

The Influence of Work Environment And Individual Characteristics on Employee Performance Through an Integrative Approach

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Keywords: Work Environment, Individual Characteristics, Employee Performance

Abstract

This study aims to analyze the influence of the work environment and individual characteristics on the performance of production employees at PT. Jenggong Mulya Jaya Sentosa, Gresik. Using a quantitative approach, the entire population of 29 production employees was sampled using a saturated sampling technique. Information was gathered through a Likert-scale survey and examined using multiple regression analysis in SPSS version 27. 00. The outcomes of the validity and reliability assessments show that every research tool is both valid and dependable. The classical assumptions (normality, multicollinearity, and heteroscedasticity) were also met, indicating a good regression model. A partial t-test revealed that the work environment (X2) had a significant partial effect on employee performance (Y), with a Sig. value of 0.045. However, human relations (X1) did not show a significant partial effect on employee performance (Y), with a Sig. value of 0.659. Furthermore, the simultaneous test (F test) shows that together, the work environment and human relations do not have a significant influence on employee performance ($F_{count} = 2.319 < F_{table}$ and $Sig. = 0.119 > 0.05$). Finally, The outcome of the coefficient of determination assessment (Adjusted R Square) of 0. 089 shows that the two independent variables can account for only 8. 9% of the differences in employee performance, while the other 91. 1% is attributed to additional factors not included in the research model. This study concludes that although the work environment is individually important, further exploration is needed on other factors that influence employee performance at PT. Jenggong Mulya Jaya Sentosa to achieve optimal production results.

INTRODUCTION

Limited Liability Company (PT) is a type of business structure that possesses its own legal identity, with the company's funds divided into shares. The owners, or shareholders, are liable only for the shares they possess, which offers them legal safeguards and reduces personal liability. PT is managed by a board of directors and supervised by a board of commissioners, with the main objective of generating profits and developing the business (Putri Seyla Taradipa, 2019). PT can be established by one or more people, the establishment of PT is regulated in Law Number 40 of 2007 concerning Limited Liability Companies. PT also contributes to job creation and the separation of ownership and management, making it a popular choice for entrepreneurs who want to expand their business in a more professional and organized manner (Drs. Jufrianto Sibarani, 2018).

PT. Jenggong Mulya Jaya Sentosa is a private company located in Gresik. This company has various business lines, including construction, development, welding, agriculture, and especially Plantation fertilizers (Phoska Fertilizer, Super Phosphate, Godhong Prima). This

company was founded in 2019 which is located at Jl. Raya Deandles RT.01 / RW.03, Bolo, Ujungpangkah District, Gresik Regency, East Java 61154. This company has 29 employees, the following is a table of employees of PT. Jenggong Mulya Jaya Sentosa (Fachryzatul Fifid Neovita et al., 2023).

Employee Table of PT. Jenggong Mulya Jaya Sentosa

No.	Employee Section	Man	Woman
1.	Commissioner	1	
2.	Director	1	
3.	Mechanical Division	4	
4.	Production Division	1	
5.	Procurement Division	1	
6.	Finance Division		1
7.	Production Division Staff	1	
8.	Procurement Division Staff	1	
9.	Finance Division Staff		1
10.	Field supervisor	1	
11.	Production	16	

Source: Employee data of PT. Jenggong Mulya Jaya Sentosa in 2024.

The table above is a table of employees taken from employee data at PT. Jenggong Mulya Jaya Sentosa on June 6, 2024. Based on the results of the study, it shows that the total number of employees in the production department is quite large, namely 16 employees, but still does not provide satisfactory results, so researchers are interested in conducting research at PT. Jenggong Mulya Jaya Sentosa to find the problem. One of the factors caused by production leading to PT. Jenggong Mulya Jaya Sentosa is a separate feature and work environment (Neovita et al., 2023).

In every organization, every member of human resources has an important role that must be carried out with full responsibility to achieve common goals. The effectiveness of a company is mainly influenced by the capability and output of its employees (Rika Diana, 2015).

Human resources refer to hidden skills, namely excellence in thinking, interacting, working, and forming character (Ahmad, 2019). These skills are the basis for carrying out various technical and managerial activities. In addition, it is important to note that in human resource development efforts, individual and group performance are the main focus for continuous improvement. Organizations must ensure that each member is developed in the right way to maximize their potential and promotion opportunities (Edison Siregar, 2022).

