

The impact of a conducive work environment on improving employee performance

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Received: September 1st, 2023; Accepted: February 15th, 2024; Published:
March 21st, 2024

DOI: <http://dx.doi.org/10.24123/jmb.v23i1.722>

Abstract

This research aimed to assess the influence of a conducive work environment on enhancing employee performance at PT. Astra Honda Motor Sampurna, encompassing a population of 32 employees. The study employed a quantitative research approach, utilizing a saturated sampling method, where the entire population served as the sample. Data processing and analysis involved descriptive statistics, research instrument testing (validity, reliability, and classical assumption tests), simple regression analysis, and hypothesis testing (t and F tests) conducted through SPSS version 23.0. Results indicated a positive and significant impact of the work environment on improving employee performance at PT. Astra Honda Motor Sampurna. Consequently, the research concluded that the work environment plays a crucial role in influencing employee performance. Organizations capable of fostering a safe and comfortable work environment can witness enhanced employee performance. Conversely, if the work environment is perceived as less conducive, it may lead to suboptimal employee performance. This underscores the importance of creating a supportive and positive workplace atmosphere to maximize employee potential and productivity.

Keywords: Performance, Organizational Performance, Work Environment

Introduction

Up until now, issues pertaining to the performance of human resources have been the primary emphasis and are frequently investigated or analysed to determine the effects they have on employee job outcomes, which also have an effect on the performance of the business as a whole. In fact, even though the company has complete and adequate facilities and infrastructure to run the business it runs, and is supported by unlimited financial resources to support its business so that it can continue to run smoothly, it does not have the support of reliable human resources, then it cannot be ensured that the company can easily carry out its business activities well (Walimah, E., Wijayasomantri, H. T., & Sulaeman, D., 2021).

PT. Astra Honda Motor Sampurna is a company engaged in the sale of spare parts and services for Honda motorcycles with a total of 32 employees. This company was founded on April 25 2003 located on Jl. Surapati No. 185,

Sukaluyu, Bandung City. The vision of this company is to make the company a market leader and motorcycle service provider in Indonesia and international, by realizing the dreams of consumers and contributing to Indonesian society. The company requires employees who can work at their best in order to realise this vision because workers are crucial to the ongoing operations of the business that they manage.

Table 1. Employee Performance Goals and Achievements at PT. Astra Honda Motor Sampurna Year 2018 to 2022

No	Performance Indicators	Target (%)	Realization (%)				
			2018	2019	2020	2021	2022
1	Employee Presence	100	92	91	85	88	96
2	Making Purchase and Inventory Reports	100	100	100	67	58	100
3	Development of Mechanical Quality (Coaching)	100	100	75	0	0	100
4	Acceptance of Services	100	94	85	72	77	85
5	Spare Parts Sales (Spare Part)	100	93	87	71	82	91

Source: Company Performance Report

The information in Table 1 indicates that the employees' performance successes are still not being realised, leading to subpar job outputs, even though in 2018 and 2020 there are still several work indicators that have been able to reach the predetermined percentage of work targets. However, the overall work results shown by employees working at this company are still considered not very good. In fact, there is one work indicator that in 2020 and 2021, namely coaching for mechanical quality (Coaching), did not reach the previously set work target percentage at all.

It should be mentioned that several elements, such as work environmental conditions, are believed to be the reason behind a decline in employee performance at work or in job performance overall. Poor working environment conditions can result in a reduction in employee work output due to the employee not feeling safe and comfortable while working. This is reinforced by a statement from one of the employees who works at this company who stated that a bad work environment, which is demonstrated by how impolite the workers at this company are, can result in a decrease in employee work results. In addition, frequent conflicts between superiors and subordinates or between fellow employees can have an impact on creating a work atmosphere that is not conducive, thereby also affecting employee work performance which becomes increasingly poor. As stated by one of the employees who serves as a Service Advisor, through an interview held in March 2023, who stated that the increasingly poor performance results shown by employees at this company could be caused

by several things, including: a) poor communication patterns among fellow employees resulting in work not being completed; b) Conflicts that often occur between employees and leaders as a result of differences of opinion; c) Employee indiscipline at work as indicated by employees often being late for work, as well as work being often postponed; d) Low employee satisfaction as a result of the lack of appreciation received by employees when performing well; e) Lack of employee motivation to work due to the company's lack of attention to employee welfare; f) The amount of compensation is not in accordance with the workload of the employee; and g) A non-conducive work environment caused by a lack of mutual respect and courtesy among employees.

