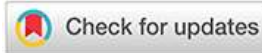


THE IMPACT OF THE WORK ENVIRONMENT ON THE PRODUCTIVITY OF THE PASTRY DEPARTMENT EMPLOYEES AT THE APURVA KEMPINSKI BALI



^{1*}Mega Hernawati Harefa, ²Lidia Berliana Siboro

^{1,2}Program Studi Pengelolaan Perhotelan, Institut Bisnis IT&B, Medan - Indonesia

e-mail:

^{1*}mega.manies@gmail.com (corresponding author)

²lidiaberliana.siboro@gmail.com

ABSTRACT

This research aims to analyze the impact of the work environment on employees in the Pastry Department of The Apurva Kempinski, Bali. A good work environment has been recognized as essential in increasing employee productivity. Employee productivity is a critical element in achieving organizational success. Therefore, companies often strive to create a conducive work environment to improve the quality of employee work. The research method used is descriptive and causal, with various data analysis techniques, including correlation tests, determination tests, and linear regression analysis. The analysis results show a robust positive relationship between the work environment and employee productivity, with a correlation coefficient of 0.732. These findings indicate that improving the work environment can positively impact employee productivity. This study provides an essential contribution to understanding the importance of a conducive work environment in increasing employee productivity in the hotel industry. Recommendations are recommended for similar companies to pay attention to and improve the work environment to increase employee productivity.

Keywords: Work Environment; Employee Productivity; Hospitality

Diterima (Received) :28-09-2023

Direvisi (Revised) : 12-02-2024

Disetujui (Approved) : 24-02-2024

Dipublikasi (Published) : 01-03-2024



©2024 Copyright (Hak Cipta) : Penulis (Authors)

Diterbitkan oleh (Published by) : Program Studi Manajemen, Universitas Nusa Cendana, Kupang - Indonesia.

Ini adalah artikel akses terbuka di bawah lisensi (This is an open access article under license) :

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

The hospitality business encompasses the study of commercial establishments and services, such as hotels, restaurants, and leisure centers (Lopera, 2020). This business offers hospitality services to accommodate guests for either a single night or an extended period, ensuring their comfort and convenience throughout their stay (Lubis, 2023). Moreover, the hotel industry is characterized by intense competition. The hospitality business presents significant challenges due to its distinctive characteristics, which revolve around providing service and placing a great emphasis on interpersonal interactions throughout the delivery of services (Cai, 2021). Currently, the hotel business has expanded to become a significant worldwide economic sector, exerting both direct and indirect influence on the world economy (Nasib, 2022). The global hospitality and tourism sector generates about 258 million employment opportunities globally, contributing to 9.1 percent of the global gross domestic product (GDP). Hospitality in Indonesia has emerged as a subsector encompassing trade, service, and investment (Pakpahan, 2021). The level of hospitality continues to rise year. According to data and information provided by the Ministry of Tourism and Creative Economy, the number of Indonesian tourists reached 8,044,462, representing a 5% increase compared to the previous year.

Discovering an excellent job is a universal aspiration, but, in order to achieve this, individuals must conduct thorough research, which includes assessing the working conditions of a firm (Ballian, 2020). An employee is concerned about the working environment as they will be spending a significant amount of time at the office, considering it their second home (Hou, 2022). Every individual desires a convenient and efficient workspace to enhance productivity (Nasib, 2023a). The working environment is a determinant of a company's operations. The quality of one's work and degree of productivity are significantly influenced by the working environment (Nasib, 2023a). The level of employee engagement in the work environment directly affects their inclination to acquire new skills and their drive to excel in their performance (Syarifuddin, 2022).

