



**THE INFLUENCE OF COMPETENCE, LOYALTY AND JOB SATISFACTION
ON EMPLOYEE PERFORMANCE THROUGH WORK ENVIRONMENT AS
INTERVENING VARIABLES IN PT PROPERNAS GRIYA UTAMA**

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ABSTRACT

The problem that occurred at PT. Propernas Griya Utama is a decline in employee performance from 2019 to 2021. There are still previous research results which have led to research gaps. The results of these previous studies show different findings - differences in the effect of competence, loyalty, job satisfaction on performance. This makes researchers use the work environment as an intervening variable to overcome research gaps. This research is causal (cause - effect). Data analysis uses structural equation modeling (SEM) to find solutions from the structural model. Test using Partial Least Square (PLS). Based on the research that has been completed, the results conclude that employee performance is directly influenced by competence, loyalty, job satisfaction and work environment. Besides that, this study produced the work environment as an intervening variable with indirect effect. Based on the research that has been completed, the results conclude that employee performance is directly influenced by competence, loyalty, job satisfaction and work environment. Besides that, this study produced the work environment as an intervening variable with indirect effect. Based on the research that has been completed, the results conclude that employee performance is directly influenced by competence, loyalty, job satisfaction and work environment. Besides that, this study produced the work environment as an intervening variable with indirect effect.

Keywords: Competence, Loyalty, Satisfaction, Environment, Performance.

A. INTRODUCTION

The growth and development of companies today shows increasingly fierce and strong competition in various sectors, both in industrial companies and service companies in encouraging national economic growth. The development of the company will also have a major impact on national economic growth. This is because the sector intersects a lot with other fields. Companies must be able to have very good character, because both of them have the characteristics of being able to encourage other sectors to develop more (backward and forward linkage). Suwanto & Priansa (2014) explains that human resources are one of the elements that really determine the success of an organization to achieve its goals. Human resources in an organization have a very important role related to work. Human resources are the determinant of a company, so the factors of competence, loyalty and job satisfaction are determinants in a company's success. The success of a company is marked by an increase in the quality of employee performance which can be measured through an employee performance (Key Performance Index) or employee productivity figures.

Employee performance is a result achieved by employees in carrying out their work according to certain criteria that apply to a particular job. Mangkunegara, (2013) describes that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Each employee has a responsibility in carrying out work that is adjusted to the capacity of the employee. Rosmaini et al, (2019) in his research explained that the level of achievement of the implementation of an activity in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization which is translated through the strategic planning

of an organization. Employee performance will always be expected and considered to improve work that can have a positive impact on employees within the company. The performance of an employee can be influenced by several factors that can determine the level of achievement of employees in completing tasks and responsibilities in their work. The ability of employees in carrying out their duties and responsibilities is the application of the knowledge and abilities and expertise they have.

Elizar et al, (2018) say that competence is an ability that must be owned by an employee in carrying out his work which consists of knowledge, skills and experience, so that the competence that has been owned can assist employees in completing work according to predetermined targets. Wibowo, (2011) competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Employee competence greatly influences employees in carrying out their duties and responsibilities. The problem of employee competence is that there are still some employees who are placed in fields or positions that are not in accordance with their skills and knowledge, causing work to be hampered and delays in job responsibilities. Appropriate competencies are expected to be able to provide a positive performance boost effect both in quality and quantity to the company to achieve the goals of success of PT Propernas Griya Utama. This urgency implies a form of usefulness as a form of transfer of local knowledge and local genius channeled through training activities to improve skills. (Harti, Sakti, Sudarwanto, Pratama, & Habibah, 2022)