The outcomes of an employee's labor in fulfilling his obligations and responsibilities in compliance with specified criteria are known as employee performance. This performance includes aspects of the quality and quantity of work, as well as how effective and efficient the employee is in achieving organizational goals (Novia Ruth Silaen et al., 2021).

Employee performance is a measure of an individual's success in carrying out their duties and responsibilities in the workplace. Good performance is not only measured by the final results achieved, but also includes work processes, output quality, and contributions to organizational goals. Factors such as motivation, ability, work environment, and leadership can significantly affect employee performance (Lyta Lestari & Harmon, 2017).

Discussing good employee performance, here are some excerpts from the Quran related to employee performance.

وَالَّذِينَ هُمْ لِأَمْتِهِمْ وَعَهْدِهِمْ رُءُوفُونَ

Meaning: And those who are faithful to their trusts and their promises (QS. Al-Mu'minun: 8).

The verse explains how every employee has a mandate or responsibility towards their work. In Islam, mandate is something that is very important and must be maintained, when an employee receives an assignment or makes an agreement with a company, indirectly they have made a promise to complete the task. Keeping promises is a form of commitment to the job and the company.

An ideal work environment is one that creates a conducive atmosphere, where employees can work well while achieving a balance between professional and personal life. Aspects of spiritual well-being are also needed, such as opportunities for spiritual activities and reflection (Nabawi, 2019). A conducive work environment can be a catalyst for increasing employee productivity and satisfaction. Some examples of positive impacts are increased productivity, increased job satisfaction, developing spiritual skills and knowledge, and decreased absenteeism. Conversely, a poor work environment can decrease productivity, increase absenteeism, and high turnover rates (Tambingon et al., 2019).

Non-physical work environment, often also called psychological or social work environment, refers to all conditions and factors related to human relationships in the workplace. Unlike the physical environment which includes aspects such as lighting, temperature, room layout, and places of worship. Non-physical work environment focuses more on psychological and social aspects that affect a person's performance and job satisfaction (Sidiq Sedayu & Rushadiyati, n.d.). Consequently, to enhance employee efficiency, company leaders need to consider the condition of the workplace (Mauludin Panjaitan, 2017a).

Individual characteristics are a collection of traits, attitudes, values, and behavioral patterns that distinguish one person from another. It is like a fingerprint, unique and distinctive to each individual. This character is formed through a combination of genetic factors, environment, and life experiences (Yuli Yantika et al., 2018). Every employee has unique traits that are influenced by a variety of circumstances, including personal traits, skills, interests, and attitudes. The path of organizational activities will be impacted by behavioral diversity. In the Islamic perspective, the development of individual character is highly emphasized, where noble traits such as honesty (*siddiq*), trustworthiness, professionalism (*itqan*), and fair leadership (*istiqamah*) are the core. These characteristics not only form a superior person in the world of work, but also bring us closer to the values of piety and blessings in every activity, as the teachings to always do good and provide benefits to others (Dempi Meliya, 2018).

As research conducted by Fachryzatul Ffid Neovita, employee performance at PT. Jenggong Mulya Jaya Sentosa shows instability that has an impact on production. Although production from April to June 2023 was stable, there was a significant decline from July to August, and this condition continues uncertainly. This may indicate problems in operational management and employee performance, such as decreased motivation, lack of skills, or a less conducive work environment. Production that does not meet company standards indicates the need for increased training and quality control (Fachryzatul Ffid Neovita et al., 2023).

