

## How Work Environment Lead to Performance?

Wahyu Kurniawan<sup>1</sup>, Suhartini Suhartini<sup>2</sup>, Andriyastuti Suratman<sup>3</sup>

<sup>1</sup> Management Department / Universitas Islam Indonesia / Indonesia.

<[19311398@students.uii.ac.id](mailto:19311398@students.uii.ac.id) & +6287 870 552 941>

<sup>2,3</sup> Management Department, Universitas Islam Indonesia, Indonesia.

<[suhartini@uii.ac.id](mailto:suhartini@uii.ac.id)<sup>2</sup> & +6287 739 703 049>

<[andri\\_suratman@uii.ac.id](mailto:andri_suratman@uii.ac.id)<sup>3</sup> & +6281 227 798 299>

### ARTICLE INFO



Received: (May 29, 2023)

Received in revised:

(June 26, 2023)

Accepted: (June 26, 2023)

Published: (June 28, 2023)

Open Access

### ABSTRACT

This study seeks to confine the effect of the work environment relationship on improving employee performance and the impact of performance evaluation on employee performance. The variables of this study consist of the independent variables, namely work environment and performance evaluation, and the dependent variable, namely employee performance. This study uses a method in the form of a quantitative approach, with the data collection tool used as an online questionnaire—a sample of 101 respondents using a non-probability sampling method. Data analysis in this study used Partial Least Squares (PLS) with SmartPLS v.3.3 software. The study's outcomes reveal that the work environment variable positively affects employee performance. At the same time, performance evaluation does not involve improving employee performance.

Keywords: work environment, evaluation, employee performance.

## 1. Introduction

Of the many companies that exist, each company inevitably has its way of conducting training and developing its assets, namely its human resources. So, all activities or activities that exist within the organization, especially to achieve goals and missions, depend on HR because only humans can manage the organization itself. Therefore, human resources are significant and must be handled in such a way as to be effective and efficient in achieving the set mission and organizational goals (Sweis et al., 2020).

Human resources are also the central element in the organization compared to other resource elements, such as technology and capital, because humans regulate and control other factors. Organizational human resource management (HRM) must carry out appropriate activities to develop human resources so that knowledge, abilities, and skills match what they do. HRM is tasked with planning, organizing, maintaining, and terminating employment relationships, which help to achieve the goals of the organization, individuals, and society (Tanjung, 2020).

The work environment is a space we create where people gather to carry out their work and achieve results. A good work environment comes from the role of the organization so that employees are more productive; with productive employees, the organization will get an increase in profits. In companies that have a good work environment (employees) will get a deep impression

of the organization or company, and in the end, the employees will also give a deep impression of the organization; if the image of employees is like this, then employees will also perform their best and Employees will also be able to complete their tasks by the targets set by the company. Conversely, if an organization or company has a lousy work environment, it will make employees easily stressed, not enthusiastic about work, and often late when they come to work; in this way, the company will find it difficult to achieve targets and goals. Of the several factors found, one way to improve employee performance is to pay attention to work environment factors (Utami et al., 2021).

Performance refers to the quantity and quality of work results, which includes performance and work results. Performance reflects the capabilities and opportunities of employees concerning the work targets that have been set. These attributes can be observed through the correlation between workforce efficacy and overall organizational success, as they are interdependent. Employee contribution is an integral part of achieving high and low-performance levels. The development of knowledge, which is a reference for increasing expressive productivity in companies, requires performance considerations as a fundamental assessment in the company's organizational operating system. In addition, performance is a factor that involves the formulation of applications

\* Wahyu Kurniawan

E-mail addresses: [19311398@students.uii.ac.id](mailto:19311398@students.uii.ac.id) (Universitas Islam Indonesia)

2614-6983/ © 2023 P3M Politeknik Negeri Bengkalis. All rights reserved.

through the escalation of optimistic work targets. Consequently, it can influence organizational goals by encouraging innovation and improving work performance (Aqmarina et al., 2020).

