipline is not merely an organizational preference but a reflection of the principles outlined in regulations such as Government Regulation (PP) No. 94 of 2021 concerning the Discipline of Civil Servants. Although this regulation is specific to the public sector, its principles of accountability, compliance, and ethical conduct offer a robust model for understanding discipline as a policy instrument. It conceptualizes discipline as an attitude of respect and obedience to both internal organizational rules and the broader legal and ethical norms governing the workplace, which is essential for creating an orderly and productive workplace (Dughera, 2022). Similarly, the work environment is understood not just as a set of physical and social conditions but as a domain regulated by occupational safety and health standards, as mandated by the Manpower Act. It encompasses all the physical and non-physical conditions surrounding an employee, including facilities, workplace atmosphere, and relationships with colleagues, which significantly impact their psychological and physical well-being and are, therefore, a key focus of public and organizational policy (Oyedeffi, et al., 2025).

Furthermore, the model incorporates job satisfaction as a crucial intervening variable. Grounded in theories such as Herzberg's (1965) Two-Factor Theory, job satisfaction is understood as an employee's emotional state resulting from the appraisal of their job or job experiences (Lee, et al., 2022). From a policy perspective, job satisfaction is a critical indicator of the effectiveness of labor policies, as it reflects the alignment between organizational practices and the well-being of the workforce. It is posited that a disciplined and supportive environment does not automatically guarantee high performance; instead, these factors first contribute to an employee's sense of satisfaction, which then acts as a more direct motivator for enhanced performance. This mediating

role is a critical aspect of the study, suggesting that the psychological state of the employee is a key mechanism through which organizational policies and conditions translate into tangible performance outcomes (Elkhweildi, et al., 2025).

Conceptual Framework and Hypothesis Development

The conceptual framework for this study posits that work discipline (X₁) and work environment (X₂) act as exogenous variables that directly and indirectly influence employee performance (Y) through the mediating variable of job satisfaction (Z). The relationships between these variables lead to the formulation of the following hypotheses:

- H₁: Work discipline has a positive and significant effect on job satisfaction. A structured and disciplined environment fosters a sense of fairness and predictability, enhancing employee satisfaction.
- H₂: The work environment has a positive and significant effect on job satisfaction. A conducive and supportive work environment improves employee morale and contentment.
- H₃: Work discipline has a positive and significant effect on employee performance. Clear rules and consistent enforcement guide employees toward achieving organizational goals.
- H₄: The work environment has a positive and significant effect on employee performance. Adequate resources and a positive atmosphere enable employees to perform their tasks effectively.
- H₅: Job satisfaction has a positive and significant effect on employee performance. Satisfied employees are generally more motivated, committed, and productive.
- H₆: Work discipline has an indirect effect on employee performance through job satisfaction. The influence of discipline on performance is mediated by the employee's level of job satisfaction.
- H₇: The work environment has an indirect effect on employee performance through job satisfaction. The influence of the work environment on performance is mediated by the employee's level of job satisfaction.

The proposed relationships are visually represented in the path analysis model below.

RESEARCH METHOD

This study employed a quantitative approach with a descriptive and verification research design. The primary objective was to describe the variables under investigation and to verify the hypothesized relationships between them. The research was conducted at PT. Catur Dakwah Crane Farmasi, located in Bogor, Indonesia. The unit of analysis was the individual employees of the company.

The population for this study comprised all 121 employees of PT. Catur Dakwah Crane Farmasi. A sample of 94 employees was selected using probability sampling, specifically the simple random sampling technique. The sample size was determined using Slovin's formula with a margin of error of 5%.

Primary data was collected through a structured questionnaire administered to the respondents. The questionnaire utilized a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to measure the latent variables: Work Discipline (X₁), Work Environment (X₂), Job Satisfaction (Z), and Employee Performance (Y). The

instrument's validity was confirmed using Pearson product-moment correlation, and its reliability was established through Cronbach's Alpha testing, ensuring the data collected was both accurate and consistent.

The data analysis technique employed was path analysis, which is suitable for examining the direct and indirect effects of multiple independent variables on a dependent variable, including through a mediating variable. The analysis was performed using IBM SPSS Statistics Version 30. The path analysis involved the estimation of two structural equations:

Structural Equation 1: This equation models the effects of work discipline and work environment on job satisfaction.

$$Z = \rho_{ZX_1}X_1 + \rho_{ZX_2}X_2 + e_1$$

Where:

- Z = Job Satisfaction
- X_1 = Work Discipline
- X_2 = Work Environment
- ρ = Path Coefficient
- e_1 = Residual Error Term 1

Structural Equation 2: This equation models the effects of work discipline, work environment, and job satisfaction on employee performance.

$$Y = \rho_{YX_1}X_1 + \rho_{YX_2}X_2 + \rho_{YZ}Z + e_2$$

Where:

- Y = Employee Performance
- Z = Job Satisfaction
- X_1 = Work Discipline
- X_2 = Work Environment
- ρ = Path Coefficient
- e_2 = Residual Error Term 2

To test the significance of the mediating effect of job satisfaction, the Sobel test was utilized. The Sobel test is a statistical method used to determine whether a mediator variable significantly carries the influence of an independent variable to a dependent variable. The standard error of the indirect effect (S_{ab}) was calculated using the following formula:

$$S_{ab} = \sqrt{b^2S_a^2 + a^2S_b^2 + S_a^2S_b^2}$$

Where:

- a = Raw (unstandardized) regression coefficient for the relationship between the independent variable and the mediator.
- S_a = Standard error of a .
- b = Raw (unstandardized) regression coefficient for the relationship between the mediator and the dependent variable.
- ab = Standard error of b .

