The Effect of Leadership Style, Work Motivation And Work Environment on Employee Performance at PT. Riztech Multi Prima Cemerlang Makassar City

Irfan[1], Syahrunnisa[2], Muchriady muchran[3]
[1,2,3] Universitas muhammadiya makassar
Email: syaputrairfank3@gmail.com, syahrunnisanurung@gmail.com, Muchriady@unismuh.ac.id

Keywords:

Leadership Style, Work Motivation, Work Environment, Employee performance

Abstract

This study aims to determine the effect of Leadership Style, Work Motivation and Work Environment on Employee Performance at PT. Riztech Multi Prima Cemerlang, Makassar City. The research method used is quantitative with data collection techniques through the census method using a questionnaire with a total of 52 respondents. The data obtained were analyzed using Multiple Linear Regression Analysis to determine the relationship between these variables using the SPSS V26 application.

The results of the study show that Leadership style has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. The work environment has a positive and significant effect on employee performance

INTRODUCTION

In an era of increasingly competitive business competition, every company is required to continuously improve the effectiveness and efficiency of its operations to maintain business sustainability. One of the most crucial aspects in achieving this goal is employee performance. High performance not only contributes directly to company productivity but also reflects the effectiveness of human resource management. Therefore, improving employee performance is a primary focus in many companies, especially amidst constantly changing business dynamics. However, not all companies are able to achieve optimal performance. Problems such as inappropriate leadership styles, declining work motivation, and an unconducive work environment often become obstacles. This is also evident at PT. Riztech Multi Prima Cemerlang, Makassar City, which was the object of this study. In terms of leadership style, initial observations indicate differences in styles between superiors. Some supervisors still tend to be authoritarian in giving instructions, while others provide less clear direction. This condition creates different perceptions among employees and has the potential to reduce work morale.

Employee motivation also faces challenges. HR noted that there were still frequent late arrivals to work, and the employee turnover rate in the production division was relatively high. Recognition for achievement was also not optimal, leading some employees to feel underappreciated and their work morale plummeted. The work environment was also not fully supportive. Production support facilities were considered limited, such as inadequate air conditioning in the work area and the production room being quite noisy. Relations between employees were also not fully harmonious, as evidenced by complaints regarding inter-divisional coordination.

Although numerous studies have examined the influence of leadership style, work motivation, and work environment on performance, most have been conducted in the public sector or large companies with more established structures. Research in medium-sized private companies like PT. Riztech, which face different dynamics and challenges, is still limited. Therefore, this study focuses on the influence of these three factors in the context of PT. Riztech Multi Prima Cemerlang, Makassar City, to fill this research gap.

Table 1.1 Data on Target and Actual Production of PT. Riztech Multi Prima Cemerlang, Makassar City, 2022-2024

Month	Target 2022	2022 Realization	Target 2023	2023 Realization	Target 2024	2024 Realization
Jan	800,000	750,000	750,000	720,000	850,000	780,000
Feb	800,000	760,000	750,000	740,000	850,000	800,000
Mar	800,000	770,000	750,000	760,000	850,000	820,000
Trw1	2,400,000	2,280,000	2,250,000	2,220,000	2,550,000	2,400,000
Apr	800,000	780,000	750,000	770,000	850,000	810,000
May	800,000	790,000	750,000	780,000	850,000	820,000
June	800,000	800,000	750,000	790,000	850,000	830,000
Trw2	2,400,000	2,370,000	2,250,000	2,340,000	2,550,000	2,460,000
July	800,000	820,000	750,000	810,000	850,000	870,000
August	800,000	830,000	750,000	820,000	850,000	880,000
Sep	800,000	840,000	750,000	830,000	850,000	900,000
Trw3	2,400,000	2,490,000	2,250,000	2,460,000	2,550,000	2,650,000
Oct	800,000	850,000	750,000	850,000	850,000	870,000
Nov	800,000	860,000	750,000	860,000	850,000	890,000
Des	800,000	860	750,000	870,000	850,000	890,000
Trw4	2,400,000	2,570,000	2,250,000	2,580,000	2,550,000	2,650,000
Total	8,000,000	7,870,000	9,000,000	9,000,000	10,200,000	10,160,000