Enhancing employee productivity is crucial for attaining organizational success inside a corporation (Mujiati, 2022). Companies might conduct regular evaluations of staff productivity to verify their accomplishments (Nasib, 2023b). Understanding the crucial elements that impact staff productivity is essential for achieving sustained success. Enhanced productivity enables firms to generate a greater output with the same or even reduced amount of resources (Nasib, 2020a). This facilitates cost reduction in production and enhances profit margins for firms (Chaniago, 2023). Highly efficient organizations have the ability to manufacture goods or provide services at more favorable rates, enabling them to have a stronger competitive edge in the market (Purnomo, 2020). This is crucial in a fiercely competitive corporate landscape (Oseremen, 2022). Business growth is facilitated by high productivity, since it enables organizations to spend more resources towards innovation, market expansion, or the creation of new products. This facilitates the company's expansion and advancement over a period of time (Oteshova, 2021).

The workplace atmosphere significantly impacts employees' productivity (Indah Sari; Nasib, 2023). Mahaputra (2020) defines the working environment as encompassing factors such as the physical characteristics of the workspace, workplace safety measures, available work amenities, employee interactions, and connections with supervisors (Bagas Pradana Aulia, 2021). While the working environment may not directly engage in the production process, it nonetheless exerts a direct impact on the

employees who are involved in the production process (Haerofiatna, 2021). There is a correlation between the work environment and employee job productivity (Martin, 2018). The elements of a workplace can directly influence the efficiency, well-being, safety, comfort, focus, job contentment, and morale of its occupants (Nasib, 2019). Crucial elements to be taken into account in the work environment encompass building design and age, workplace layout, workstation arrangement, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, and air quality (Zulaida, 2023).

Apurva Kempinski Bali is a prestigious five-star hotel situated within lush vegetation with a scenic view of the ocean. The resort features a 60-meter outdoor swimming pool and a spa. The hotel provides 475 tastefully furnished rooms, each featuring contemporary amenities and hardwood furnishings that reflect the essence of Balinese culture. The restaurant offers a diverse selection of local and foreign cuisine. According to the author's observation, staff have a crucial part in every menu since they are responsible for preparing food according to the menu. Presently, there has been a recent decline in labor productivity. Evidently, the output generated in the pastry part is significantly slower compared to its previous state. There was a temporal lag in the production process. If there is a delay in one production, it will result in the cessation of other productions. In addition, there are personnel that consistently exhibit tardiness, consume meals during non-working hours, and even partake in breakfast after the start of the workday.

Table 1
The Empirical Data on Employee Lateness from July to December 2021

Month	Number of Employees Late
July	2
August	3
September	5
October	7
November	9
December	10

Source: Pastry department, The Apurva Kempinski Bali, 2022

Based on the Table 1, it can be seen that company employees are often late to be at the Pastry Department because there is not any specific person to observe their presence. The highest number of employee lateness is in December, which amounted to 10 employees, and the lowest is in July, which amounted to 2 employees.

The number of employees should be increased because of many workloads. Because of that, the employees often work overtime to complete their duties. Cooperation between each other in a team is critical to completing and covering each job given to each outlet. This situation needs to be solved as it will impact the company. Several factors relate to employees' productivity at The Apurva Kempinski, Bali. The writer interviewed several employees and found out they were uncomfortable with their co-workers regarding work. Some of the employees could be more flexible. They tend to do the job their way and do not welcome another way to complete it. The environment surrounding the employee needs to be improved among the co-workers as they will work in a team. There are a lot of misunderstandings and conflicts between coworkers as the employees are competitive. A good working environment could

positively impact the employee and maximize the work results. The excellent working environment also motivates them to give their best.

Additionally, The Apurva Kempinski, Bali is also plagued by unfavorable employment circumstances. The existing state of the pastry department indicates a need for tidiness since the cupboards are cluttered and there is no staff demonstrating an inclination to arrange them. The author moreover discovered that there is a need to augment the quantity of equipment in the pastry part. The pastry section operates seven pastry product shops. Furthermore, personnel consistently face a shortage of equipment as a result of the restricted quantity available.