The significance of the indirect effect was then determined by comparing the calculated z -value (a^*b / S_{ab}) to the critical value from the standard normal distribution.

RESULTS AND DISCUSSION

Result

General Overview of Research Location

PT. Catur Dakwah Crane Farmasi Bogor is a pharmaceutical company operating in the highly regulated pharmaceutical industry, emphasizing quality control and adherence to strict operational procedures. The organizational structure is hierarchical, with various departments contributing to the production, distribution, and administrative functions. The workforce comprises employees with diverse educational backgrounds and experiences, reflecting the specialized nature of the pharmaceutical sector.

Employee Responses to Variables

Employee responses to the variables of work discipline, work environment, job satisfaction, and employee performance were collected through questionnaires. The descriptive analysis provides an overview of the perceptions of the 94 employees surveyed.

Table 1. Employee Responses to Work Discipline

No.	Statement	Mean	Criteria
1	I always complete tasks carefully.	4.21	Very High
2	I avoid mistakes at work.	4.37	Very High
3	I adhere to working hours.	4.15	High
4	I follow company regulations.	4.05	High
5	I am responsible for my duties.	4.28	Very High
Overall Mean		4.21	Very High

Source: Processed Data, 2025

Table 1 indicates that employees at PT. Catur Dakwah Crane Farmasi Bogor generally exhibit a very high level of work discipline, with an overall mean score of 4.21. This suggests a strong adherence to company policies, a commitment to task accuracy, and a sense of responsibility among the workforce. The highest mean score (4.37) was recorded for the statement, "I avoid mistakes at work," highlighting a proactive approach to quality and error prevention.

Table 2. Employee Responses to Work Environment

No.	Statement	Mean	Criteria
1	The physical work environment is comfortable.	3.85	High
2	The lighting and air circulation are adequate.	3.92	High
3	Relations with colleagues are harmonious.	4.10	Very High
4	Relations with superiors are supportive.	4.08	High
5	The company provides adequate work facilities.	3.75	High
Overall Mean		3.94	High

Source: Processed Data, 2025

Table 2 reveals that the work environment at PT. Catur Dakwah Crane Farmasi Bogor is perceived as generally positive, with an overall mean score of 3.94, falling into the High category. The social aspects of the environment, particularly relationships with colleagues (mean 4.10), are rated very highly, indicating a strong sense of camaraderie. The physical aspects, while still rated as high, received slightly lower scores, suggesting potential areas for improvement in facilities and comfort.

Table 3. Employee Responses to Job Satisfaction

No.	Statement	Mean	Criteria
1	I am satisfied with my current job.	3.98	High
2	The salary I receive is fair for my workload.	3.12	Fair
3	I am satisfied with the opportunities for promotion.	3.45	High
4	My supervisor provides good direction.	4.02	High
5	I enjoy working with my colleagues.	4.18	Very High
Overall Mean		3.75	High

Source: Processed Data, 2025

Table 3 reveals that employees have a high level of job satisfaction, with an overall mean of 3.75. Satisfaction with colleagues is the highest-rated aspect (4.18), reinforcing the positive social environment noted earlier. However, satisfaction with salary (3.12) is rated only as "Fair," indicating that compensation is a significant area where employee satisfaction could be improved. This finding is critical as it points to a potential source of discontent that could impact overall motivation and performance.

Table 4. Employee Responses to Employee Performance

No.	Statement	Mean	Criteria
1	I consistently meet the quality standards of my work.	4.25	Very High
2	I achieve the quantity targets set for my work.	4.15	High
3	I complete my work in a timely manner.	4.05	High
4	I am effective in my work.	4.18	High
5	I actively seek ways to improve my performance.	3.98	High
Overall Mean		4.12	High

Source: Processed Data, 2025

Table 4 shows that employee performance is rated as high, with an overall mean of 4.12. The highest score is for meeting quality standards (4.25), which aligns with the high level of work discipline observed. This suggests that employees are diligent and committed to producing high-quality work, a crucial attribute in the pharmaceutical industry.

Alignment with Regulatory Framework

The descriptive statistics provide a quantitative snapshot of the extent to which the organizational reality at PT. Catur Dakwah Crane Farmasi aligns with the normative standards set by Indonesian labor law. The very high mean score for Work Discipline (4.21) suggests that the company's internal policies are effective in instilling a culture of

compliance and responsibility, which resonates with the principles of accountability promoted by national regulations like PP No. 94 of 2021. Similarly, the high rating for the Work Environment (3.94), particularly the strong positive assessment of social relationships, indicates a successful implementation of the spirit of the Manpower Act No. 13 of 2003, which advocates for a harmonious and supportive workplace. However, the comparatively lower score for satisfaction with salary (3.12) signals a potential misalignment between the company's compensation policy and the principle of fair remuneration, a key component of worker welfare under the Act. These results, therefore, do not merely describe the organization but also serve as an empirical evaluation of the on-the-ground implementation of national labor policy.