Performance appraisal is a managerial task that involves assessing the behavior of employees in terms of their job performance and establishing subsequent policies. Evaluating or assessing behavior includes evaluating various aspects such as loyalty, honesty, leadership, cooperation, dedication, and employee participation (Davidescu et al., 2020). The importance of performance appraisal lies in its ability to assess the individual contribution to the achievement of assigned tasks and responsibilities. Professional and formal performance evaluations can increase employee loyalty and motivation. Thus, the anticipated achievement of organizational goals is also feasible. Performance appraisal facilitates effective corporate decision-making, ensuring the most competent individuals occupy prominent positions (Park & Choi, 2020).

Performance evaluation is a systematic approach to assessing the performance of individuals, groups, or work units within an organization against predetermined performance standards or goals. Performance evaluation serves as the basis for decision-making processes related to employee achievement, termination, training requirements, placement, and improvement of job descriptions (Prasetyo & Dwikurnaningsih, 2020).

Work environment problems and performance results are one of the problems that affect employees in a textile company. Based on the author's observations, the company has 167 employees, of which 130 are daily employees, and 37 are monthly employees. There are still some employees whose performance results could be better for the company; this could be due to a lack of work environment for the layout of the blower fan facing the road where the factory and canteen roofs use zinc so that the work environment feels very hot. Then in the production room, namely the production of cotton raw materials that become yarn, there is a lack of cleanliness, so a lot of pieces of cotton are scattered in the production room that the cotton sticks to the employees' clothes, so when break time comes, employees must clean their clothes first and only then can break for lunch, this can result in the employee's break time being cut short. Then on the performance results, many employees still get a performance value below 3 (scale 1-6) even though the performance standard requires employees to get a minimum performance value of 3. In this way, companies and employees need performance evaluations to create good performance results. With good employee performance, the company will quickly reach its targets and goals.

## 2. Literature Review

### 2.1 Work Environment

The environment is an ecosystem with aspects of social, cultural, economic, and geographical elements with various characteristics and differences in carrying capacity. Human activities can influence the carrying ability of this environ-

ment (Kukuh et al., 2022). The work environment is everything around the worker and can influence him in the tasks given. Elements of the work environment are words between workers, such as attitudes of helping each other, attitudes of admonishing and correcting mistakes, and attitudes of kinship between workers. An environment conducive to work fosters positive relationships among colleagues and between managers and their subordinates. It also provides satisfactory physical work arrangements and ensures the availability of necessary work equipment. In addition to providing a conducive working atmosphere, the work ethic also plays a vital role in increasing employee productivity. Achievement of organizational goals can be accelerated with a strong work ethic, while deficiencies can hinder progress. Disciplinary activities are carried out to encourage employees to follow various standards and rules so that irregularities can be prevented (Basem et al., 2022).

The work environment is the physical conditions and atmosphere that support employees in completing their work. In addition, the work environment can be defined as the space we create where people come together to do their job and achieve results. The company's work environment will affect employees' attitudes and way of working. An organization will face severe problems if management ignores the work environment (Radjawane & Darmawan, 2022). The importance of the work environment in the company should be addressed. It includes all the factors surrounding employees and can affect their ability to carry out assigned tasks, such as cleanliness and auditory ambiance. The impact of the work environment in an organization is significant in facilitating efficient production and employee satisfaction. A conducive work environment can improve employee performance and job satisfaction (Saputra, 2021).

The environment always has a significant influence on anyone, including companies. Companies will only develop well if the surrounding work environment is conducive; a good work environment determines employee performance. Unhealthy working conditions can make employees easily stressed, not enthusiastic about work, and arrive late, and vice versa. If the work environment is healthy, then, of course, employees will be passionate about working, not easily sick, and easy to concentrate so that work can be done well and can be completed quickly according to the target; employee performance will not be maximized if the work environment is not pleasant (Badrianto & Ekhsan, 2019).

An optimal work environment facilitates employees in expending their energy and cognitive resources to achieve optimal work performance. The quality of the work environment is considered satisfactory when employees can carry out their duties efficiently, maintain health and safety, feel comfortable, and foster positive interpersonal relationships among colleagues at work. The work environment includes all aspects of the workplace, including tangible and intangible factors that may directly or indirectly impact employees and their colleagues. A positive work environment is believed to increase employee motiva-

tion and comfort, leading to increased work performance (Mahendra et al., 2022).