Source: 2022-2024 Production Data of PT. Rztech Multi Prima Cemerlang, Makassar City

The above conditions are also reflected in the fluctuations in the company's production performance during 2022–2024. Data shows that in 2022, production only reached 7.87 million sheets, out of a target of 8 million. In 2023, production increased to meet the target of 9 million sheets, but instability persisted at the beginning of the year. In 2024, the target of 10.2 million sheets was only achieved at 10.16 million, with declines in the first and second quarters. This fact confirms that employee performance has not been consistently optimal.

1. Based on this background and the gaps in previous research, this study is crucial. Therefore, the focus of this research is to analyze how leadership style, work motivation, and the work environment can be improved to boost employee performance, particularly in the context of a medium-sized company like PT. Riztech Multi Prima Cemerlang in Makassar City

METHODS

The population in this study, which served as the source of the author's sampling, was all 52 employees at PT. Riztech Multi Prima Cemerlang in Makassar City. The sample in this study used a census method, namely all members of the population were made respondents.

The data collection methods used in this study were direct observation, interviews, questionnaire distribution, and documentation. Data analysis techniques

in this study includes multiple regression data analysis, testing of research instruments consisting of validity and reliability tests, classical assumption tests consisting of normality tests, heteroscedasticity tests, and multicollinearity tests, hypothesis testing through t-tests, F-tests (simultaneous tests), and Coefficient of Determination (R^2) tests.

RESULTS AND DISCUSSION

Research Instrument Test Results
Validity and reliability test
In this study, the results of the validity test are explained in the following table and interpretation:

Variables	Item	r	sig.	Note	Reliability	Note
Leadership Style	X1.1	0.532	0.000	Valid	0.859	Reliable
	X1.2	0.769	0.000	Valid		
	X1.3	0.788	0.000	Valid		
	X1.4	0.868	0.000	Valid		
	X1.5	0.637	0.000	Valid		
	X1.6	0.718	0.000	Valid		
	X1.7	0.393	0.000	Valid		
	X1.8	0.769	0.000	Valid		
	X1.9	0.625	0.000	Valid		
	X1.10	0.646	0.000	Valid		
Work motivation	X2.1	0.561	0.000	Valid	0.808	Reliable
	X2.2	0.508	0.000	Valid		
	X2.3	0.650	0.000	Valid		
	X2.4	0.590	0.000	Valid		
	X2.5	0.795	0.000	Valid		
	X2.6	0.710	0.000	Valid		
	X2.7	0.453	0.000	Valid		
	X2.8	0.527	0.000	Valid		
	X2.9	0.712	0.000	Valid		
	X2.10	0.560	0.000	Valid		
	X3.1	0.800	0.000	Valid	0.924	Reliable

Work environment	X3.2	0.797	0.000	Valid		
	X3.3	0.872	0.000	Valid		
	X3.4	0.825	0.000	Valid		
	X3.5	0.883	0.000	Valid		
	X3.6	0.845	0.000	Valid		
	X3.7	0.778	0.000	Valid		
	X3.8	0.673	0.000	Valid		
Employee performance	Y1.1	0.546	0.000	Valid	0.866	Reliable
	Y1.2	0.778	0.000	Valid		
	Y1.3	0.798	0.000	Valid		
	Y1.4	0.879	0.000	Valid		
	Y1.5	0.738	0.000	Valid		
	Y1.6	0.674	0.000	Valid		
	Y1.7	0.433	0.000	Valid		
	Y1.8	0.778	0.000	Valid		
	Y1.9	0.590	0.000	Valid		
	Y1.10	0.644	0.000	Valid		