Path Analysis Results

The causal relationships hypothesized in the conceptual framework were tested using path analysis, yielding a comprehensive Structured Equation Model (SEM). The results quantify the direct and indirect effects of the policy-relevant variables of work discipline and work environment on employee performance, with job satisfaction acting as a key mediator.

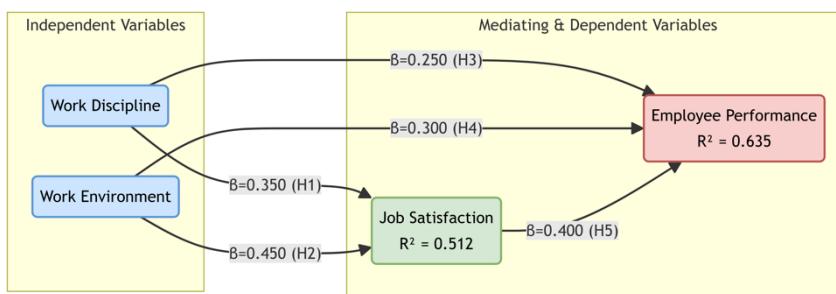


Figure 1. Integrated Structured Equation Model (SEM)

Source: Processed Data, 2025

The model's coefficients and fit indices provide a robust test of the hypotheses:

- **Antecedents of Job Satisfaction:** The model first examined the influence of work discipline (X₁) and work environment (X₂) on job satisfaction (Z). The analysis yielded a coefficient of determination (R²) of 0.512 for job satisfaction, indicating that 51.2% of its variance is explained by the two antecedent variables. The path coefficients were 0.350 for work discipline and 0.450 for work environment, both statistically significant. This confirms H₁ and H₂, demonstrating that organizational policies promoting discipline and a positive environment directly enhance employee satisfaction.
- **Determinants of Employee Performance:** The full model, predicting employee performance (Y), achieved a coefficient of determination (R²) of 0.635. This signifies that 63.5% of the variance in performance is explained by the combined influence of work discipline, work environment, and job satisfaction. The direct path coefficients on performance were 0.250 from work discipline, 0.300 from work environment, and 0.400 from job satisfaction. All three direct effects were statistically significant, thereby substantiating H₃, H₄, and H₅.

Discussion

Policy Implementation and Performance Dynamics

The empirical results of this study offer a sophisticated and multi-layered narrative regarding the determinants of employee performance, which can be interpreted as a micro-level audit of macro-level policy implementation. The findings provide critical feedback on how national labor regulations, such as the Manpower Act No. 13 of 2003, are operationalized within a corporate setting and the resulting impact on the workforce. The path analysis, which forms the analytical core of this investigation, moves beyond simplistic linear correlations to reveal a complex interplay of direct and indirect effects. The findings not only confirm several established tenets of organizational behavior but also introduce nuanced insights, particularly concerning the differential mediating role of job satisfaction.

The initial phase of the analysis confirmed that both work discipline and the work environment are significant, direct antecedents of job satisfaction (supporting H1 and H2). From a policy analysis perspective, this demonstrates that organizational adherence to the normative principles of a structured and supportive workplace, as implicitly and explicitly mandated by Indonesian labor law, directly translates into positive employee affect. The stronger influence of the work environment ($\beta = 0.450$) compared to work discipline ($\beta = 0.350$) on job satisfaction suggests that the experiential aspects of the workplace—the quality of social interactions and physical conditions, which are key concerns of occupational health and safety regulations—are particularly salient for employee well-being. The standardized path coefficient for the work environment ($\beta = 0.450$) was notably stronger than that for work discipline ($\beta = 0.350$), suggesting that the ambient quality of the workplace—its social fabric and physical conditions—is a more potent driver of employee contentment than the formal disciplinary framework. This aligns with a substantial body of literature that emphasizes the role of a positive organizational climate in fostering psychological well-being (Hayat & Afshari, 2021). While discipline provides structure and predictability, which are valued by employees, the day-to-day experiential quality of the work environment appears to have a more immediate and powerful impact on their affective state. This finding resonates with Herzberg's Two-Factor Theory, where environmental factors (hygiene factors) can prevent dissatisfaction, and their positive manifestation can contribute to satisfaction, a cornerstone for motivation (Nagpaul, et al., 2022; Lee, et al., 2022).

Furthermore, the analysis substantiated the direct, positive, and significant influence of work discipline (H3), work environment (H4), and job satisfaction (H5) on employee performance. The finding that job satisfaction is a strong predictor of performance ($\beta = 0.400$) reaffirms the long-held, though sometimes contested, happy-productive worker thesis (Abu Orabi, et al., 2024). It suggests that an employee's positive emotional appraisal of their job is not merely a desirable outcome in itself but a critical catalyst for enhanced effort, creativity, and overall contribution to organizational goals (Oyedeleji, et al., 2025). Similarly, the direct paths from work discipline ($\beta = 0.250$) and work environment ($\beta = 0.300$) to performance indicate that these contextual factors also exert an influence that is not contingent on employee satisfaction. A disciplined environment can streamline processes and reduce errors, directly boosting output, while a well-equipped and supportive environment can remove obstacles to performance, irrespective of an employee's emotional state (Putri, et al., 2019; Dughera, 2022).