The incapacity of workers to produce their best work during labour can be attributed to several issues. The work environment element is one of the variables that affects how well employees perform at work. This is supported by several earlier study findings that demonstrate how improving employee performance is positively and significantly impacted by the workplace. It is stated that a person's comfort at work can affect his work performance which is getting better. In comparison to other coworkers, an individual who feels safe and at ease in their workplace is more likely to produce higher-quality work. On the other hand, if someone feels uncomfortable with the work atmosphere they are facing, then that person tends to show increasingly worse work results. In fact, it is not impossible that the person will leave his job and try to find another job with a working atmosphere that is felt to be much better. Rahmawanti, Swasto, & Prasetya (2014) presented one example of a study that shows a relationship or connection between the work environment and employee performance, revealing that one way for businesses to improve employee performance at work is by creating a comfortable, safe, and enjoyable work environment. According to Pandji (2016), a positive work atmosphere can benefit everyone involved, including employees, managers, and the outcomes of their work. Additional earlier studies that support the notion that employee performance and the work environment are positively correlated were presented by Wua, I. W.G. (2015)., Yudiningsih, N. M. D., Yudiaatmaja, F., & Yulianthini, N. N. & SE, M. (2016), Cintia, E & Gilang, A. (2016), Joseph, I. (2016), Handaru, A. W., Syafiah, N. A, & Parimita, W. (2017), Handayani, S., & Daulay, R. (2021, June), Yeh, S. S., & Huan, T. C. (2017), Kahya, E. (2007), López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & QuinoA-Pineiro, L. M. (2022), Juliani, R., & Purba, D. E. (2019), Grobelna, A. (2019), Hasan, I. A *et al.*, (2023), Hafeez, I *et al.*, (2019).

Even so, the work environment does not always have a significant effect on employee performance. This is demonstrated by a study by Rahayu, M. S., & Rushadiyati, R. (2021), Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017) and Masharyono, M. *et al.*, (2023), which finds that although there is a positive link, the work environment has little effect on employee performance.

According to this justification, the author was motivated to do this study because of the contradictory results found in a number of earlier investigations and works of literature.

Literature Review

The term "employee performance" refers to the quality and quantity of work results (output) that HR calculates for each unit of time that employees complete

their job obligations in compliance with their assigned responsibilities (Mangkunegara, 2016). Sedarmayanti (2013) defines performance as a formal system for periodically reviewing and evaluating the performance demonstrated by someone at work.

There are several metrics or indications that can be applied to evaluate how well or poorly an individual performs at work, including Robbins (2016): 1) Quality is defined as the degree to which an employee's work results, whether good or bad, as well as their skills and ability to fulfil their duties and responsibilities while at work. These factors are measured by the employee's assessment of the calibre of the work they produce and the degree to which tasks are completed in relation to their skills and abilities; 2) Quantity, specifically the total number of outcomes reported as the number of units or operational cycles finished, enables the measurement of employee performance in terms of the quantity (units/cycles); 3) Timeliness is the degree to which tasks are finished at the start of a specific period of time in order to sync with output outcomes and maximise the amount of time available for subsequent tasks; 4) Effectiveness is the degree to which organisational resources—such as money, energy, technology, and raw materials—are used as efficiently as possible in order to maximise the value of each unit of usage of these resources; 5) Independence is the degree to which an individual can do their own job duties without requiring assistance from others.

A work environment is characterized as a gathering place with various resources to help the organization fulfil its vision and mission (Sedarmayanti, 2013). Meanwhile, another opinion related to the work environment was expressed by Siagian (2014) who stated that the area where employees perform their everyday tasks is known as the work environment.

The work environment can be divided into two dimensions, including (Sedarmayanti, 2013): 1) The physical work environment is the entirety of the physical surroundings of the workplace, as indicated by a number of indications that include: a) The workplace building, where construction the workplace should be able to consider employee work safety, so that employees feel safe and comfortable at work; b) Adequate work equipment, where employees need work equipment that helps in completing the work assigned to them during work; c) Facilities, where employees need work facilities that are used as supporting facilities in completing the work assigned to them; d) The availability of transportation facilities is necessary for employees to be able to arrive at work on time. This includes both employee-only and easily accessible, affordable, and pleasant public transit; 2) Non-physical work environment, specifically the development of a cordial working rapport between managers and staff. The non-physical work environment is indicated by various factors, like as: a) Co-worker relationships at the same level, namely harmonious working relationships, with the absence of mutual intrigue between co-workers; b) The relationship between superiors and employees, namely a relationship of mutual respect between superiors and subordinates which has an impact on the emergence of mutual respect between each individual; c) Collaboration between employees, namely a well-established cooperative relationship which has an effect on completing work effectively and efficiently.