In addition to work competence, another factor that influences employee performance, namely employee loyalty itself, is a factor in achieving a company's success. Every company expects to have high employee loyalty in carrying out its work. But to increase loyalty is not easy, loyalty is a mental attitude shown to the company. Suhardi et al, (2021) Work loyalty is a binding condition between employees and the company in which there is a sense of loyalty and obedience to regulations. This obedience is based on the awareness possessed by employees that the regulations made by the company are structured to help organize the smooth running of work implementation activities. Ratnasari, (2020) states that employee loyalty does not affect employee performance because loyalty does not have an important role in increasing and decreasing employee performance. In line with the no effect of loyalty on performance, Trisnawati (2022) states that stimulant loyalty has no effect on employee performance. Employee loyalty is not just formed in the company, but there are aspects contained in it that embody employee loyalty. Siswanto, (2015) argues that loyalty is determination and ability individuals to obey, implement, and practice the rules with full awareness and responsibility. This can be assessed by positive employee behavior and performance. Adiwibowo, (2013) states that the word loyal means loyal. Loyalty is a relationship that makes someone believe in another person. Loyalty is divided into two dimensions, namely: loyalty as a behavior and loyalty as an attitude.

Ryndiatama et al, (2018) states that loyalty is a willingness to cooperate which means a willingness to sacrifice personal interests, a willingness to exercise self-control and a willingness to highlight oneself. Loyalty can grow from the employees themselves, with evidence that employees and the company need each other. Employees need companies to make a living and social needs, while companies also have an interest in employees, especially contributions to the company.

There are other factors that are no less important than loyalty, namely job satisfaction. Wibowo, (2010) argues that job satisfaction is a general attitude toward one's job that shows the difference between the number of awards they received compared to the beliefs received. Employee job satisfaction in a company plays a very important role in order to improve employee performance. Sembiring et al, (2021) said that job satisfaction is an assessment, feeling, or attitude of an employee towards his work and related to the work environment is

the fulfillment of several desires and needs through work or work activities. Employees who have high job satisfaction in carrying out their work have a better work ethic than employees who are dissatisfied with their work. Employees who have high job satisfaction will be less likely to be absent and quit their job.

The employee's performance has several categories including job responsibilities, ability to complete work, quality of completing work, and time to complete work. All of these categories have an interrelated influence in efforts to improve employee performance at PT Propernas Griya Utama. From these performance categories can be translated into competency variables, loyalty variables and job satisfaction variables.

B. RESEARCH METHOD

This research is an explanatory analysis, namely research that explains the relationship between research variables and testing the hypotheses that have been formulated. This type of research uses quantitative methods, namely research that basically uses a deductive approach, where this approach is based on a theoretical framework, expert ideas, research understanding based on experience, then developed into problems and solutions that are proposed to obtain justification (validation) in the form of empirical data support in the field .

The sample is part of the object being investigated from all existing objects. The sample must be representative, meaning that it must represent the population selected as the research target. Sample size is the number of samples to be taken from a population. In this study, the entire population at PT. Propernas Griya Utama, consisting of 140 respondents, was declared as the sample. Thus the use of the entire population without having to withdraw this research sample for observation is referred to as a census technique.

Research requires an analysis and interpretation that will be used to answer research questions to uncover phenomena. The research model that will be used in this study uses SmartPLS software, which is operated via a PLS (Partial Least Square) computer, which is a variant-based structural equation analysis (SEM) that can simultaneously test measurement models as well as test structural models.