The Divergent Paths of Mediation: A Policy Implementation Analysis

The most salient and managerially consequential finding of this study emerges from the analysis of the indirect effects. This reveals a critical divergence in the mediating function

of job satisfaction, offering a nuanced perspective on policy implementation. It is here that the study provides its most significant contribution to the discourse on how labor policy translates into performance.

Mediation by Job Satisfaction: The Environment-Performance Pathway

The analysis demonstrated that job satisfaction significantly mediates the relationship between the work environment and employee performance. The significant indirect effect ($\beta = 0.180$) confirms H7 and illustrates a classic causal chain: a superior work environment cultivates higher job satisfaction, which, in turn, functions as a primary mechanism that drives elevated employee performance. This pathway is deeply rooted in social exchange theory, which posits that when an organization provides a supportive and resource-rich environment, employees reciprocate with positive attitudes (satisfaction) and behaviors (performance) (Abdullahi, et al., 2024). The quality of the workplace is thus not just a background feature but a critical investment in the affective well-being of employees, which pays direct dividends in terms of productivity. Our data, which highlighted strong satisfaction with colleagues and supervisors, reinforces that the non-physical, social dimension of the work environment is particularly potent in this regard.

The significance of this finding cannot be overstated. It demonstrates that the work environment operates through a dual mechanism: it has a direct effect on performance ($\beta = 0.300$) and an additional indirect effect through job satisfaction ($\beta = 0.180$). The total effect of the work environment on performance is therefore 0.480, making it the most influential variable in the model. This underscores the critical importance of workplace quality as a strategic investment for organizations seeking to enhance performance. The pharmaceutical industry, with its emphasis on precision and quality, particularly benefits from this understanding, as a positive environment not only directly facilitates better work but also cultivates the psychological commitment necessary for sustained excellence.

Work Discipline and the Direct Route to Performance

In stark contrast, the hypothesis that job satisfaction mediates the relationship between work discipline and employee performance (H6) was unequivocally rejected. The indirect effect was statistically non-significant, indicating that the influence of work discipline on performance operates almost entirely through a direct, non-affective pathway. This is a profound finding that challenges a simplistic application of mediation models and contributes a critical boundary condition to organizational theory. It suggests that work discipline functions as what organizational theorists might term a 'strong situation'—a context with such clear and powerful cues for behavior that it overrides the influence of individual attitudes and personality traits (Cooper & Withey, 2009). In a highly disciplined setting, performance is less a matter of feeling good about one's job and more a function of adhering to well-defined procedures, rules, and standards. The mechanism here is likely more cognitive and behavioral than emotional; discipline enhances performance by clarifying roles, reducing ambiguity, minimizing errors, and ensuring process integrity.

This finding compels a more sophisticated view of organizational dynamics, suggesting that organizations have two distinct levers for influencing performance: one that operates through the 'hearts' of employees (the environment-satisfaction-performance path) and another that operates through their 'minds' and actions (the direct discipline-performance path). The practical implication is that managers cannot rely solely on

creating a positive environment and hoping that satisfaction will translate into performance; they must also establish and enforce clear, consistent standards and procedures. Conversely, a purely disciplinary approach, without attention to the work environment, may achieve compliance but may fail to inspire the discretionary effort and innovation that characterize truly high-performing organizations.

Policy Implementation Pathways: A Conceptual Integration

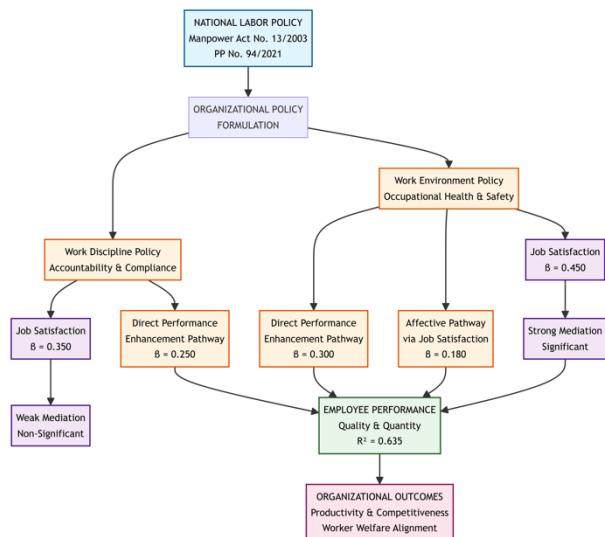


Figure 2. Policy Implementation Flowchart—From National Regulation to Organizational Performance