Research Methods

Judging from the relationship between variables, this research is included in causal associative research which seeks to determine and examine the link between two variables to demonstrate how one variable might affect or be affected by another. (Umar, 2015). Meanwhile, when viewed from the data used, this research is included in quantitative research, specifically, study that is grounded in numerical data (Suliyanto, 2005). As for the goal to find out whether improving the work environment at PT. Astra Honda Motor Sampurna can have a major impact on how well employees perform.

The main variable in this study is employee performance (Y), which is the dependent variable, and the work environment variable (X), which is the independent variable. The measurement of work environment variables in this study fully adopts the opinion expressed by Sedarmayanti (2013) with a total of 10 questions consisting of: 1) Dimensions of the Physical Work Environment (6 questions) including markers such as buildings used for labour, tools for the job, and sufficient facilities, as well as the availability of transportation facilities; and 2) Non-Physical Work Environment Dimensions (4 questions) with several indicators such as relationships with colleagues at the same level, relationships between superiors and employees, and collaboration between employees. Meanwhile, the dimensions and indicators used in measuring performance assessment variables fully adopt the theory expressed by Robbins (2016) with a total of 10 questions consisting of: 1) Work Quality (2 questions) with markers such as being able to work in accordance with company standards and thoroughness in work; 2) Work Quantity (2 questions) with markers such as the form of being able to work to meet the work targets that have been set and taking the initiative to complete them; 3) Punctuality (2 questions) with markers such as the form of time efficiency at work and punctuality in coming to work; 4) Effectiveness (2 questions) with markers such as the form of being able to work beyond work standards and trying to work better; and 5) Independence (2 questions) with markers such as the form of employee commitment and responsibility at work.

The population and sample for this study consist of all 32 employees of PT. Astra Honda Motor Sampurna. The census method, also known as saturated sampling, is the sampling strategy utilised in this study in relation to the number of samples drawn that are the same size as the population. If defined, saturated sampling is the sampling strategy used when every member of the population is used as a sample.

Judging from the source, the data required in this research is divided into two sources, including: 1) Primary data sources are those that either directly supply data to data collectors or provide data straight from the source, where in this study, employees of PT. Astra Honda Motor Sampurna were given questionnaires to complete in order to collect primary data for the research; 2) Secondary data sources are those that support study findings discovered through library or literature investigations. They are sources of information that obliquely supply data to data collectors or that indirectly receive data from the primary source. It should also be noted that this study's data collection methods included a variety of approaches, such as: 1) A literature study is a theoretical investigation that gathers pertinent data related to the research topic, whether the data is

gathered from reliable sources such as books, news stories, national and international journals, and other sources; 2) A questionnaire is a technique for gathering data in which respondents are given a list of questions or written statements to complete; and 3) Interviewing is a data collection technique used when a researcher wants to interview a small sample of respondents in order to learn more about the issue under investigation and to obtain comprehensive information from them. In this research, interviews were conducted by directly asking an employee who holds the position of service advisor in this company with the aim of obtaining as much data or information as possible related to this research problem.

Simultaneously, the SPSS version 23.0 software was utilised to calculate the t and F tests for hypothesis testing as part of the basic regression analysis data processing and analysis methods employed in this investigation.

The following is an image that shows the concept of the thinking framework from this research:

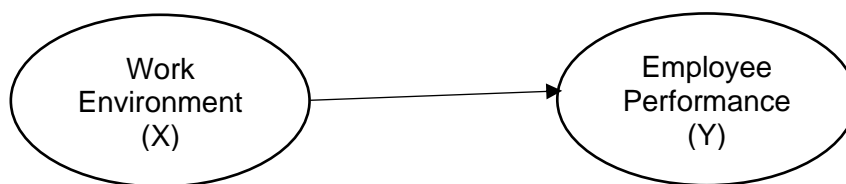


Figure 1. Research Model

The following is the primary hypothesis that can be developed for this study: "There is a significant influence between the work environment on improving employee performance."