Source: Validity and Reliability Test Results

From the validity test table presented previously, it can be seen that the instrument in this study can be said to be valid if the calculated r is greater than the table r. The calculated r value is greater than the table r at a significance level of 0.05 (table r = 0.273 with N = 52). Thus, all question items in this study are declared valid. Furthermore, the results of the reliability test through Cronbach's Alpha also show high values, namely 0.859 for leadership style, 0.808 for work motivation, 0.924 for work environment, and 0.866 for employee performance. Because all these values are greater than the minimum limit, the research instrument is declared reliable, so it can be used consistently in measuring the research variables of the influence of leadership style, work motivation and work environment on employee performance at PT. Riztech Multi Prima Cemerang, Makassar City.

2. Results of the Classical Assumption Test

1. Normality Test

The results of the normality test for the research data are shown in the figure and their interpretation:
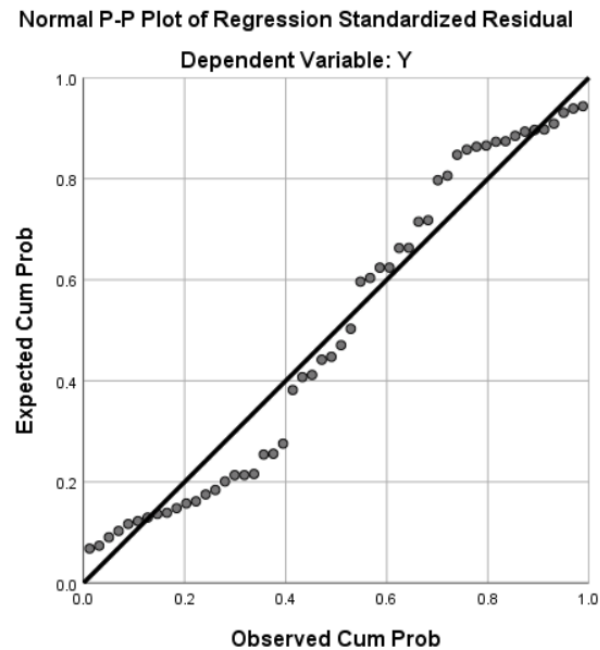
Figure 4.2 Probability Plot Normality Test

The results show that the points are spread around the diagonal line and follow the direction of the diagonal line. Therefore, the regression model is worthy of further analysis.

2. Multicollinearity Test

The findings of the multicollinearity test conducted in this study are described in the table and its interpretation:

Table 4.8 Multicollinearity Test

Independent variable	Tolerance	VIF	Information
Leadership Style	0.845	1,184	Non-Multicollinearity
Work motivation	0.846	1,181	Non-Multicollinearity
Work environment	0.981	1,019	Non-Multicollinearity

Source: SPSS 2025 Data

Based on Table 4.8, it can be concluded that there is no multicollinearity between the independent variables. This is indicated by the tolerance value for each variable being greater than 0.1 and the Variance Inflation Factor (VIF) being below 10, so the relationship between the independent variables can be considered to be mutually exclusive.

3. Heteroscedasticity Test

The results of the heteroscedasticity test conducted in this study are explained in the figure and interpretation.
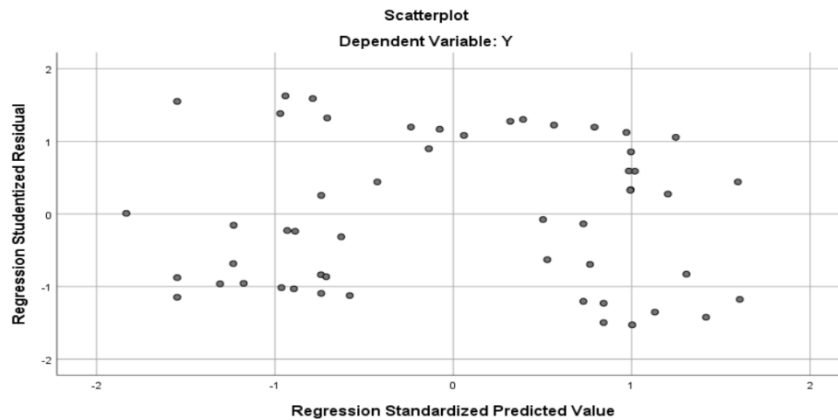
Figure 4.1. Heteroscedasticity Test Results

Based on the image, it can be seen that there is no heteroscedasticity because the residual points are spread randomly around the horizontal line 0, there is no particular pattern such as a cone, widening line, or curved pattern and the distribution is relatively even up and down the 0 axis. The conclusion from this plot is that there is no heteroscedasticity.