PT. Jenggong Mulya Jaya Sentosa has a significant number of employees, including the production team. In carrying out the production process, it is important for every employee and

superior to work together. Harmonious and complementary cooperation is the key to achieving the expected efficiency and quality. According to (Agustya Hariski Nisakurohma & Bambang Swasto Sunuharyo, 2018) Individual characteristics are traits inherent in a person, which can be influenced and changed through interaction with the environment or education. Individual characteristics are distinctive features that distinguish one (Dewi Ni Kadek Luwis Sintya, 2021) person from another. This includes various aspects, from innate traits (Dempi Meliya, 2018) to life experiences that shape our personality

The growth and development of a company is greatly influenced by its surrounding environment. In simpler terms, the state of the workplace can influence the organization in either a beneficial or harmful way. Therefore, it is important not to ignore environmental issues in company management. According to (Mauludin Panjaitan, 2017b) The work environment can be interpreted as a group or individual who is an internal stakeholder. Although they are not explicitly considered part of the organizational environment, these internal stakeholders are members of the organization itself. In this context, managers have a responsibility to manage (Hasbullah et al., 2023) and pay attention to their interests.

This research suggests a combined model method to fully examine how the workplace and personal traits affect the performance of employees at PT. Jenggong Mulya Jaya Sentosa. This model allows the identification of direct and indirect influence pathways, as well as potential interactions between work environment and individual characteristics in shaping performance. Contrary to earlier research that typically examines the individual effects of each factor, this combined method seeks to understand the intricate connection between the variables in a more comprehensive manner (Hidayat & Cavorina, 2017).

The research gap addressed in this study is the lack of studies that combine both variables in a cohesive analytical framework, especially in the context of companies experiencing fluctuations in production performance, as indicated in PT. Jenggong Mulya Jaya Sentosa. Therefore, this research aims to enhance the comprehension of the intricate factors that influence employee performance, while also presenting more thorough and cohesive suggestions for management to foster lasting improvements in performance (Dessy et al., 2018).

Based on the explanation above, employee performance is a fundamental aspect for the sustainability and growth of an organization. The phenomenon of production instability at PT. Jenggong Mulya Jaya Sentosa indicates that there is room to understand more deeply the factors that influence it. In this context, the work environment and individual characteristics are identified as important elements that contribute to the level of performance. Although these two variables have been widely studied separately, the integration of the two in a comprehensive analytical framework still requires further exploration. Therefore, this study attempts to fill the research gap by applying an integrative model approach.

METHODS

This study uses a quantitative approach conducted at PT. Jenggong Mulya Jaya Sentosa. Data collection was conducted on September 17, 2024 with an instrument in the form of a questionnaire compiled using a Likert scale to measure respondents' perceptions of the research variables. The population in this study included all production employees at the company, with a saturation sample sampling method. Using this approach, 29 employees—all members of the population—participated as responders, allowing the study to obtain more comprehensive and accurate data.

The analysis of data was performed using multiple regression techniques, which seek to explore both the combined and individual impacts of independent variables on the dependent variables (Fachryzatul Ffid Neovita et al., 2023). Data processing and analysis were carried out using SPSS software version 27.00, to ensure more valid and reliable results in accordance with applicable statistical analysis standards.

RESULTS AND DISCUSSION

1. Instrument Test

This examination is conducted to evaluate the accuracy of the statement items linked to each indicator, ensuring they are appropriate for usage and can be analyzed in future studies.

The procedure for assessing how well a measurement tool (such as a survey, exam, or assessment scale) employed in research reliably and precisely evaluates what it intends to quantify. Simply put, instrument testing aims to ensure that the data collected through the instrument is reliable and can be used to draw valid conclusions (Rodríguez Cornejo et al., 2024).

a. Validity Test

Validity testing is a statistical method applied to evaluate how well a measuring tool (such as a survey, exam, or assessment scale) genuinely captures the concept it aims to assess.

This assessment evaluates how closely the information in the subject of the study aligns with the data collected by the investigator. Simply put, the purpose of validity testing is to confirm that the measuring tool is accurate or authentic.

Table 1 Validity Test Results

Variable	Items	rtable	Information	Variable	Items	rtable	Information
X1	X1.2	0.000	Valid	Y	Y.2	0.000	Valid
	X1.3	0.005	Valid		Y.3	0.008	Valid
	X1.4	0.000	Valid		Y.4	0.000	Valid
	X1.6	0.001	Valid		Y.6	0.042	Valid
	X1.7	0.002	Valid		Y.7	0.009	Valid
X2	X2.1	0.004	Valid		Y.8	0.005	Valid
	X2.2	0.036	Valid		Y.9	0.000	Valid
	X2.5	0.033	Valid				
	X2.7	0.001	Valid				
	X2.8	0.036	Valid				
	X2.9	0.001	Valid				

Source: Processed results of SPSS version 27.00.

b. Reability Test

Reliability testing is a statistical procedure used to measure the extent to which a measuring instrument (e.g., a questionnaire, test, or measurement scale) can produce consistent or stable results over time. In other words, reliability testing aims to ensure that the measuring instrument we use actually measures what we intend to measure consistently.