Source: *Conceptual Integration from Empirical Findings, 2025*

The flowchart presented above synthesizes the complex causal architecture through which national labor policy translates into organizational outcomes, integrating the empirical findings of this study into a coherent policy implementation framework. This visualization elucidates the critical juncture at which macro-level regulatory instruments—specifically the Manpower Act No. 13 of 2003 and Government Regulation No. 94 of 2021—are operationalized through organizational policy formulation into two distinct but complementary pathways toward employee performance. The first pathway, anchored in work discipline policy, operates through a direct, procedurally-mediated mechanism ($\beta = 0.250$ direct effect), wherein the clarity, consistency, and fairness of organizational rules and standards create cognitive and behavioral constraints that enhance performance independent of affective states. This pathway is particularly salient in high-reliability sectors such as pharmaceuticals, where procedural integrity and error minimization are non-negotiable imperatives. The second pathway, grounded in work environment policy, bifurcates into two mechanisms: a direct pathway ($\beta = 0.300$) that removes structural obstacles to performance, and a more psychologically nuanced indirect pathway ($\beta = 0.180$ mediated through job satisfaction) wherein the experiential quality of the workplace cultivates the affective commitment and discretionary effort that characterize truly exceptional performance. The differential mediating role of job satisfaction—significant for the environment pathway but absent for the discipline pathway—reflects what organizational theorists term a 'strong situation effect,' wherein situational cues are sufficiently powerful to override individual psychological states. This framework demonstrates that effective policy implementation requires a dual-pronged approach: maintaining robust procedural standards while simultaneously investing in the affective dimensions of organizational life, thereby leveraging both the rational compliance mechanisms and the emotional commitment mechanisms that drive performance. The ultimate outcome of this integrated policy implementation is not

merely enhanced productivity but the achievement of alignment between organizational practices and the normative expectations of national labor law, thereby fulfilling the broader societal mandate for worker welfare and organizational competitiveness.

Policy and Managerial Implications

The divergent mediational pathways uncovered in this study have significant implications for both public policy and corporate governance. Theoretically, they contribute a critical boundary condition to models of employee performance, demonstrating that the mediating role of job satisfaction is not universal but is contingent upon the nature of the antecedent policy lever. For policymakers and managers, the implications are powerfully pragmatic, suggesting that a dual-pronged policy approach is necessary for holistic performance enhancement. Theoretically, they contribute a critical boundary condition to models of employee performance, demonstrating that the mediating role of job satisfaction is not universal but is contingent upon the nature of the antecedent. This finding enriches our understanding by showing that performance can be elicited through both affective (satisfaction-driven) and non-affective (procedurally-driven) channels. It suggests that future research should move beyond monolithic models of performance determinants and instead develop more nuanced, contingency-based frameworks that account for the differential mechanisms through which various organizational factors influence outcomes.

For managers, particularly within the context of PT. Catur Dakwah Crane Farmasi and the broader pharmaceutical industry, the implications are powerfully pragmatic. The findings validate a dual-pronged strategy for performance enhancement. On one hand, investing in the work environment is not merely about creating a pleasant workplace; it is a direct investment in the job satisfaction that fuels higher performance. This involves nurturing a positive social climate, characterized by supportive supervisor-subordinate relationships and harmonious peer interactions, and addressing physical infrastructure needs to ensure comfort and functionality. The data from this study, which showed strong satisfaction with colleagues and supervisors but lower satisfaction with salary, provides a roadmap for such investments.

On the other hand, the robust, direct impact of work discipline on performance underscores the non-negotiable importance of maintaining clear, consistent, and fairly enforced rules and procedures. In a high-reliability sector like pharmaceuticals, where errors can have serious consequences for product quality and patient safety, this direct path to performance via discipline is critical and should not be neglected in favor of purely satisfaction-based initiatives. The study's descriptive data, which pointed to lower satisfaction with compensation, also offers a specific, actionable insight: while a positive environment is crucial, perceived inequities in 'hygiene' factors like pay can remain a persistent source of dissatisfaction and must be addressed to fully unlock employee potential. A comprehensive human resource strategy should therefore address both dimensions: establishing and maintaining disciplinary standards while simultaneously investing in environmental quality and fair compensation.

Research Limitations

While this study provides robust empirical insights through a rigorously designed path analysis, several inherent limitations must be acknowledged to contextualize its findings and guide future scholarly inquiry. The cross-sectional research design, while efficient for capturing a snapshot of relationships, inherently restricts the ability to draw definitive causal inferences or observe the temporal evolution of the modeled dynamics

between policy, satisfaction, and performance. Furthermore, the focus on a single organization within the Indonesian pharmaceutical sector, despite offering valuable depth and contextual alignment with national law, necessarily limits the generalizability of the results to other industries, corporate cultures, or national regulatory environments. The reliance on self-reported data via questionnaires, though validated, introduces the potential for common method variance and may not fully capture objective performance metrics or unconscious behavioral drivers. Additionally, while the model explains a substantial proportion of variance in performance ($R^2 = 0.635$), unmeasured variables—such as leadership style, intrinsic motivation, or external market pressures—undoubtedly influence the outcomes, suggesting the presented pathways are part of a more complex causal web. These limitations do not invalidate the findings but rather delineate the boundary conditions within which they are most potent, emphasizing the need for longitudinal, multi-sector, and mixed-methods research to further solidify and expand this evidence-based policy framework.