Today, work environments can be designed in such a way as to foster cohesive working relationships among employees. The workplace has turned into a secondary household setting for employees. Typically, employees anticipate work arrangements that are safe, quiet, hygienic, quiet, well-lit, and without obstructions or distractions that hinder productivity. Degradation of the work environment is evidenced by environmental pollution, substandard living conditions, and unhealthy workspaces (Chaniago, 2021). Providing a comfortable work environment can increase employee satisfaction and productivity. Conversely, a non-conducive work environment can cause a decrease in employee performance and sub-optimal work results, ultimately reducing organizational quality (Christin et al., 2019).

## 2.2 Performance Evaluation

An employee's performance is determined by the quality and quantity of work completed while fulfilling the responsibilities assigned to them. Therefore, it is essential for human resource personnel in organizations to have the capacity to improve the quality of employee performance (Wokas et al., 2022). Performance evaluation is a review based on individual job performance and assigned tasks; this involves supervisors usually looking at employees' skills and achievements over time and tracking whether employees have met expectations, exceeded them, or failed to meet the desired results (Odunayo, 2022). Performance evaluation is the final phase in work management. This assessment aims to measure the growth rate of job responsibilities, progress, and abilities of employees. Through the performance evaluation process, organizations can implement specific steps aimed at increasing employee satisfaction and advancing the overall improvement of the company in the long term (Yusuf, 2022).

Performance evaluations can serve as goals or objectives, as standard measurement practices, and as data employees can use to guide their efforts toward a specific set of priorities. Performance appraisal or evaluation aims to identify individual training and development needs. The assessment shows the expertise and capabilities of the workforce in the company. Evaluation of employee performance on performance appraisal is used as a metric to assess the effectiveness of training and development. The evaluation process provides feedback to employees regarding the organization's perception of their performance. In addition, performance evaluation is also used as a basis for distributing incentives (Utama et al., 2019).

Typical employee performance for most jobs includes quantity, output quality, results, timeliness, attendance, and the ability to work together. Evaluation and assessment of work performance by the company mainly depend on the performance of its employees. The significance of employee performance in a company is crucial because it is directly correlated with the ability and competence of the organization's human

resources. These human resources function as the company's leading intellectual capital and are essential in realizing company goals (Yusuf, 2022). Implementation of employee work evaluation is what the company and its employees want. Assessment is carried out from an organizational point of view to improve work results, mainly to increase company profits. From an employee's point of view, job evaluation serves as a basis for self-improvement, achieving incentive goals, and increasing work efficiency (Arfan & Ambartiasari, 2020).

Performance evaluation is a systematic process of conducting performance appraisals to assess employees' daily work responsibilities, determine whether there has been an increase or decrease in performance, and provide supportive motivation to improve future performance. It is better if this activity is carried out routinely to find the right solution (Zulkarnaen et al., 2020). Performance evaluation is a systematic assessment to ascertain employee performance and organizational effectiveness. In addition, it is essential to appropriately determine the need for job training, allocate functional responsibilities to employees to improve their future performance, and use this as a basis for establishing promotion and salary determination policies. Performance evaluation is the recommended approach to enhance the performance of individuals who do not meet the standards expected in the organization. The ultimate purpose of this process is to allow all employees in the organization to achieve performance standards according to the organization's wishes (Norman et al., 2022).

## 2.3 Employee Performance

Performance refers to an individual's actual job performance or work performance. The version in the context of work achievement relates to the results of an employee's efforts, both in quality and quantity, because they fulfill the responsibilities given. Performance refers to the level of achievement achieved by individuals over a certain period concerning benchmarks, goals, and criteria that have been previously set and agreed upon (Kurniawan et al., 2019). Employee performance refers to individuals who have fulfilled their respective duties and obligations. Every company needs employees as workers to improve the quality of its products and services. The importance here of employees is a valuable asset for the company to advance by contributing to good performance (Arista & Nurlaila, 2022). The performance is the result of each employee completing their duties and work. Therefore, the organization needs a performance improvement strategy to improve employee performance so that organizational goals can be achieved. An employee can be said to have good performance if the results of his work can be performed well or if the realization of his work is higher than what is set by the organization (Subarto et al., 2021).

The performance of human resources is an essential aspect of organizational development and is a real effort the organization makes to achieve its goals. Timely completion and quality of assignments are one of the factors that can

affect employee performance. Employee motivation to fulfill their duties to an organization is a variable that can affect their overall job performance. In addition, other factors of employee performance can be obtained from sources of motivation that can facilitate the emergence of innovative concepts to achieve organizational or business goals, as well as from personal attributes that can stimulate creative thinking aimed at realizing revolutionary ideas.