3. Multiple Linear Regression Statistical Test

1. F test

The results of the F test conducted in this study are explained in the table and its interpretation:

Table 4.9 F-Test Output

Model	Sum Of Squares	df	Mean Square	F	Sig.
Regression	50,139	3	16,713	3.110	0.000
Residual	722,534	48	15,053		
Total	772,673	51			

Source: SPSS 2025 Data

It is known that the significance value is 0.000 < 0.05, so it is concluded that the independent variables (Leadership Style, Work Motivation, and Work Environment) have a significant simultaneous effect on the dependent variable (Employee Performance).

2. T-test

The t-test is a statistical technique used to partially test the effect of each independent variable on the dependent variable. If the Sig value is <0.05, it is concluded that there is a significant effect.

Table 4.10 t-Test Output

	Unstandardized Coefficient		Standardized Coefficient		
Model	B	Std.Error	Beta	t	Sig
1 (Constant)	24,012	8,319		2,886	0.006
X1	0.253	0.152	0.025	0.177	0.008

X2	0.286	0.178	0.244	1,608	0.004
X3	0.341	0.178	0.003	0.192	0.032

Based on table 4.10 it is known that:

a. The Sig. Value of Variable X1 is 0.008 <0.05, so it can be concluded that the Leadership Style Variable has a positive and significant influence on the Employee Performance Variable (Y).

b. The Sig. Value of Variable X2 is 0.004 <0.05, so it can be concluded that the Work Motivation Variable (X2) has a positive and significant influence on the Employee Performance Variable (Y).

c. The Sig. Value of Variable X2 is 0.032 <0.05, so it can be concluded that the Work Environment Variable (X2) has a positive and significant influence on the Employee Performance Variable (Y).

3. Regression Equation

The regression equation obtained is:

24,012 + 0.253X1 + 0.286X2 + 0.341X3

a. The constant value obtained is 24.012, which means that if the independent variable has a value of 0 (constant), then the dependent variable is 24.012.

b. The regression coefficient value of the Leadership Style variable (X1) is positive at 0.253, which means that if the Leadership Style variable (X1) increases, the Employee Performance variable (Y) will also increase, and vice versa.

c. The regression coefficient value of the Work Motivation variable (X2) is positive at 0.286, which means that if the Work Motivation variable (X2) increases, the Employee Performance variable (Y) will also increase, and vice versa.

d. The regression coefficient value of the Work Environment variable (X3) is positive at 0.341, which means that if the Work Environment variable (X3) increases, the Employee Performance variable (Y) will also increase, and vice versa.

4. Test of the Coefficient of Determination (R2)

The results of the coefficient of determination (R2) test conducted in this study, explained in the table and its interpretation: Table 4.10 Coefficient of Determination

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	0.065	0.762	0.645	2,880	2.2218

Source: SPSS 2025 Data

Based on table 4.10, it is known that the Adjusted R Square value is 0.645, so it can be concluded that the contribution of the influence of the independent variable on the dependent variable simultaneously is 64.5%.

DISCUSSION

1. The Influence of Leadership Style on Employee Performance

To support the research findings, interviews were conducted with several employees of PT. Riztech Multi Prima Cemerlang in Makassar City. One employee explained, "I feel like the leadership here always provides clear direction and supports every task we undertake. This makes me more motivated to complete tasks well and on time."