LITERATURE REVIEW

Work Environment

A work environment refers to the elements that comprise the setting in which employees work and impact workers (Nasib, 2020b). While some items that comprise it are apparent, such as the wall treatment or the number of indoor plants, others are more obtuse, such as company politics or a coworker whose personality traits do not suit the company culture (Nasib, 2019). Professionals working in full-time and part-time positions are significantly impacted by their office environment because they must perform their duties inside it (Syaifuddin, 2022). Usually, workers are required to adapt to this workplace feature (Yusuf, 2020). An attractive and supportive working environment is critical to employees' productivity (Fadli, 2020). A quality working environment is fundamental to keeping the employees on task and working effectively (Tarigan, 2021). Nowadays, people are more likely to have a better working environment that makes them comfortable during their stay at the office (Rahmawati, 2022)

According to Robbins (2013), the environment is outside institutions or forces that can affect organizational performance. The environment is formulated in two ways, namely, the general environment and the specific environment. The general environment is everything outside the organization that has the potential to affect the organization. This environment is in the form of social and technological conditions. The specific environment is part of the environment directly related to achieving an organization's goals. The physical and non-physical work environments are the two broad categories into which the workplace is classified (Sedermayanti, 2013). The physical work environment is anything in the world around the employee's place of employment that has the potential to directly or indirectly affect the employee formally or informally. Employees and their physical work environment are closely tied, but other factors are related to intermediaries or the larger environment, which may directly or indirectly impact employees. Intermediaries or the general environment, another name for the workplace, influences factors like temperature that affect the human state (Pineiro, 2022). The work environment is affected by elements such as temperature, humidity, ventilation, and air circulation (Ballian, 2020). Previous study findings indicate that the work environment has a direct and substantial impact on employee performance (Hou, 2022). The establishment of a favorable work environment by management has a direct influence on the productivity of employees (Wuryani, 2021).

Employee Productivity

The sustenance and expansion of an organization's or company's achievements is greatly reliant on productivity (Toscano, 2020). It is well recognized that any organization or corporation allocates significant resources (such as human resources, materials, and money) in order to create goods and services (Eryanto, 2021). Better outcomes will be

achieved by efficiently leveraging these human resources (Oteshova, 2021). Productivity is defined as the ratio of output (goods and services) to input (labor, materials, and money) (Devita, 2021). Low productivity is a reflection of an organization/company wasting its resources. This means that eventually, the company loses foreign power and thus will reduce the scale of its business activities (Oseremen, 2022). The inadequate productivity of several firms will hinder a nation's overall industrial and economic advancement (Awolusi, 2021).

A productive person describes the potential, perception, and creativity of a person who always wants to contribute his abilities to benefit himself and his environment (Awolusi, 2021). So, a productive person can make a real and meaningful contribution to the surrounding environment, is imaginative and innovative in approaching the problems of his life, and has intelligence (creativity) in achieving their life goals (Børing, 2021). At the same time, such a person is always responsible and responsive in his relationship with others (leadership) (Laing, 2021). Employees like this are organizational assets who always try to improve themselves and will support achieving productivity goals (Toscano, 2020). Enhanced productivity enables organizations to deliver products or services expeditiously and with superior quality, hence augmenting consumer happiness (Iqbal, 2021)

According to Zulfikar (2021), there are six primary elements that impact labor productivity. These characteristics include work attitude, which encompasses the desire to work in shifts, the ability to accept more duties, and the ability to work well in a team. 2) Skill level is ascertained based on factors such as educational background, training in management and supervision, and proficiency in industrial engineering. 3) The connection between the workforce and the organization's leadership is demonstrated by a collaborative endeavor between the leadership and the workforce to enhance productivity through quality control circles and committees for superior work. 4) Productivity management refers to the effective utilization and optimization of work resources and processes in order to enhance productivity. 5) Labor efficiency, including labor scheduling and supplementary assignments. 6) Entrepreneurship encompasses the willingness to take risks, the ability to think creatively in business, and the aptitude for making sound business decisions.

METHOD

This research uses a quantitative approach. A quantitative approach collects data that can be measured and analyzed statistically (Sugiono, 2012). There are two types of research designs used in this research, namely:

1. **Descriptive Design:** This design accurately depicts various aspects of the work environment and employee productivity in the pastry department at The Apurva Kempinski, Bali. This will help identify relationships between the variables under study.
2. **Causal Design:** This design is used to evaluate the extent to which the work environment has a causal influence on employee productivity. This will help answer whether a cause-and-effect relationship exists between the work environment and employee productivity.