The results of their work execution will provide constructive criticism to both employers and employees, enabling them to maintain their proactive efforts and deliver high-quality results. The proposed actions have the potential to generate mutual benefits for the organization and its employees, as they can contribute to the cultivation of a positive self-image among the workforce, which is characterized by high commitment and loyalty to the company (Primawanti & Ali, 2022). The level of performance an individual shows depends on their capacity to complete a particular task or job, as well as their level of motivation. The individual must have the required level of will and the appropriate level of ability.

The efficacy of individual will and capacity depends on a comprehensive understanding of the task at hand, including a clear understanding of the steps and procedures required. The ability to measure employee performance is a factor that significantly determines a company's success. The drive of this research is to determine whether the predetermined goals set by the organization have been successfully achieved. Employee performance may only sometimes meet the expectations of their superiors or the organization they work for because various factors can influence it. It is advantageous for a supervisor to know the variables that affect the productivity of his subordinates. The work environment in which employees operate is a significant factor affecting their performance. The significance of the work environment is noteworthy in the work context. According to research findings, more than 50% of employees resign because the work environment is unsatisfactory or unsupportive (Sunarsi et al., 2020).

**2.4 The Work Environment's Influence Toward Employee Performance**

Sihaloho & Hotlin (2019) said the work environment positively and significantly influences performance. The above phenomena can be associated with an adverse physical and non-physical environment, which leads to decreased employee productivity as evidenced by mistakes in completing tasks, irregular working hours, reduced attendance rates, and lack of collaboration between employees. According to research by Josephine & Harjanti (2017), employee performance is positively influenced by the work environment. This suggests that an effective organizational system can ensure employee productivity, enabling companies to achieve favorable attitudes and behaviors conducive to success. Efficiently contribute to the organization's goals in a way that produces profitable results and profits for the company. Kusumastuti et al. (2019) also

stated, the work environment positively and significantly influences employee performance, so a cozy and facilitative work environment will optimize employee performance. The work environment substantially affects employee performance which is mediated by employee job satisfaction, so job satisfaction causes the work environment to become more conducive and influences employee performance more optimally.

**2.5 Performance Evaluation's Influence on Employee Performance**

The results of the research conducted by Masirete (2015) stated that job evaluation partly has a positive and significant effect on worker performance because employee performance is the result or measure of a person's process, achievement, or achievement concerning the tasks assigned to him. While performance evaluation is a job assessment, so from the results of the review, there is an increase in compensation that will increase employee performance. Performance evaluation is the fairest way of rewarding or rewarding employees.

Trisabekti (2014) also states that employee performance evaluation at Bank BPRS Margirizji Bahagia Yogyakarta has a significant influence on employee performance; this is because the performance evaluation carried out has been practical, this is due to the performance evaluation carried out already effective. Having a performance evaluation means that employees get approval from superiors, thus encouraging employees to be excited to work and improve their performance.

**3. Methods**

The data collection tool used is an online questionnaire. Data analysis was carried out using SmartPLS 3.3 software and structural equation modeling. Content validity is used to determine the validity of the measuring instrument, meaning that the tool (questionnaire) is suitable for measuring the concept being measured (research variable). Significance and its relationship to research variables and Cronbach's alpha coefficient are used to calculate reliability (Oktorada & Soediantono, 2022).

Table 1. Data Collection Results

Kategori	Total	Percentage
Questionnaires distributed	167	100%
Returned questionnaires	101	60.47%
Eligible questionnaires	101	60.47%

Source: Data Processed 2022

Questionnaires were distributed to 167 people, of which 130 were daily employees, and 37 were monthly employees but only returned 101 responses (60.47%). This analysis was carried out after the authors obtained findings by observing the work environment and evaluating employee performance.

Table 2. Classification by Gender

Description	Total	Percentage
Male	83	82.2%
Female	18	17.8%
<b>Jumlah</b>	<b>100</b>	<b>100%</b>

Source: Data Processed 2022

In table 2, which is grouped according to gender, it can be concluded that out of 101 respondents, there were 83 male respondents with a percentage of 82.2% and 18 female respondents with a percentage of 17.8. Therefore, seeing from this classification, male gender is the majority of respondents in this study.