Meanwhile, Ms. Siti added, "The leadership style implemented by the leadership is very communicative and open to employee input. When we are given the freedom to express ideas, my performance and that of the team is maximized."

From the interview results, it can be concluded that good leadership, which provides clear direction, supports employees, and is open to communication, can improve employee performance at PT. Riztech Multi Prima Cemerlang. This employee statement aligns with the results of the regression analysis, which showed a positive and significant influence of leadership style on employee performance, and supports the findings.Hamidi (2020)which confirms the positive and significant relationship between the two variables.

2. The Influence of Work Motivation on Employee Performance

To support the research findings, interviews were conducted with several employees of PT. Riztech Multi Prima Cemerlang Makassar City regarding work motivation.

One employee explained: "I feel motivated when work targets are clear and there are rewards for our achievements. This makes me more enthusiastic and focused on completing tasks." Another added, "Work motivation here is quite high because the leadership always encourages us to develop and provides support when facing difficulties. I feel this has a positive impact on my performance."

From the interview results, it can be concluded that good work motivation, through providing clear targets, rewards, and leadership support, can improve employee performance at PT. Riztech Multi Prima Cemerlang. This employee statement aligns with the results of the regression analysis, which showed a positive and significant influence of work motivation on employee performance, and supports the findings of previous research.Handayani (2022)which confirms the positive and significant relationship between the two variables.

3. The Influence of Work Environment on Employee Performance

Several employees of PT. Riztech Multi Prima Cemerlang in Makassar City were asked for their responses regarding the influence of the work environment on their performance.

One employee stated, "A comfortable work environment and adequate facilities make it easier for me to focus and be productive in completing daily tasks. A conducive work atmosphere also increases my sense of security and enthusiasm to work better." Another employee added, "Good interactions between colleagues and support from management create a positive atmosphere that directly affects my performance. When the work environment is supportive, work becomes more efficient and results are maximized."

From this quote, it can be concluded that a conducive, comfortable work environment that supports interaction and communication between employees plays a significant role in

improving employee performance at PT. Riztech Multi Prima Cemerlang. This finding aligns with the results of the regression analysis, which showed a positive and significant influence of the work environment on performance, and also reinforces the findings of previous research.Estiana et al., (2023)which emphasizes the positive relationship between the two variables.

CONCLUSION

Based on the results of research and data analysis, the following conclusions can be drawn: Leadership style has a positive and significant impact on employee performance at PT Riztech Multi Prima Cemerlang, Makassar City. This means that the better the leadership style implemented by the leader, the higher the employee's performance in carrying out their duties and responsibilities. These results confirm that effective leadership is a crucial factor in driving optimal performance.

Work motivation has a positive and significant impact on employee performance at PT Riztech Multi Prima Cemerlang, Makassar City. This indicates that the higher an employee's work motivation, the higher their performance. Strong motivational support, whether in the form of rewards, development opportunities, or a supportive work environment, encourages employees to perform optimally. These findings further reinforce the importance of motivation as a determining factor in achieving maximum performance.

The work environment has a positive and significant impact on employee performance at PT Riztech Multi Prima Cemerlang, Makassar City. This means that the better the work environment perceived by employees, in terms of comfort, facilities, and relationships with coworkers, the higher their performance will be. A conducive work environment can create an atmosphere that supports productivity, loyalty, and work enthusiasm. These results further strengthen the evidence that the work environment is a crucial factor in improving employee performance.

REFERENCE

Ainanur, & Tirtayasa. (2018). Performance Theory and Application. Graha Ilmu Publisher.

Aisyah, & Giovanni. (2018). Performance Management. Salemba Empat Publisher.

Akbar. (2018). Organizational Psychology and Management. Student Library.

Amelyawati, A., Hartati, S., & Salamah, N. (2023). Human resource management in modern organizations. Akademika Publisher.