Reliability Test Results Table

Reliability Statistics

Cronbach's Alpha	N of Items
.603	22

Source: Processed results of SPSS version 27.00.

According to the table, it is evident that the Cronbach's Alpha score exceeds the rtable value of 0. 6. Therefore, it can be inferred that the tools for each variable included in the questionnaire are considered trustworthy, allowing for additional analysis to proceed.

2. Classical Assumption Test

a. Uji Normalitas

This assessment seeks to verify if the data set follows a normal distribution. It evaluates the strength of the data against a normally distributed set that shares the same average and standard deviation. If the significance level is (Sugiyono, 2018).

Normality Test Results Table

Kolmogorov-Smirnov ^a			
	Statistic	Df	Sig.
totally	.169	28	.339
TotalX2	.153	28	.091
TotalX1	.125	28	.200*

Source: Processed results of SPSS version 27.00.

From the test results, the value of the Kolmogorov-Smirnov

b. Multicollinearity Test

This evaluation is designed to assess the regression model that identified a connection among the independent variables. In this case, the model is not supposed to show any relationship between the independent variables, and if such a relationship is observed, the regression model is considered invalid (Ghozali, 2018).

Multicollinearity Test Results Table

Coefficients^a

Collinearity Statistics			
Model		Tolerance	VIF
1	TotalX1	1.000	1.000
	TotalX2	1.000	1.000

Source: Processed results of SPSS version 27.00.

According to the table, the tolerance value for each independent variable exceeds 0. 10, and the VIF value is under 10. Therefore, it can be inferred that there is no multicollinearity present among the independent variables in the regression analysis of this research.

c. Heteroscedasticity Test

Heteroscedasticity is a condition in regression analysis where the variance of the residuals (the difference between actual and predicted values) is not constant from one observation to the next. Simply put, the magnitude of the model's prediction error is not the same for all data.

Heteroscedasticity Test Results Table

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.995	4.556		1.096	.283
	TotalX2	-.124	.101	-.237	-1.222	.233
	TotalX1	.023	.094	.047	.245	.809

Source: Processed results of SPSS version 27.00.

Based on the table, each variable shows a significant value above 0.05. Therefore, this study did not find any heteroscedasticity.

3. Multiple Regression Analysis

a. Partial Test (t-Test)

The partial t-test, often referred to as the t-test, is a statistical method used in regression analysis to determine whether each independent variable has a significant effect on the dependent variable on its own. In other words, this test helps us understand how each independent variable individually contributes to variations in the dependent variable (Bramastyo et al., 2021).

Partial Test Results Table (t-Test)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	27.784	7.822		3.552	.002
	TotalX2	.368	.174	.388	2.110	.045
	TotalX1	-.072	.161	-.082	-.446	.659

Source: Processed results of SPSS version 27.00.

Based on the examined table, it was determined that the independent factor of human relations (X1) had a meaningful partial impact on the dependent factor of employee performance (Y) at PT. Jenggong Mulya Jaya Sentosa. This suggests that the null hypothesis H_0 is dismissed, while the alternative hypothesis H_a is confirmed. Conversely, the independent factor of the work environment (X2) also demonstrated a significant partial effect on the dependent factor of employee performance (Y) at the same organization, leading to the dismissal of H_0 and the confirmation of H_a .

Relevant previous research supports these findings. For example, a study by (Agustya Hariski Nisakurohma & Bambang Swasto Sunuharyo, 2018) demonstrated that personal traits and the workplace together affect how well employees perform, with the workplace being a major factor in enhancing performance. This research validates that social elements and a supportive work setting can boost employee motivation and efficiency.