Novelty/Contribution

This study makes a significant and multi-faceted contribution to both academic literature and applied policy science by successfully bridging the often-disconnected domains of macro-level legal theory and micro-level organizational behavior. Its primary novelty lies in empirically deconstructing and validating a dual-pathway performance model within a specific high-stakes regulatory context, thereby moving beyond monolithic theories to reveal that job satisfaction functions as a selective mediator—significant for the work environment pathway but absent for the discipline pathway. This critical finding introduces a crucial boundary condition to prevailing organizational behavior models, introducing the concept of a ‘strong situation effect’ where procedural clarity can directly drive performance independent of affective states. Furthermore, the research provides a novel methodological blueprint for evaluating the on-the-ground implementation and effectiveness of national labor regulations (specifically the Manpower Act No. 13 of 2003), transforming abstract legal principles into quantifiable managerial variables. By offering a validated, integrated policy implementation flowchart, the study provides policymakers and corporate strategists with a sophisticated, diagnostic tool for designing synergistic interventions that leverage both affective (environment-satisfaction) and procedural (discipline) levers to foster sustainable performance ecosystems, thereby making a substantial and actionable contribution to evidence-based human resource and labor policy formulation.

CONCLUSION AND RECOMMENDATIONS

Conclusion

From a policy formulation perspective, this study provides a granular analysis of how macro-level regulatory frameworks are translated into micro-level organizational outcomes. The empirical findings from PT. Catur Dakwah Crane Farmasi Bogor offer several key conclusions that are critical for evidence-based policy planning. The empirical findings lead to several key conclusions. First, both work discipline and the work environment have a direct, positive, and significant impact on job satisfaction. This underscores the importance of a structured, predictable, and supportive workplace in fostering employee contentment. Second, work discipline, work environment, and job satisfaction all exert a direct, positive, and significant influence on employee performance. This confirms that a combination of clear rules, a conducive atmosphere, and psychological well-being are critical drivers of productivity.

Third, and most revealingly, the study identified a divergence in the mediating role of job satisfaction. While there is a significant indirect effect of the work environment on employee performance through job satisfaction, the same was not found for work discipline. The indirect effect of work discipline on performance via job satisfaction was statistically insignificant. This suggests that a positive work environment enhances performance primarily by making employees more satisfied, whereas work discipline improves performance through more direct mechanisms, such as procedural clarity and efficiency, independent of the employee's emotional state.

Recommendations

Based on these conclusions, the following recommendations are proposed for both public policy formulation and organizational-level policy implementation:

- 1 For National and Regional Policymakers: The findings strongly advocate for a more nuanced approach to labor policy formulation. Rather than viewing performance enhancement as a monolithic goal, policymakers should design regulatory frameworks that recognize and support the dual pathways to performance identified in this study. Specifically:
 - a. Promote Affective-Based Policies: Public policy should continue to strengthen and enforce regulations related to the quality of the work environment, including occupational safety and health standards, as these have a proven, satisfaction-mediated impact on performance. Incentivizing companies to invest in positive workplace cultures could be a viable policy direction.
 - b. Uphold Procedural-Based Policies: The direct, non-mediated impact of discipline on performance, particularly in high-reliability sectors like pharmaceuticals, highlights the importance of clear, enforceable standards. Policy should support the development of robust internal control and disciplinary systems within organizations, ensuring they are implemented fairly and transparently, consistent with the principles of good corporate governance and the Manpower Act.
 - c. Address Compensation Gaps: The finding that salary satisfaction is a point of contention suggests that policies related to minimum wage, fair compensation, and benefits need continuous review and adjustment to ensure they meet the welfare objectives of the national labor framework.
- 2 For Corporate Policy Planners and Management (e.g., PT. Catur Dakwah Crane Farmasi): Organizational policy should be formulated as a dual-pronged strategy that internalizes the national regulatory framework while adapting it to the specific corporate context. Management should:
 - a. Formulate an Integrated HR Policy: Develop a holistic human resource policy that does not treat discipline and environment as separate domains. The policy should explicitly state the organization's commitment to both a structured, orderly workplace and a supportive, positive social climate.
 - b. Invest in the 'Environment-Satisfaction' Lever: Prioritize policy initiatives and resource allocation for enhancing the work environment. This includes not only physical upgrades but also leadership training programs focused on building supportive relationships and fostering a culture of mutual respect, thereby leveraging the powerful indirect path to performance.
 - c. Strengthen the 'Discipline-Performance' Lever: Ensure that company regulations and disciplinary procedures are not merely punitive but are

designed to enhance clarity, reduce ambiguity, and improve process efficiency. The goal of disciplinary policy should be performance optimization, not just compliance.

- d. Conduct Regular Policy Audits: Use employee surveys and performance data as a tool for continuous policy evaluation. The discrepancy in satisfaction with salary, for instance, should trigger a formal review of the company's compensation policy to ensure it aligns with both market standards and the legal principle of fair remuneration.
- 3 For Future Researchers: This study could be expanded by incorporating other relevant variables, such as leadership style, organizational culture, or motivation, to build a more holistic model of employee performance. Future research could also adopt a longitudinal design to capture the dynamics of these relationships over time. Additionally, conducting similar studies in different industrial sectors would enhance the generalizability of the findings and provide a comparative perspective on the factors influencing employee performance across the Indonesian corporate landscape.