Arifuddin, A., Lita, W., Catherine, S., & Yingxiang, S. (2023). The Influence of Leadership Style and Work Motivation on Employee Performance. Journal of Markcount Finance, 1(3), 206–215. https://doi.org/10.55849/jmf.v1i3.116

Banks, G.C., McCauley, K.D., Gardner, W.L., & Guler, C.E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. The Leadership Quarterly, 27(4), 634–652. https://doi.org/10.1016/j.leaqua.2016.02.006

Blake, R.R. Mouton, J.S. (1964). The managerial grid. Gulf Publishing Company.

Bolden, R., Gosling, J., Marturano, A., & Dennison, P. (2003). A Review of Leadership Theory and Competency Frameworks. University of Exeter, Center for Leadership Studies.

Daruhadi, I., & Sopiati, S. (2024). Applied Quantitative Research Methodology. CV Pena Persada.

Estiana, R., Karomah, NG, & Saimima, YA (2023). The Influence of Work Environment and Work Discipline on Employee Performance. Lentera Bisnis Journal.

Fiedler, F.E. (1967). A Theory of Leadership Effectiveness. McGraw-Hill.

Ghozali, I., & Latan, H. (2020). Partial Least Square: Concepts, Techniques and Applications Using SmartPLS 3.0. Diponegoro University Publishing.

Gunawan, A. (2020). Multiple Linear Regression Analysis and Classical Assumption Testing. Scientific Journal of Economics and Business, 15(2), 88–95.

Hamidi. (2020). The Influence of Leadership Style and Work Motivation on Employee Performance. Journal of Economics and Business.

Handayani, M. (2022). The Influence of Work Motivation and Work Discipline on Teacher Performance. Journal of Education.

Hasibuan, MSP (2017). Human Resource Management. Bumi Aksara.

Hastari, S., Mufidah, E., Wahyudi, P., & Laksmita, D. (2021). Contribution of work ability and work motivation with performance and its impact on work productivity. 11, 425–434. https://doi.org/10.5267/j.msl.2020.9.026

Herlina, I. (2020). The influence of work motivation on employee productivity in the banking sector. Journal of Economics and Business, 18(1), 22–35. http://repository.stieipwija.ac.id/id/eprint/1921

Hersey, P., Blanchard, K. H., & Johnson, D. E. (2012). Management of Organizational Behavior: Leading Human Resources (10th ed.). Pearson Education.

Hery Santoso, M., Naim, S., Suroso, S., Hayudini, MAA, & Shrestha, P. (2023). Influence of Work Environment and Employee Competence Analysis on Employee Performance. Chanos Chanos, 21(1), 31. https://doi.org/10.15578/chanos.v21i1.12818

Ibrahim, M., Karollah, B., Juned, V., & Yunus, M. (2022). The Effect of Transformational Leadership, Work Motivation and Culture on Millennial Generation Employees Performance of the Manufacturing Industry in the Digital Era. Frontiers in Psychology, 13(May), 1–5. https://doi.org/10.3389/fpsyg.2022.908966

Ilmi, M., & Nukhbatillah, N. (2023). Fundamentals of human resource management. CV. Cipta Media Edukasi.

Indah, DN, & Puspasari, L. (2021). Human resource management: Theory and implementation. Deepublish.

Irwan, Haryono, S., & Sulistyo, BA (2025). Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia. 7(6), 387–397. https://doi.org/10.13106/jafeb.2020.vol7.no6.387

Koontz, H., & O'Donnell, C. (1976). Principles of Management. McGraw-Hill.

Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. 3(2), 995–1002. https://doi.org/10.33258/birci.v3i2.928

Mangkunegara, AP (2013). Corporate Human Resource Management. Rosdakarya Youth.

Mohamad Shammout. (2021). THE IMPACT OF WORK ENVIRONMENT ON EMPLOYEES PERFORMANCE. International Business Research, 14(8), 85. https://doi.org/10.5539/ibr.v14n8p85

Nimadelta. (2019). Motivation Theory and Work Environment. Deepublish.

Pamela, O., & Oloko, M. (2015). Motivation as a key to organizational success. International Journal of Business and Management, 3(4), 45–52.