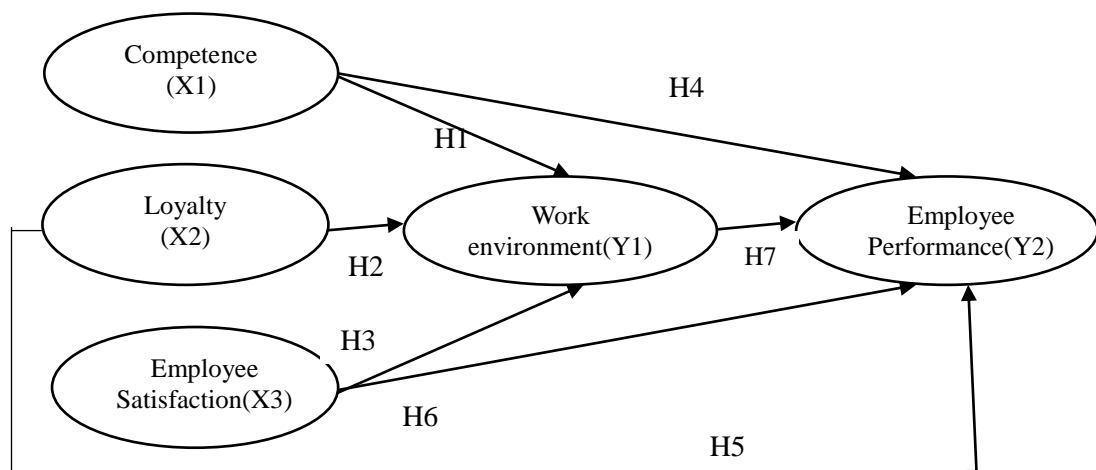


Figure 1. Theoretical Thinking Framework

C. RESEARCH RESULTS AND DISCUSSION

Research Results

PT. Propernas Griya Utama (Propernas) is a subsidiary of Perum Perumnas which was built in 2009. This company is engaged in the provision of housing for middle-upper market people, building & apartment management services and construction/material supply services. The projects are spread across Jakarta, Bekasi, East Kalimantan, South Kalimantan, Solo and

most recently in Semarang. Currently Propernas is working with companies in various fields, ranging from banking (Bank Mandiri, Bank BRI, Bank BTN & BTN Syariah, Bank Syariah Mandiri, CIMB Niaga), REI member developers, construction services, building material manufacturers, and others.

most of the respondents stated that the competence of PT. Propernas Griya Utama was in the high category. The competency indicator that shows the highest index value is an indicator of understanding all the details of the job and the competency indicator that shows the lowest score is having reliable technical abilities. Based on the open questionnaire, it can be seen that respondents felt that employees knew about the work they were carrying out, especially field employees who stated that in the field there were many difficulties experienced related to construction that office people did not know about. This makes field employees need to have better competence.

Structural Model Goodness of Fit Assessment

Table 1. Evaluation of R Square

Information	Mark	Evaluation
employee performance	0.724	Strong
Work environment	0.735	Strong

From the table above it can be seen that this research model has an R Square value of 0.724 which indicates that there is a strong influence of predictors in influencing employee performance. The results of the Square value show a value of 0.735 which indicates a large variance of competence, loyalty and job satisfaction in influencing a large environment including in a strong influence

Table 2. Evaluation of f Square

Information	employee performance	Work environment
employee performance		
Work environment	0.115	
Competence	0.045	0.127
Loyalty	0.041	0.026
Employee satisfaction	0.046	0.404

From the table above it can be seen that this research model has a value of f Square as follows:

1. f square for competence on the work environment is 0.127 which means that the influence of competence on the work environment is in the moderate category.
2. f square for loyalty to the work environment is 0.026 which means the effect of loyalty to the work environment is in the low category.
3. f square for employee satisfaction with the work environment is 0.404 which means that the influence of employee satisfaction on the work environment is in the strong category.
4. f square for competence on employee performance is 0.045 which means the effect of competence on employee performance is in the moderate category.
5. f square for loyalty to employee performance is 0.041 which means the effect of loyalty to employee performance is in the moderate category.

6. f square for employee satisfaction on employee performance is 0.046 which means the effect of employee satisfaction on employee performance is in the moderate category.
7. f square for the work environment on employee performance is 0.115 which means the influence of the work environment on employee performance is in the moderate category.

PLS model fit assessment seen through the calculation of Q square. The results of the Q Square test are as follows:

Table 3. Evaluation of Q Square

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	560,000	560,000	
employee performance	700,000	294,253	0.580
Competence	700,000	700,000	
Work environment	560,000	252,022	0.550
Loyalty	700,000	700,000	

Predictive Relevance shows the value of observations in research where this study uses the blindfolding method on SmartPLS. From table 4.16 it can be seen that this research model has a work environment Q Square value of 0.550 which indicates that the model can be used to predict the work environment strongly because the value is > 0.5. Based on the data above, it can be seen that the Q² value has a value of 0.580 > 0.5, which means that the model has strong predictive relevance for predicting employee performance.