AUTHOR CONTRIBUTION STATEMENT

Samsuri: held primary responsibility for the overall conceptualization and execution of the study. He spearheaded the initial identification and formulation of the research problem, establishing the core investigative framework that examined the relationships between discipline, work environment, performance, and job satisfaction. His role encompassed the strategic design and supervision of all research stages, ensuring methodological coherence and project timelines were met. Furthermore, he took the lead in drafting the initial manuscript, integrating components from co-authors, and orchestrating the comprehensive revision process in response to feedback. Finally, as the primary point of contact, he managed submission logistics and secured final approval from all authors for the publication of the completed article, guaranteeing its integrity and alignment with the original research objectives.

Martin Roestamy: provided critical expertise in the domain of legal and policy studies, which was fundamental to grounding the research in a robust theoretical context. His primary contribution involved the precise identification and analysis of the relevant legal and regulatory frameworks that underpin organizational discipline and policy formulation. He meticulously examined how formal rules, compliance structures, and statutory provisions shape the work environment and disciplinary mechanisms studied in the article. This expert analysis was crucial for developing the scholarly foundation of the discussion, ensuring the research accurately reflected the interplay between institutional governance and human resource dynamics. His insights were instrumental in strengthening the literature review and framing the interpretation of findings within authoritative legal and policy science paradigms.

Warizal: played a vital role in the empirical heart of the research by managing and executing the quantitative data analysis. His responsibilities included processing the collected survey data, performing statistical tests using appropriate software, and assisting in the interpretation of the resulting numerical outputs. He contributed to verifying the reliability and validity of measurement instruments, such as scales for discipline, work environment, job satisfaction, and performance. Furthermore, Warizal helped in running sophisticated analyses, likely including correlation, regression, or path analysis, to test the hypothesized relationships within the research model. His technical support was essential in transforming raw data into meaningful statistical evidence,

thereby providing the objective results upon which the study's conclusions and discussions were substantively built.

Radif Khotamir Rusli: brought a unique and overarching philosophical perspective to the research project. His key contribution was synthesizing the various disciplinary strands—from management studies, legal policy, and quantitative psychology—into a coherent and logically unified narrative. He employed philosophical analysis to examine the underlying assumptions, ethical dimensions, and epistemological foundations of the concepts being studied, such as performance, satisfaction, and discipline. This role involved critically reviewing the manuscript's structure and argumentation flow, ensuring conceptual clarity and logical consistency throughout the article. By weaving together the empirical findings with broader theoretical principles, he elevated the discussion, providing deeper interpretive insights and strengthening the article's overall scholarly rigor and reflective depth.

REFERENCES

Ababneh, O. M. (2021). The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values. *International Journal of Quality & Reliability Management*, 38(6), 1387–1408. <https://doi.org/10.1108/ijqrm-05-2020-0178>.

Abdullahi, M. S., Adieza, A., Arnaut, M., Nuhu, M. S., Ali, W., & Lawal Gwadabe, Z. (2024). Antecedents of employee performance through perceived organizational support: a moderating role of job satisfaction among employees of SMEs in an emerging economy. *Journal of Organizational Effectiveness: People and Performance*, <https://doi.org/10.1108/joepp-01-2023-0014>.

Abdullahi, M. S., Raman, K., & Solarin, S. A. (2021). Mediating role of employee engagement on the relationship between succession planning practice and employee performance in academic institutions: PLS-SEM approach. *Journal of Applied Research in Higher Education*, 14(2), 808–828. <https://doi.org/10.1108/jarhe-02-2021-0056>.

Abu Orabi, T., Al-Hyari, H. S., Almomani, H. M., Ababne, A., Abu Huson, Y., Ahmed, E., & Albanna, H. (2024). A bibliometric review of job satisfaction and organizational commitment in businesses area literatures. *Human Systems Management*, 43(3), 407–430. <https://doi.org/10.3233/hsm-230130>.

Alsaïd, L. A., & Ambilichu, C. A. (2024). Performance measurement in urban development: unfolding a case of sustainability KPIs reporting. *Journal of Accounting in Emerging Economies*, 14(1), 48-74. <https://doi.org/10.1108/jaee-09-2021-0299>.

Amoadu, M., Ansah, E. W., & Sarfo, J. O. (2024). Preventing workplace mistreatment and improving workers' mental health: a scoping review of the impact of psychosocial safety climate. *BMC psychology*, 12(1), 195. <https://doi.org/10.1186/s40359-024-01675-z>.

Arpangi, A., Laksana, A. W., Widodo, H., Triyanto, T., & Suparmin, A. (2025). Resolution of Industrial Relations Disputes in Court Rulings and the Fair Fulfillment of Workers' Rights in Indonesia: An Islamic Legal Perspective. *JURIS (Jurnal Ilmiah Syariah)*, 24(1), 51. <https://doi.org/10.31958/juris.v24i1.13423>.