Table 3. Classification of Respondents by Age

Description	Total	Percentage
< 30 age	25	24.8%
30 – 40 age	47	46.5%
41 – 50 age	25	24.8%
> 50 age	4	3.9%
<b>Jumlah</b>	<b>101</b>	<b>100%</b>

Source: Data Processed 2022

In table 3 which contains respondent data classified by age. It can be concluded that of the 101 respondents, ages < 30 years were 25 with a percentage of 24.8%, ages 30-40 years were 47 respondents with a percentage of 46.5%, ages 41-50 years were 25 respondents with a percentage of 24.8%, and ages > 50 years were 4 respondents with a percentage of 3.9%. Therefore, in this study, 30-40 years old is the majority of respondents for age group classification.

Table 4. Initial Item Loadings and AVE

Variables	Question Items	Outer Loadings	AVE
Work Environment	LK1	0,906	0,856
	LK2	0,917	
	LK3	0,900	
	LK4	0,936	
	LK5	0,959	
	LK6	0,938	
	LK7	0,911	
	LK9	0,959	
	LK10	0,899	
	Performance Evaluation	EK1	
EK2		0,943	
EK3		0,932	
EK4		0,897	
EK5		0,891	
EK6		0,872	
Employee Performance	EK8	0,904	0,921
	EK10	0,924	
	KK1	0,937	
	KK5	0,964	
	KK6	0,977	
	KK7	0,963	
	KK8	0,958	

Source: Data Processed 2022

In table 4 more than 0.60 the outer loading value of all construct indicators and 0.50 AVE value. So it can be concluded in this study that the overall construct entirely meets the validity (convergent validity).

Table 5. Cronbach's Alpha and Composite Reliability Values

	Cronbach's Alpha	Composite Reliability
Work Environment	0.979	0.982
Performance Evaluation	0.979	0.974
Employee Performance	0.979	0.983

Source: Data Processed 2022

In table 5, it can be seen that the test results on composite reliability and Cronbach's alpha are greater than 0.70, so the conclusion that can be drawn is that this research has declared all indicators reliable.

Table 6. R-Square Value

	R Square	R Square Adjusted
Employee Performance	0.810	0.806

Source: Data Processed 2022

Table 6 above explains that, the R-Square value on user interest is 0.810 which means that the employee performance construct is explained by the work environment construct and performance evaluation with a percentage of 81% and the remaining 19% is explained by other constructs outside this study.

Table 7. Hypothesis Test Results of Path Coefficient (Mean, STDEV, T-Statistic, P Values)

Variable Independent	Work Environment	Performance Evaluation
Dependent Variable	Employee Performance	
Original Sample (O)	0.929	-0.057
Sample Mean (M)	0.650	0.225
Standard Deviation (STDEV)	0.442	0.423
T Statistics ( O/STDEV )	2.100	0.135
P-Values	0.036	0.893
Description	supported	Not supported

Source: Data Processed 2022

The t-table and t-statistic show the results that with the comparison that has been made from table 7, the research results can be read as follows. The significance of the results is seen from the t-statistic value > t-table (Ghozali, 2014). The research that has been studied shows a value of 1.65 on the t-table. To find out whether the constructs have a direct relationship, it can be seen in the explanation below:

1. The work environment in employee performance obtained an original sample value of 0.929, amounting to 2.100 > 1.65 obtained in the t-statistic value, this value explains that the results are **supported**. So, the conclusion that can be drawn is that **the work environment has a positive effect on employee performance**.
2. Performance evaluation on employee performance obtained an original sample value of -

0.057 and a t-statistic value of  $0.135 < 1.65$  which explains that these results are **not supported**. So, the conclusion that can be drawn is that **performance evaluation has no effect on employee performance**.

#### 4. Discussion

##### 4.1 Effect of Work Environment on Employee Performance

When employees get a pleasant work environment, it will provide a sense of comfort to employees, which can affect increased employee performance. Suppose the employee feels comfortable with the work environment where the employee works. In that case, the employee will feel at home at work, and the employee's productivity will increase so that work time is used effectively and efficiently. A comfortable work environment, physical or non-physical, such as adequate facilities for workers, security in every workplace, and having harmonious co-workers can support employee performance will lead to a sense of satisfaction for workers in the company. With a comfortable work environment, employees can feel at home and loyal to the company.