Table 4. Evaluation of SRMR

Information	Saturated model	Estimated models
SRMR	0.054	0.054

Table 5. PLS Predict Evaluation

	PLS models		LM models	
	RMSE	MAE	RMSE	MAE
KIN4	0.706	0.538	0.766	0.577
KIN2	0.817	0.650	0.836	0.637
KIN3	0.664	0.527	0.687	0.539
KIN5	0.790	0.598	0.827	0.610
KIN1	0.677	0.541	0.704	0.554
LING4	0.698	0.524	0.724	0.524
LING3	0.727	0.562	0.731	0.572
LING1	0.691	0.508	0.702	0.505
LING2	0.835	0.579	0.874	0.649

Path Coefficient and Hypothesis Testing

Table 6. Inner VIF

	employee performance	Work environment
Job satisfaction	3,016	2.148
employee performance		
Competence	3,406	3,023
Work environment	3,857	
Loyalty	3,727	3,625

Table 7. Hypothesis Test Results

	Original Sample (O)	Q	P Values
Job satisfaction -> Employee performance	0.192	2,008	0.045
Job satisfaction -> Work environment	0.475	4,012	0.000
Competence -> Employee performance	0.203	2,046	0.041
Competency -> Work environment	0.315	3,536	0.000
Work environment -> Employee performance	0.345	2,732	0.007
Loyalty -> Employee performance	0.204	2,026	0.043
Loyalty -> Work environment	0.163	1,549	0.049

Indirect Effect Testing

The purpose of indirect effect analysis is useful for testing the indirect hypothesis of an influencing variable (exogenous) on an influenced variable (endogenous) mediated/mediated by an intervening variable. Hypothesis testing is used to determine whether the work environment is able to mediate the influence between competence on performance employee

Table 8. Indirect Influence Test Results

	Original Sample (O)	P Values
Job satisfaction -> Work environment -> Employee performance	0.164	0.007
Competence -> Work environment - > Employee performance	0.109	0.047
Loyalty -> Work environment -> Employee performance	0.106	0.037

Based on the results of the analysis in the table above, the following results are obtained:

- Mediation test work environment in the influence of competence on employee performance.

Based on the results of the calculations that have been done, a significance of 0.047 is obtained. A significance of 0.047 is less than 5%, meaning that the work environment is able to mediate the effect of competence on employee performance. The coefficient of 0.109 indicates a positive indirect effect of competency on employee performance.

- b. Mediation test work environment in the influence of loyalty to employee performance. Based on the results of the calculations that have been carried out, the results obtained a significance of 0.027. A significance of 0.027 is less than 5%, meaning that the work environment is able to mediate the effect of loyalty on employee performance. The coefficient of 0.106 indicates a positive indirect effect of loyalty on employee performance.
- c. Mediation test work environment in the influence of satisfaction on employee performance. Based on the results of the calculations that have been carried out, the competency results to the environmental significance are 0.007. A significance of 0.007 is less than 5%, meaning that the work environment is able to mediate the effect of employee satisfaction on employee performance. The coefficient of 0.164 indicates a positive indirect effect of employee satisfaction on employee performance.
- Based on the results of calculations that have been carried out, it was obtained a significance result of 0.007 from satisfaction with performance. The result of a significance of 0.047 from competence to performance and a significance result of 0.027 from satisfaction to performance. Of the three results, it is less than 5% or 0.05, meaning that the eighth hypothesis, namely the work environment as an intervening variable, is able to mediate between competence, loyalty, and satisfaction with employee performance or H8 is accepted. The better or higher the competence, loyalty, job satisfaction, the higher the work environment, which will further improve employee performance.

Discussion Results

The Effect of Competence on the Work Environment

The results of the study show that competency has a positive effect on the work environment of PT. Propernas Griya Utama employees, indicating a positive and significant coefficient value. Competence is a set of knowledge, skills, behaviors that must be possessed by an individual in carrying out the duties and responsibilities he receives.