The target population in this research is all employees in the pastry department at The Apurva Kempinski, Bali. The sample in this study was selected using the census method, which means that all 35 employees in the pastry department at The Apurva

Kempinski, Bali, were included in this study. The census method ensured that the entire target population was represented in the analysis (Rusiadi, Nur Subiantoro, 2014).

The instrument used to collect data was a questionnaire designed for this research. This questionnaire includes various questions related to working environment conditions and employee productivity. A Likert scale with a value range from 1 to 5 is used to measure respondents' responses to the statements in the questionnaire. Data was collected through distributing questionnaires to 35 employees in the pastry department at The Apurva Kempinski, Bali. Respondents fill in the questionnaire according to their responses to the statements in the questionnaire. Then, the data collected will be analyzed to identify the relationship between the work environment and employee productivity.

The data analysis method that will be used in this research includes the following steps:

1. Simple Linear Regression: Simple linear regression will test the research hypothesis, which states that the work environment influences employee productivity.
2. Hypothesis Testing (Z-Test): Hypothesis testing using the Z-Test will be used to test the research hypothesis, which states a relationship between the work environment and employee productivity. The alternative hypothesis is accepted if the Z-Test value is significant (P-value < 0.05).

RESULTS AND DISCUSSION

From the questionnaires' answers obtained that the validity results of variables X (Working Environment) and Y (Employees' Productivity) are valid and the reliability test for variable X (Working Environment) is 0.887, and for variable Y (Employees' Productivity) is 0.725, which means the questionnaires have good reliability.

Simple Linear Regression

Simple linear regression is a statistical technique used to describe and analyze the associations between two continuous (quantitative) variables (Ghazali, 2013).

Table 2
The Results of Linear Regression Analysis

		Coefficients ^a			
		Unstandardized Coefficients		Standardized	
Model		B	Std. Error	Beta	t
1	(Constant)	16,600	2,156		7,701
	Working Environment	,431	,070	,732	6,171
					Sig.
					,000
					,000

a. Dependent Variable: Employees Productivity

Source: SPSS Processing Results, 2022

If the working environment variable increases, employees' productivity will increase. Working environment (x) is a variable that impacts employees' productivity (Y) with a coefficient of regression of 0.431 units. It shows that if the independent variable increases in the amount of 1 unit, the dependent variable will increase in the amount of 0.431 units. In the regression equation, the constant is 16,600. If the independent variable is constant, employees' productivity will be 16,600.

Test of Hypothesis

A hypothesis is a conjecture based on knowledge and reasoning, made to explain or predict a phenomenon in the external environment. The concept should be verifiable, either through experimentation or observation. The writer will employ the z-test as the hypothesis test due to the sample size exceeding 30 individuals (Ghazali, 2016).

$$Z = \frac{r}{\frac{1}{\sqrt{n-1}}}$$
$$Z = \frac{0.732}{\frac{1}{\sqrt{35-1}}}$$
$$Z = 4.571$$

The testing result shows that the Z count value is 4.571 with a Z table level of 1.96. The result of the study proves that Z count > Z table. This means that there is an impact of the working environment on employees' productivity.

The study revealed that the working environment has a significant influence on employee productivity. This aligns with the studies carried out by (Nyoto, 2023 ; Mujiati, 2022; Nurhidayati, 2021). The findings of this study align with other studies, indicating that enhancing the work environment has the potential to enhance employee performance and productivity. An setting that is favorable to work can serve as a catalyst for employee motivation, enhance job satisfaction, and alleviate stress. In the hotel sector, staff productivity plays a crucial role in ensuring client happiness and enhancing corporate profitability, given the importance of service quality. Various elements within the work environment, such as the state of the physical workplace, interpersonal dynamics among employees, and the level of support from supervisors, can exert a substantial impact on productivity. Hence, it is important for management to contemplate enhancing these facets in order to foster a more conducive work milieu.