Result and Discussions

The results of the descriptive analysis for variables related to the work environment and employee performance are explained as follows.

Table 2. Results of Descriptive Analysis of the Work Environment

Indicators	N	Minimum	Sum	Mean	Std. Deviation
Workplace lighting	32	1	114	3.56	0.914
Lighting while working	32	3	134	4.19	0.738
Air circulation	32	1	116	3.63	1.264
Place layout	32	2	129	4.03	0.897
Work equipment	32	2	116	3.63	1.070
Work facilities	32	2	120	3.75	0.916
Working relationships with employees	32	2	126	3.94	0.878
Security guarantee	32	1	114	3.56	0.982
Comfortable work environment	32	2	127	3.97	0.933
Work communication	32	2	125	3.91	0.777
Valid N (listwise)	32			3.82	0.937
Work environment					

The information displayed in Table 2 indicates that the mean value of each question for the work environment variable shows a value of 3.82, which means that the average level of work environment in this company is said to be good because it is in the interval 3.40 – 4.20. Meanwhile, it is recognised that the standard deviation value for the work environment variable is 0.937, with an equation of 24.53% of the mean value, which means that respondents' assessments of the work environment vary somewhat based on how they answered the variable.

Table 3. Results of Descriptive Analysis of Employee Performance

Indicators	N	Minimum	Sum	Mean	Std. Deviation
Work in accordance with work standards	32	2	127	3.97	0.740
Working carefully	32	2	124	3.88	0.833
Opportunity to take initiative at work	32	2	128	4.00	0.803
Work to meet targets	32	2	131	4.09	0.818
Working time efficiency	32	2	133	4.16	0.884
Punctuality in work	32	1	124	3.88	1.129
Ability to work beyond standards	32	2	124	3.88	0.976
Ability to work better	32	2	125	3.91	0.818
Commitment to work	32	2	127	3.97	0.782
Responsible at work	32	2	124	3.88	0.751
Valid N (listwise)	32				
Employee Performance				3.96	0.853

The information displayed in Table 3 indicates that the mean value of each question for the employee performance variable shows a value of 3.96, which means that the average level of employee performance in this company is said to be good because it is in the interval 3.40 – 4.20. Meanwhile, it is recognised that the standard deviation value of the employee performance variable is 0.853, with an equation of 21.54% of the mean value, which means that respondents' answers to the employee performance variable tend to have relatively different perceptions.

The coefficient of determination test (R²) is a measurement designed to determine how well the model accounts for variations in independent variables with values ranging from 0 to 1 (Ghozali, 2017). The coefficient of determination (adjusted R²) for the variable under study is known to be 0.742 based on the information in Table 4. This indicates that variables more conducive to the work environment that employees experience while working can account for 74% of employee performance, which is improving. Usually, along with the safer and more comfortable work environment felt by employees at work, the employee also tends to be more able to show better work results due to the creation of a work atmosphere that makes employees feel happy with their work. Conversely, if the atmosphere at work is felt to be not so conducive or unpleasant, then the employee's work results can get worse because the employee does not feel comfortable with his job.

Table 4. The Determination Coefficient (R²) The Impact of a Conducive Work Environment on Increasing Employee Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.742	.733	3.572

a. Predictors: (Constant), Environment

b. Dependent Variable: Employee Performance

A simple linear regression analysis method with statistical computations utilising the SPSS version 23.0 software programme was the data analysis strategy employed in this research to determine whether a conducive work environment has a substantial impact on increasing employee performance. The following table displays the model of simple linear regression equation that was created:

Table 5. Results of a Simple Linear Regression of The Impact of a Conducive Work Environment on Increasing Employee Performance

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	6.782	3.591		1.889
	Environment	.860	.093	.861	9.282

a. Dependent Variable: Performance

Source: Primary Data Calculation Results

The impact of a supportive work environment on enhancing employee performance can be understood as follows, according to the results of the simple regression equation displayed in Table 5.

- 6.782 is the value of variable Y if the value of variable X is equal to (0).
- Variable Y's value will increase by .860 if variable X's value increases by 1 (one).

$$Y = 6.782 + (.860X) + \epsilon$$

The main hypothesis in this research is that there is a significant influence between a conducive work environment on improving employee performance. In order to confirm the validity of the established theory, It is essential to have a hypothesis test which is useful in determining whether to accept or reject the hypothesis formulation which is computed using the statistical formula for the F test with the aim of carrying out a significance test between the two variables studied in this research.