These results are supported by research conducted by Sihalo & Hotlin (2019), Josephine & Harjanti (2017), and Kusumastuti et al. (2019), which states that the work environment affects employee performance because basically, the work environment is one of the most frequent places for employees to carry out their daily activities. Therefore, the results obtained are that the work environment can improve employee performance with a comfortable work environment, adequate facilities, good security around the workplace, and harmonious relations between employees influence employee performance in the company.

##### 4.2 Effect of Performance Evaluation on Employee Performance

The processing that has been done; the results say that the effect of performance evaluation on employee performance gets a negative value. It is shown from the t-statistic value of  $0.135 < 1.65$ . These results contradict previous research conducted by Masirete (2015), and Trisabekti (2014) different ways of doing something, so not all performance evaluation activities will impact every employee.

Sari et al. (2020) mentioned this and said that personality influences a person's thoughts, feelings, and behavior. This indicates that a job or position must be assigned to a worker with an ideal nature and thinking to complete the job satisfactorily and perform well. Character shows a condition or attitude that exists in employees towards company rules and regulations. Thus, if the employee carries out the work within the company until it is completed, following the expectations of the superior, then the employee is considered responsible for the assigned task and company goals. In this way, it will be easy to achieve increased employee performance. In other words, if an employee has a personality that is the opposite of what was said above, per-

formance evaluation for employees to improve employee performance is likely ineffective.

#### 5. Conclusion

Seeing the many complaints about employees because of the difficulty of competition in the company to get a career path or position at work, it is possible to change the thoughts and attitudes of employees who previously wanted to get a good career path or situation but their hopes were closed due to the difficulty of competing with other employees. As a result, employees work only to get their rights, namely salary, because of their ignorance in improving their performance in the company. If the employee's thinking is like that, then it is likely that the enthusiasm and motivation of the employees to work harder will be less. That way, when employees get a performance appraisal that is unsatisfactory for the company, the company must carry out a performance evaluation and hope that employees perform better than before. Still, if the thinking and attitude of employees' morale have changed, then the assessment will not affect employees because they work only to get their right, that is, salary every month.

Companies must also involve employees when conducting performance appraisals. Pratiwi & Adrie (2022) mentioned this, who said that leaders must conduct consultations and provide opportunities for employee involvement in making decisions. Employees must know the performance appraisal based on various points, such as attendance, attitude or work behavior, discipline, cooperation in doing work, work initiative, work quality, work quantity, worker knowledge, and work skills. Employees must know these points. With employees knowing how performance appraisal works, employees will have an idea of how to work. That way, it allows employees to get good performance. When there is an HRD evaluation, they must also tell where the weaknesses are so that employees understand what needs to be improved in themselves for the company.

This study shows that improving employee performance can be done by creating a comfortable work environment for employees, so in this study, the influence of the work environment on employee performance has a positive impact on employee performance. This study has the result that performance evaluation does not affect improving employee performance, so in this study, the effect of performance evaluation does not affect employee performance. Companies must prioritize a physical or non-physical work environment to make employees feel comfortable and safe. Companies must involve employees when evaluating employee performance so that employees understand their shortcomings. The variable that influences performance evaluation on employee performance is still tiny, so it is hoped that further researchers can conduct this research using a method that is different from this research