Baloch, Q. B., Maher, S., Iqbal, N., Shah, S. N., Sheeraz, M., Raheem, F., & Khan, K. I. (2022). Role of organizational environment in sustained organizational economic

performance. *Business Process Management Journal*, 28(1), 131-149. <https://doi.org/10.1108/bpmj-02-2021-0084>.

Cooper, W. H., & Withey, M. J. (2009). The Strong Situation Hypothesis. *Personality and Social Psychology Review*, 13(1), 62-72. <https://doi.org/10.1177/1088868308329378>.

Dughera, S. (2022). The evolution of workplace control leadership, obedience and organizational performance. *Journal of Evolutionary Economics*, 32(2), 399-421. <https://doi.org/10.1007/s00191-020-00720-5>.

Elkhweildi, M., Vebuje, B., Alzubi, A. B., & Aljuhmani, H. Y. (2025). Leading with Green Ethics: How Environmentally Specific Ethical Leadership Enhances Employee Job Performance Through Communication and Engagement. *Sustainability*, 17(17), 7923. <https://doi.org/10.3390/su17177923>.

Goretzki, L., Reuter, M., Sandberg, J., & Thulin, G. (2022). Making sense of employee satisfaction measurement—A technological frames of reference perspective. *The British Accounting Review*, 54(1), 101032. <https://doi.org/10.1016/j.bar.2021.101032>.

Hauschild, M. Z., McKone, T. E., Arnbjerg-Nielsen, K., Hald, T., Nielsen, B. F., Mabit, S. E., & Fantke, P. (2022). Risk and sustainability: trade-offs and synergies for robust decision making. *Environmental Sciences Europe*, 34(1), 11. <https://doi.org/10.1186/s12302-021-00587-8>.

Hayat, A., & Afshari, L. (2021). Supportive organizational climate: a moderated mediation model of workplace bullying and employee well-being. *Personnel review*, 50(7/8), 1685-1704. <https://doi.org/10.1108/pr-06-2020-0407>.

Herzberg, F. (1965). Job Attitudes In The Soviet Union. *Personnel Psychology*, 18(3), 245-252. Portico. <https://doi.org/10.1111/j.1744-6570.1965.tb00283.x>.

Lee, B., Lee, C., Choi, I., & Kim, J. (2022). Analyzing determinants of job satisfaction based on two-factor theory. *Sustainability*, 14(19), 12557. <https://doi.org/10.3390/su141912557>.

Li, C., Liu, J., & Wang, L. (2025). Research on the influence mechanism of public green behavior guiding policy effect: from the perspective of policy synergy system. *Environment, Development and Sustainability*, 27(6), 12703-12744. <https://doi.org/10.1007/s10668-023-04397-1>.

Nagpaul, T., Leong, C. H., Toh, C. S., Amir, A. B., Chin, R., & Tan, S. (2022). Exploring job satisfaction and intentions to quit among security officers: The role of work hygiene and motivator factors. *Social Sciences*, 11(11), 497. <https://doi.org/10.3390/socsci11110497>.

Ninh, T. T., & Hue, T. T. (2025). Sustainable entrepreneurial ecosystems: what are the main schools of thought and topical trends? *Discover Sustainability*, 6(1), <https://doi.org/10.1007/s43621-025-00931-5>.

Ortega-Argilés, R. (2022). The evolution of regional entrepreneurship policies: “no one size fits all”. *The Annals of Regional Science*, 69(3), 585-610. <https://doi.org/10.1007/s00168-022-01128-8>.

Oyedeleji, B. A., Ko, Y. H., & Lee, S. (2025). Physical Work Environments: An Integrative Review and Agenda for Future Research. *Journal of Management*, 51(6), 2589-2626. <https://doi.org/10.1177/01492063251315703>.

Putri, E. M., Ekowati, V. M., Supriyanto, A. S., & Mukaffi, Z. (2019). The effect of work environment on employee performance through work discipline. *International*

Journal of Research -GRANTHAALAYAH, 7(4), 132–140.
<https://doi.org/10.29121/granthaalayah>.

Rakhma, N. A., & Roziqin, A. (2025). Human Resource Mechanisms in the Private and Public Sectors in Indonesia. *Insights Into Digital Business, Human Resource Management, and Competitiveness*, 377–392. <https://doi.org/10.4018/979-8-3693-9440-3.ch016>.

Saputra, N., Putera, R. E., Zetra, A., Azwar, Valentina, T. R., & Mulia, R. A. (2024). Capacity building for organizational performance: A systematic review, conceptual framework, and future research directions. *Cogent Business & Management*, 11(1), 243496. <https://doi.org/10.1080/23311975.2024.2434966>.

Shi, J., Yu, C., Li, Y., & Wang, T. (2022). Does green financial policy affect debt-financing cost of heavy-polluting enterprises? An empirical evidence based on Chinese pilot zones for green finance reform and innovations. *Technological Forecasting and Social Change*, 179, 121678. <https://doi.org/10.1016/j.techfore.2022.121678>.

Wijatmoko, E., Armawi, A., & Fathani, T. F. (2023). Legal effectiveness in promoting development policies: A case study of North Aceh Indonesia. *Helijon*, 9(11), e21280. <https://doi.org/10.1016/j.helijon.2023.e21280>.