Panjaitan, M. (2018). Organizational Behavior. Graha Ilmu.

Priatna, M. (2019). Basic concepts of human resource management. Bumi Aksara.

Putra, MF (2022). The influence of transformational leadership style on improving employee performance in manufacturing companies. Journal of Management and Organization, 14(4), 100–115.

Rahman, A., & et al. (2022). Social Science Research Methods. Widina Bhakti Persada Bandung.

Rianto, B., & Hatmawan, A. (2020). Quantitative Research Methods: Theory and Practice. Journal of Educational Science Research, 20(1), 1–10.

Rizal. (2019). Work Environment Management. Nusantara Management Publisher.

Robbins, SP; Judge, TA (2020). Organizational Behavior (18th ed.). Pearson.

Robbins, SP (2017). Organizational behavior (A. Yulianto (trans.); 16th ed.). Salemba Empat.

Rusydi, M., Muhdar, HM, & Djafar, F. (2025). Islamic Institution Management: How Transformational Leadership Affects Employee Creativity and Its Implications on Entrepreneurial Behavior. Journal of Chinese Human Resources Management, 16(3), 85–102. https://doi.org/10.47297/wspchrmWSP2040-800505.20251603

Sentoso, A., Shofiah, S., & Purwianti, L. (2025). The Effect of Transformational Leadership and Management Control System on Organizational Performance through Organizational Culture as an Intervening Variable. 9(2), 239–253. https://doi.org/10.36555/almana.v9i2.2845

Shammout. (2021). THE IMPACT OF WORK ENVIRONMENT ON EMPLOYEES PERFORMANCE. International Business Research, 14(8), 85. https://doi.org/10.5539/ibr.v14n8p85

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. Journal of Psychology, 25(1), 35–71. https://doi.org/10.1080/00223980.1948.9917362

Sugiyono. (2019). Quantitative, Qualitative, and R&D Research Methods. Bandung. Alfabeta.

Sugiyono. (2020). Quantitative, Qualitative, and R&D Research Methods. Alfabeta.

Sunyoto, D. (2013). Psychology for Management and Business. CAPS (Center for Academic Publishing Service).

Suparyanto, & Rosad, R. (2020). Human Resource Management. Media Discourse Partners.

Suryani, E., & Foeh, A. (2019). Human resource management. Nusantara Literacy.

Sutrisno, E. (2016). Human resource management (Revision). Kencana Prenada Media Group.

Sutrisno, E. (2019). The influence of the work environment on work comfort and employee performance. Journal of Industrial Psychology, 21(3), 78–92.

Tead, O. (1935). The art of leadership. McGraw-Hill.

Tirtayasa, S. (2020). Human Resource Management in Organizations. Publisher: Mitra Wacana Media.

Tolu, A. (2021). The influence of leadership style, motivation, and work environment on the performance of ASN employees at the Agriculture and Livestock Service of North Sulawesi Province. Journal of Human Resource Management, 12(2), 45–59. https://doi.org/10.35797/jab.v11.i1.7-13

Wartono, & Suyadi. (2020). Leadership in educational organizations. Deepublish.

Widagdo, S. (2020). Statistics for Social Research. Prenada Media.

Widyaningrum. (2020). Employee Performance Management. Deepublish.

Yukl, G. (2013). Leadership in Organizations (8th ed.). Pearson.

Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). the Effect of Career Development and Work Environment on Employee Performance With Work Motivation As Intervening Variable At the Office of Agriculture and Livestock in Aceh. International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS), 2(2), 227–236. https://doi.org/10.54443/ijebas.v2i2.191

Zatillah, N., Sudirman, S., & Nuraini, N. (2022). Leadership Styles in Organizations. Journal of Management and Business Sciences, 13(1), 45–56.

Zhenjing, G., Chupradit, S., Ku, KY, Nassani, AA, & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. Frontiers in Public Health, 10(May). https://doi.org/10.3389/fpubh.2022.890400

.