## 6. References

- Aqmarina, M. N., Rinda, R. T., & Subakti, J. . (2020). Evaluasi Kinerja Karyawan Wanita Melalui Konflik Peran Ganda dan Gender. *Al Tijarah*, 6(3), 108–114.
- Arfan, R., & Ambartiasari, G. (2020). Pengaruh Reward dan Punishment Sebagai Skema Hasil Evaluasi Kinerja Karyawan Pada Perusahaan Swasta. *Al Mashaadir*, 1(2), 94–105.
- Arista, R., & Nurlaila, N. (2022). Pengaruh Sistem Pencatatan Laporan Keuangan Terhadap Optimalisasi Kinerja Karyawan Pada Perusahaan Umum Daerah (Pud) Pasar Kota Medan. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 1(5), 585–594.
- Audrey Josephine, & Harjanti, D. (2017). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan pada Bagian Produksi melalui Motivasi Kerja sebagai Variabel Intervening pada PT. Trio Corporate Plastic (Tricopla). *Jurnal AGORA*, 5(3), 1–8.
- Badrianto, Y., & Ekhsan, M. (2019). *The Effect of Work Environment and Motivation on Employee Performance of PT. HASTA MULTI SEJAHTERA CIKARANG*. *Journal of Research in Business, Economics, and Education*, 1(1), 64–70.
- Basem, Z., Zulher, Yusril, M., & Pangestika, N. D. (2022). *Analysis of Discipline, Organizational Commitment, Work Environment and Their Effect on Employee Performance PT. Adhiyasa Bangkinang*. *INFLUENCE: International Journal of Science Review*, 4(2), 11–22.
- Chaniago, H. (2021). *The Effect of Small Business Innovation and The Role of Government on The Environment: Evidence from Indonesia*. *International Journal of Energy Economics and Policy*, 11(6), 198–205.
- Christin, P. L., Adolfini, & Uhing, Y. (2019). Pengaruh Konflik Kerja, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Tetap (Administrasi) Di Rsup Prof. Dr. R. D. Kandou Manado. *Jurnal EMBA*, 7(1), 1011 – 1020.
- Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). *Work Flexibility, Job Satisfaction, and Job Performance Among Romanian Employees-Implications for Sustainable Human Resource Management*. *Sustainability (Switzerland)*, 12(15), 1–53.
- Ghozali, I. (2014). *Structural equation modeling : metode alternatif dengan partial least square (PLS)*.
- Hair, J., Anderson, R., Babin, B., & Black, W. (2010). *Multivariate Data Analysis.pdf*. In *Australia : Cengage: Vol. 7 edition* (p. 758).
- Kukuh, W., Norsandi, D., & Vitriana, E. (2022). Etnopedagogi Batang Garis Suku Dayak Ngaju Sebagai Nilai Pendidikan Karakter Peduli Lingkungan. *Pendidikan Islam Dan Multikulturalisme*, 4(3), 45–64.
- Kurniawan, R. A., Qomariah, N., & Winahyu, P. (2019). Dampak organizational citizenship behavior, motivasi kerja, dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Penelitian Ipteks*, 4(2), 148–160.
- Kusumastuti, I., ita Kurniawati, N., Loka Satria, D., & Wicaksono, D. (2019). Analisis Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Dimediasi Oleh Kepuasan Kerja Karyawan Pada Sp Aluminium Di Yogyakarta. *Jurnal Riset Ekonomi Manajemen (REKOMEN)*, 3(1), 43–53.
- Mahendra, A., Sirait, R. T. M., & Sitepu, B. O. (2022). *Effect Of Organizational Culture And Work Environment On Employee Performance Of PT. Nafasindo Medan*. *Jurnal Mantik*, 6(1), 195–201.
- Masirete, M. iswan. (2015). Pengaruh Motivasi Dan Evaluasi Kerja Terhadap Kinerja Pegawai Kementrian Agama Kabupaten Poso. *Journal of Chemical Information and Modeling*, 15(9), 1689–1699.
- Norman, E., Pahlawati, E., & Paramansyah, Arman. (2022). Analisis Evaluasi Kinerja Karyawan Menggunakan Panduan James E Neal Jr. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(5), 1548–1569.
- Odunayo, H. A. (2022). *Impact of Performance Evaluation on Employees' Productivity in Deposit Money Banks in Lagos State, Nigeria*. *European Journal of Human Resource*, 6(2), 1–17.
- Oktorada, A. L., & Soediantono, D. (2022). Pengaruh Fleksibilitas Rantai Pasokan Terhadap Kinerja Perusahaan Industri Pertahanan. *Journal of Industrial Engineering & Management Research*, 3(4), 68–76.
- Park, S., & Choi, S. (2020). *Performance Feedback, Goal Clarity, and Public Employees' Performance in Public Organizations*. *Sustainability (Switzerland)*, 12(7), 1–18.
- Prasetyo, A. K., & Dwikurnaningsih, Y. (2020). *Performance Evaluation of Principals of Public Elementary Schools*. *International Journal of Elementary Education*, 4(2), 235–243.
- Pratiwi, N. M., & Adrie, M. L. (2022). Gaya Kepemimpinan Demokratis Dalam Memotivasi Kinerja Karyawan (Democratic Leadership Style In Motivating Employee Performance). *VISIONIDA Jurnal Manajemen Dan Bisnis*, 8(1), 1–12.
- Putri Primawanti, E., & Ali, H. (2022). Pengaruh Teknologi Informasi, Sistem Informasi Berbasis Web Dan Knowledge Management Terhadap Kinerja Karyawan (Literature Review Executive Support