The research is confined to the Pastry Department of The Apurva Kempinski, Bali, hence the findings may not have direct relevance to other departments or businesses. The data was gathered between July 2021 and January 2022, hence the findings may not accurately capture any alterations in the work environment or employee productivity subsequent to that timeframe. The participants in this study were specifically staff working in the Pastry Department at The Apurva Kempinski, Bali. Therefore, caution should be exercised when attempting to apply the findings to a larger population, since more research may be necessary.

CONCLUSION AND SUGGESTION

Based on the results of the analysis and discussion that has been carried out, the following conclusions can be drawn: there is a strong positive relationship between the work environment and employee productivity in the Pastry Department of The Apurva Kempinski, Bali. Improving the work environment can positively impact employee productivity in the hospitality industry.

Based on the findings of this study, we recommend The Pastry Department of The Apurva Kempinski, Bali, should pay attention to and improve aspects of the work environment, such as the physical condition of the workspace, relations between employees, and support from superiors. Companies in the hospitality industry should also consider improving the work environment to increase employee productivity.

Further research can be conducted to dig deeper into the factors in the work environment that influence employee productivity in various hotel departments.

REFERENCES

- Awolusi, A. O. O. D. (2021). The Effect Of Leadership Styles On Employee's Productivity In The Nigerian Oil And Gas Industry Adegboyega. *Information Management And Business Review*, 47(4), 124–134. <https://doi.org/10.31857/S013116462104007x>
- Bagas P. A. (2021). Influence Of Organizational Culture, Work Discipline, And Work Environment On Employee Performance. *The Management Journal Of Binaniaga*, 6(2), 191–206. <https://doi.org/10.33062/Mjb.V6i2.464>
- Ballian, W. H. H. N. M. S. S. H. (2020). Analysis Of Reward , Work Environment , Job Promotion And Supporting Facilities Towards Job Satisfaction. *International Journal Of Innovative Science And Research Technology*, 5(4), 167–171.
- Børing, P. (2021). Do Older Employees Have A Lower Individual Productivity Potential Than Younger Employees? *Journal Of Population Ageing*, 1–29. <https://doi.org/10.1007/S12062-020-09323-1>
- Cai, G. (2021). International Journal Of Hospitality Management The Green B & B Promotion Strategies For Tourist Loyalty : Surveying The Restart Of Chinese National Holiday Travel After Covid-19. *International Journal Of Hospitality Management*, 94(February), 1–10. <https://doi.org/10.1016/j.ijhm.2020.102704>
- Chaniago, S. (2023). The Effect Of Work Discipline And Rewarding On Employee Performance At Pt. Pesona Inti Rasa. *Journal Of Management And Social Sciences (Jmsc)*, 1(4), 1–13. <https://doi.org/10.59031/Jmsc.V1i4.203>
- Devita, D. K. D. R. L. P. (2021). The Influence Of Work From Home And Motivation On Morale And Their Impact On Employee Work Productivity. *Inquisitive*, 2(1), 13–35.
- Eryanto, H. R. A. W. H. H. (2021). Transformational Leadership And Work Motivation On Work Productivity Mediated By Work Engagement: An Introductory Analysis. *The International Journal Of Social Sciences World*, 3(1), 25–32. <https://doi.org/10.5281/Zenodo.5131374>
- Fadli, A. (2020). Pengaruh Promosi Jabatan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Pt Modern Plasindo Mutiara. *Abdi Ilmu*, 51(1), 131–141.
- Ghazali. (2016). *Memahami Koefisien Determinasi Dalam Regresi Linear*.
- Ghazali, I. (2013). *Aplikasi Analisis Multivariate Dengan Program Ibm Spss 21 Update Pls Regresi*. Badan Penerbit Universitas Diponegoro.
- Haerofiatna. (2021). The Effect Of Dental Hygienist's Work Environment On Job Satisfaction And Organizational Commitment. *Turkish Journal Of Computer And Mathematics Education*, 12(7), 109–117. <https://doi.org/10.13065/jksdh.2018.18.02.153>
- Hou, E. A. M. D. B. F. A. A. (2022). Effect Of Work Environment And Workload On Employee Satisfaction. *Jmari*, 3(1), 1–12.
- Indah Sari; Nasib. (2023). Pentingnya Budaya Organisasi, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Journal Of Management And Bussines (Jomb)*, 5(2), 31–41.
- Iqbal, J. (2021). How Toxic Workplace Environment Effects The Employee Engagement: The Mediating Role Of Organizational Support And Employee Wellbeing. *International Journal Of Environmental Research And Public Health*, 18(5), 1–17. <https://doi.org/10.3390/ijerph18052294>
- Laing, I. F. (2021). The Impact Of Training And Development On Worker Performance And Productivity In Public Sector Organizations: A Case Study Of Ghana Ports And