The F test calculation results are displayed in Table 6, and since the p value is smaller than the α level that was employed, H₀ is rejected. This indicates that a positive work environment significantly improves employee performance.

Table 6. Hypothesis Testing

		ANOVA ^b				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	513.591	1	513.591	10.110	.000 ^a
	Residual	2235.214	44	50.800		
	Total	2748.804	45			

a. Predictors: (Constant), Environment

b. Dependent Variable: Performance

The findings of computations and data processing indicate that improving employee performance is significantly impacted by a supportive work environment. This demonstrates that when workers perceive a safer and more comfortable work environment, their performance at work also improves. Thus, elements that contribute to a suitable work environment can affect whether employees perform well or poorly at their jobs. Generally speaking, a comfortable work environment contributes to creating a positive work climate where employees are able to perform at their best. An employee will feel more at ease and be able to make efficient use of his or her working hours if they enjoy their workplace. However, when an employee works in an unfavourable environment, their performance is poor or not at all.

Overall, the working environment conditions in this company can still be said to be conducive as shown by the responses of employees, the majority of whom still give a positive impression of the working atmosphere they feel while working. However, there is one indicator that employees give a poor impression, namely the air circulation in the workspace, which is felt to be not very good, which makes employees less comfortable in their workspace while working. Conditions like this can result in declining employee performance.

The results resulting from this research have conclusions that are almost the same as several other research results which demonstrate how improving employee performance is significantly impacted by the work environment. One of them is shown by a study from Rorong, S. V. (2016) which found that employee performance is significantly impacted by the physical work environment. In his research, it was stated that enhancing employee performance is significantly impacted by several physical work environment characteristics, including lighting, temperature, air quality, comfort, noise level, flexibility, and furniture. For example, most workers believe that having a tidy workspace might help workers feel more comfortable at work, in addition to the temperature and humidity in a room also contributing to improving employee performance. Apart from that, good lighting arrangements in the workspace, as well as a workspace that is free from noise, have a significant impact on improving worker performance. Another opinion was expressed by Badrianto, Y., & Ekhsan, M. (2020) through his study which concluded that a safe and comfortable work environment can help employees perform better since work environment elements have a substantial impact on employee performance. Likewise, the opinion expressed by Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022), and Dul, J., & Ceylan, C. (2011) states that employee performance is positively and significantly impacted by the work environment. Sihaloho, R. D., & Siregar, H. (2020) said

through his study that employee performance at work is directly correlated with how comfortable they feel at work, and this is commonly demonstrated by indications like inaccurate job completion, inconsistent work schedules, declining attendance, and decreased inter-employee cooperation. Another study from Yuliantari, K., & Prasasti, I. (2020), Nguyen, P. D., Dang, C. X., & Nguyen, L. D. (2015), and Thamrin, M., & Riyanto, S. (2020) it states that employee performance and the work environment are positively correlated.

Conclusion

Based on the research findings, it can be concluded that an environment that is suitable to work has a significant effect on improving the quality of work produced by employees. This demonstrates that as the work environment becomes more conducive to employees while working, the performance shown by those employees becomes more optimal. In this way, one of the things that can influence an employee's performance at work is their work environment.

The limitations of this research can be seen from the use of one independent variable which, namely the work environment variable, is believed to have an impact on enhancing employee performance. In fact, a positive work environment is not the only element that affects employee performance but is also influenced by several other factors. Therefore, so that this research in the future can be even more interesting, it is necessary to introduce several other variables which may still be related to the problems examined in this research. It is believed that several additional factors, such as workload, communication, leadership, job motivation, stress, and other factors, might affect how well employees perform.

Acknowledgments

We would like to express our thanks to Widyatama University for assisting the author in completing the writing of this article, especially for LP2M Widyatama University which has provided assistance in the form of research funds as stated in the Research Work Implementation Agreement Letter No. 231/SPC3/LP2M-UTAMA/IV/2023, so that this research article can be completed properly. We would also like to express our thanks to the institutions or companies that were used as research objects in preparing this article, especially the employees who work at PT. Astra Honda Motor Sampurna for their willingness to fill out the distributed research questionnaire and other parties who cannot be mentioned. It is hoped that everyone will gain from this research, not only for the author himself, but also for other companies and the public.

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