Furthermore, another study by (Mauludin Panjaitan, 2017a) also showed that the work environment has a positive and significant influence on employee performance, particularly in creating an atmosphere that supports internal activities and collaboration within the organization. This research confirms that work environment factors are important for

management to consider in employee performance improvement strategies.

b. Simultaneous Test (F)

The F-test, also known as the simultaneous test, is a method of statistical analysis employed to determine if the combined influence of all independent variables significantly impacts the dependent variable.

The concurrent examination is a statistical method employed in regression analysis to assess if all independent variables collectively influence the dependent variable significantly. In other terms, this examination seeks to evaluate if the regression model we've developed corresponds well with the available data.

Simultaneous Test Results Table (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.067	2	9.534	2.319	.119 ^b
	Residual	102.790	25	4.112		
	Total	121.857	27			

Source: Processed results of SPSS version 27.00.

Based on the table, it is found that $F_{count} > F_{table}$ ($2.319 < 3.238$) and the Sig. F value is $0.119 > 0.05$, so it is intended that H_0 and H_a are rejected. In other words, this research is simultaneous, X_1 and X_2 have a significant impact on (Y) PT. Jenggong Mulya Jaya Sentosa. Both personal traits and the workplace setting significantly influence how well employees perform. For peak performance, a balance between these factors is essential. Organizations must focus on the unique attributes of every employee and foster a nurturing work atmosphere to allow their capabilities to flourish effectively.

(Agustya Hariski Nisakurohma & Bambang Swasto Sunuharyo, 2018) This study, entitled "The Influence of Individual Characteristics and Work Environment on Employee Performance," examines the way personal traits and factors in the workplace affect employee performance at PT. Tigaraksa Satria Tbk Malang Branch both separately and together. The findings reveal that both aspects have a notable separate impact on employee performance. Furthermore, the combined analysis indicates a significant effect of both aspects on employee performance when considered together. This research confirms that both the workplace setting and individual traits contribute to shaping employee performance, although their impact may differ based on the organization's specific context and circumstances.

4. Coefficient of Determination Test

The coefficient of determination test, often abbreviated as R-squared, is a statistical tool used to measure how well a regression model can explain variation in the dependent variable (the variable we want to predict). In other words, R-squared indicates how much of the variation in the dependent variable can be explained by the independent variables (explanatory variables) in the model.

Table of Results of Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396 ^a	.156	.089	2.028

Source: Processed results of SPSS version 27.00.

Since the Adjusted R Square value stands at 0.089, it indicates that the independent variable accounts for 8.9% of the effect on the dependent variable overall. In contrast, 92.1% is impacted by factors not included in the analysis.

DISCUSSION

1. Partial Test (t-Test)

- The work environment variable (X2) showed a significant impact on employee performance (Y) with a t-value of 2.110 and a significance level (Sig) of 0.045 (0.05), indicating a partial effect.
- The individual characteristics variable (X1) (human relations) did not significantly influence employee performance with a t-value of -0.446 and a Sig = 0.659 (>0.05), indicating a partial insignificant effect on performance.

2. Regression Statistical Test

- The analysis results show an F-count of 2.319, an F-table of 3.238, and a significance level of 0.119 (> 0.05).
- Because the F-count is < F-table and $p > 0.05$, the simultaneous variables (work environment and individual characteristics) do not significantly influence employee performance.
- In conclusion, these two variables do not significantly influence employee performance in the company.

3. Distribution of Variability

- The two variables were only able to explain approximately 8.9% of the variability in employee performance, indicating that there are other factors outside the studied variables that influence performance.

4. Validity and Reliability Testing

- Instrument testing shows that the statements used in the questionnaire are valid and reliable in measuring the variables studied.

CONCLUSION

Based on the results of research conducted at PT. Jenggong Mulya Jaya Sentosa, it can be concluded that, Work environment variables have a significant partial effect on employee performance, indicating that good work environment conditions can improve employee performance. Individual traits (interpersonal connections) have a minimal impact on employee performance in part, making their effect less significant in this scenario. At the same time, these two factors do not significantly influence employee performance and can only account for approximately 8.9% of the variation in performance, suggesting that additional elements beyond these factors also play a role in affecting employee performance. Therefore, to improve employee

performance optimally, further research is needed to identify other influential factors, as well as the development of a comprehensive and sustainable management strategy.

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