- Harbours Authority. *International Research Journal Of Business And Strategic Management*, 2(2), 438–449.
- Lopera, D. R. P. A. L. G. F. G. (2020). Disentangling Organizational Commitment In Hospitality Industry: The Roles Of Empowerment, Enrichment, Satisfaction And Gender. *International Journal Of Hospitality Management*, 90(June), 1–9. <https://doi.org/10.1016/j.ijhm.2020.102637>
- Lubis, N. W. J. M. R. A. A. R. H. A. (2023). The Role Of Destination Image In Building Coffee Business Development In Central Aceh Through Tourism Packages , Attraction , And Tourist Consciousness. *Journal Of Hunan University (Natural Sciences)* , 50(6), 1–12.
- Mahaputra, P. T. N. A. Y. M. R. (2020). Factors That Influence Employee Performance: Motivation, Leadership, Environment, Culture Organization, Work Achievement, Competence And Compensation (A Study Of Human Resource Management Literature Studies). *Dinasti International Of Digital Business Management*, 1(4), 645–662. <https://doi.org/10.31933/dijdbm>
- Martin, N. (2018). Pengaruh Lingkungan Kerja Dan Insentif Terhadap Kinerja Pegawai. *Seminar Nasional Royal (Senar) 2018*, 423–428.
- Mujiati, N. W. (2022). The Effect Of Compensation , Work Environment , And Work Motivation On Employee Productivity. *European Journal Of Business And Management Research*, 7(2), 212–215. <https://doi.org/10.24018/ejbr.2022.7.2.1310>
- Nasib. (2019). Optimalisasi Prestasi Kerja Melalui Peningkatan Disiplin, Motivasi Dan Lingkungan Kerja Pada Pt. Vamrer Jaya Abadi Medan. *The 2nd International Conference On Politics Of Islamic Development, April*, 192–201.
- Nasib. (2020a). Leadership Role In The Commitment And Performance Of Employees In The Regional Company Of Medan. *International Journal For Innovate In Multidisciplinary Field*, 6(8), 58–63.
- Nasib. (2020b). *Mengenal Dasar Manajemen*. Cv. Pena Persada.
- Nasib. (2022). Changes In The Performance Of Millennial Employees During The Covid 19 Period At Four Star Hotels In Medan City. *International Journal Of Research And Review*, 19(April), 320–324.
- Nasib. (2023a). Impact Of Improving Organizational Climate , Employee Empowerment On Employee Engagement And Performance. *Journal Of System And Management Sciences*, 13(2), 273–284. <https://doi.org/10.33168/jsms.2023.0219>
- Nasib. (2023b). Organizational Justice And Corporate Social Responsibility On Employee Performance : The Mediating Role Of Job Satisfaction. *Journal Of Logistics, Informatics And Service Science*, 10(3), 151–165. <https://doi.org/10.33168/jliss.2023.0312>
- Nurhidayati, N. N. D. A. F. R. F. (2021). Effect Of Work Engagement, Work Environment And Work Spirit On Teacher Satisfaction. *International Journal Of Business, Technology And Organizational Behavior (Ijbtob)*, 1(3), 226–240. <https://doi.org/10.52218/ijbtob.V1i3.97>
- Nyoto. (2023). Leadership Style, Work Environment, And Compensation On Job Satisfaction And Teacher Performance. *Journal Of Applied Business And Technology*, 4(1), 79–92. <https://doi.org/10.35145/jabt.V4i1.122>
- Oseremen, E. (2022). Empirical Analysis Of The Effect Of Work Stress On Employee Productivity In The Banking Industry. *Problems And Perspectives In Management*, 20(3), 117–129. [https://doi.org/10.21511/ppm.20\(3\).2022.10](https://doi.org/10.21511/ppm.20(3).2022.10)
- Otshova, A. K. (2021). The Effect Of Teamwork On Employee Productivity. *Academy Of Strategic Management Journal*, 20(5), 1–8.
- Pakpahan, A. F. V. A. R. K. E. H. S. D. R. (2021). *Kecemasan Karyawan Hotel Dampak*