- Sistem (Ess) for Business). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(3), 267–285.
- Radjawane, L. E., & Darmawan, D. (2022). *Constuction Project Worker Satisfaction Reviewing From The Role Of The Work Environment And Leadership*. 2(1), 36–40.
- Saputra, A. A. (2021). Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. *Technomedia Journal*, 7(1), 68–77.
- Sari, L. A., Onsardi, & Ekowati, S. (2020). "Pengaruh Kecerdasan Emosional Dan Kepribadian Terhadap Kinerja Karyawan Pt. Bni Syariah Bengkulu." *Jurnal Manajemen Modal Insani Dan Bisnis (Jmmib)*, 1(1), 79–88.
- Sihaloho, R. D., & Hotlin, S. (2019). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273–281.
- Subarto, S., Solihin, D., & Qurbani, D. (2021). *Determinants of Job Satisfaction and Its Implications for the Lecturers Performance*. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 9(2), 163–178.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif Kualitatif dan R&D*.
- Sunarsi, D., Hadian, W., Dodi, P., & Dede, A. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Mentari Persada Jakarta.
- Sweis, R. J., Oglia, K., Abdallat, Y., Sweis, G. J., Suifan, T., & Saleh, R. (2020). *The Impact of Human Resource Management Practices on Organizational Performance in Construction Companies in Jordan*. *International Journal of Business Innovation and Research*, 23(4), 515–539.
- Tanjung, B. N. (2020). *Human Resources (HR) In Education Management*. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal*, 3(2), 1240–1249.
- Trisabekti, B. (2014). Pengaruh Evaluasi Kinerja Terhadap Kinerja Karyawan (Studi Empiris Pada Bank Pengkreditan Rakyat Syari'ah Margirizki Bahagia Yogyakarta).
- Utama, T., Ivone, Han, W. P., Berluidaham, B., & Megawati. (2019). Penilaian Kinerja Karyawan Pada PT. Dinamika Lubsindo Utama Medan. *Seminar Nasional Teknologi Komputer & Sains (SAINTEKS)*, 1(1), 96–98.
- Utami, D. A., Sunarsi, D., Kustini, E., & Nurjaya. (2021). Terhadap Kinerja Karyawan Pada Pt . Garuda Daya Pratama Sejahtera ( Garuda Indonesia Group ). *Jurnal Perkusi*, 1(3), 305–314.
- Wokas, N. G. C., Dotulong, L. O. ., & Saerang, R. T. (2022). Pengaruh Gaya Kepemimpinan, Keterlibatan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Pln Kawangkoan. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(3), 56–68.
- Yusuf, R. (2022). Peningkatan Kemampuan Karyawan, Evaluasi Kebijakan Bonus, Penerapan Kedisiplinan Kerja Dalam Rangka Perbaikan Kinerja Karyawan. *Jurnal Ilmiah Keagamaan, Pendidikan Dan Kemasyarakatan*, 13(1), 75–91.
- Zulkarnaen, W., Dewi Fitriani, I., Sadarman, B., Yuningsih, N., Muhammadiyah Bandung, S., & Tasikmalaya, S. (2020). Evaluasi Kinerja Distribusi Logistik KPU Jawa Barat Sebagai Parameter Sukses Pilkada Serentak 2018. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(2), 244–264.
- Priatinah, D., & Kusuma, P. A. (2012). Pengaruh return on investment (ROI), earning per share (EPS), dan dividen per share (DPS) terhadap harga saham. *Jurnal Nominal*, 1(1), 50–64.
- Putri, R., & Musmini, L. (2012). Pengaruh Perputaran Kas Terhadap Profitabilitas Pada PT.Tirta Mumbul Jaya Abadi Singaraja Periode 2008-2012. *Jurnal Akuntansi Profesi*, 3(2), 142–152.