- Pandemi Covid 19 Dan Stres Kerja. Global Aksara Pres.*
<https://doi.org/10.47655/dialog.v44i1.470>
- Purnomo, K. K. S. H. (2020). Influence Of Leadership Style And Work Motivation On Employee Productivity Of Employees In Pt . Asiatek Solution Indonesia. *Business And Entrepreneurial Review*, 20(1), 79–98. <https://doi.org/10.25105/ber.v20i1.6974>
- Quinoa, P. L. M. (2022). An Approach To Employees' Job Performance Through Work Environmental Variables And Leadership Behaviours. *Journal Of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Rahmawati, M. P. (2022). Pengaruh Kompensasi, Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pt. Xyz. *Firm Journal Of Management Studies*, 7(1), 65–72. <https://doi.org/10.33021/firm.v7i1.3592>
- Rusiadi, N. S, R. H. (2014). *Metode Penelitian Manajemen, Akuntansi Dan Ekonomi Pembangunan (Konsep, Kasus Dan Aplikasi Spss, Eviews, Amos, Lisres)*. Usu Press.
- Sedermayanti. (2013). *Manajemen Sumber Daya Manusia Repormasi Birokrasi Dana Manajemen Pegawai Negeri Sipil*. Pt. Rafika Aditama.
- Stephen P. Robbins, T. A. J. (2013). *Perilaku Organisasi: Organizational Behavior*. Salemba Empat.
- Sugiono. (2012). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Alfabeta.
- Syaifuddin, F. R. A. Y. L. N. (2022). Can Life Satisfaction Become An Important Role In Increasing Employee Performance? A Case Study. *Journal Of System And Management Sciences*, 12(6), 379–397. <https://doi.org/10.33168/jsms.2022.0623>
- Tarigan, D. C. Y. S. A. H. M. A. S. (2021). Pengaruh Stres Kerja, Beban Kerja, Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Jasa Marga (Persero) Tbk Cabang Belmera. *Jurnal Indonesia Sosial Teknologi*, 2(3), 535–565.
- Toscano, F. (2020). Social Isolation And Stress As Predictors Of Productivity Perception And Remote Work Satisfaction During The Covid-19 Pandemic: The Role Of Concern About The Virus In A Moderated Double Mediation. *Sustainability*, 12(23), 1–14. <https://doi.org/10.3390/su12239804>
- Wuryani, K. I. W. (2021). The Role Of Work Environment, Work Motivation, And Leadership To Improve Employee Performance With Job Satisfaction As An Intervening Variables. *Academy Of Strategic Management Journal*, 20(3), 1–11.
- Yusuf, A. I. M. (2020). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Effect Of Work Environment On Employee Job Satisfaction. *Jurnal Manajemen*, 12(2), 253–258.
- Zulaida, C. P. (2023). The Influence Of Work Discipline, Work Environment And Organizational Culture On Teacher Performance At Smp Negeri 252 Jakarta With Work Motivation As A Mediating Variable. *Journal Of Social Research*, 2(4), 1342–1354. <https://doi.org/10.55324/josr.v2i4.806>
- Zulfikar, I. (2021). The Influence Of Work Environment, Motivation And Competence To Work Performance And The Impact On Lecturer Performance In Higher Education. *Psychology And Education Journal*, 58(1), 221–235. <https://doi.org/10.17762/pae.v58i1.763>