The results of this study are consistent with research Indriyani et al, (2020) and Saputri et al, (2021) which states that competence has a positive effect on the work environment. Based on the observations and answers of respondents from the question indicators, namely competency can foster the desire of employees to stay and survive in the organization in fulfilling employee needs is an indicator of the work environment.

work has a significant and positive effect on the work environment. Supportive environmental conditions such as a comfortable place and a comfortable social environment can make employees feel comfortable in doing something without obstacles, in working at PT Properans Griya Utama and there is a sense of pride in making policies that will be made by the organization because it involves several levels of management in in PT Propernas Griya Utama.

The Effect of Loyalty on the Work Environment

The results of the study show that loyalty has a positive effect on the work environment of PT Propernas Griya Utama employees. Loyalty can be interpreted as loyal behavior or actions because of attachment to certain levels, or because it has risked sacrifices in an organization that cannot possibly be returned. Loyalty as an attitude includes a willingness to sacrifice oneself, a willingness to exercise self-control and a willingness to maintain the good name of the organization. High loyalty to the organization can be influenced by the employee's work environment. The working atmosphere and communication relations between employees will also support the work to be carried out.

In addition, to obtain better results in accordance with the goals achieved by PT Propernas Griya Utama, improvements are still needed to follow the standards set by the company. To increase the value of company loyalty trying to improve existing facilities. Adequate facilities provided by PT. Propernas can be used by employees when they are tired at work, including sports venues that can be used. By fulfilling employee needs, indirectly employees will make employees who have a sense of loyalty, a sense of shared responsibility for the organization. These results are consistent with research Asriandi et al., (2018), And Larastrini et al, (2019) which states loyalty has a positive effect on the work environment.

The Effect of Employee Satisfaction on the Work Environment

The results of the study show that employee satisfaction has a positive effect on the work environment of PT. Propernas Griya Utama employees. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Based on the questionnaire data obtained, it was found that one of the four questions received an average index score of 3.91 (high) regarding the understanding of values in the organization. Thus, one of the efforts to improve the work environment of employees at PT. Propernas Griya Utama is to increase job satisfaction.

Job satisfaction also plays an important role in the work environment, because if employees feel satisfied and have all their needs met, then employees will create a comfortable work environment for them and their co-workers. At PT. Propernas Griya Utama, one of the indicators to increase job satisfaction is by providing promotional facilities and awards to employees and if there is a branch that gets an achievement, an employee outing or tour will be held. A good work environment will provide moral and material facilities and support so that employees feel safe and comfortable. These results are consistent with research Hanafi, (2017) and Khair, (2018) which states employee satisfaction has a positive effect on the work environment.

The Effect of Competence on Employee Performance

The results of the study show that competence has a positive effect on the performance of PT. Propernas Griya Utama employees, indicating a positive and significant coefficient value. Competence will affect employee performance because the higher the competence possessed by employees, the better organizational performance. The results of this study are in line with research Elizar et al, (2018), Tatminingsih., (2020) and Asniwati, (2022) which states that competence has a positive effect on employee performance.

Based on the results of the questionnaire data and the respondents' answers, competence at PT. Propernas Griya Utama has been implemented quite well. Competence can be achieved by providing training to employees according to their job needs and organizational goals. Understanding of competency indicators within the company can help companies to select employees with values and beliefs that are in accordance with the organization and form experiences that can strengthen the suitability between the jobdesk and the level of ability possessed by employees.

The Effect of Loyalty on Employee Performance

The results of the study show that loyalty has a positive effect on the performance of PT. Propernas Griya Utama employees. Loyalty is a condition that binds employees to their company, because loyalty is not only loyalty that is reflected in how long a person has worked in the company's organization, but can also be seen from how much his thoughts, ideas, ideas, and performance are fully devoted to the company. These results are consistent with research Ryndiatama, (2018), Qasanah, (2020) and Suhardi, (2021) which states loyalty has a positive

effect on employee performance. Based on a high level of loyalty will provide encouragement and stimulation to improve employee performance.

Based on the results of data processing in this study, it shows that most of PT. Propernas Griya Utama assesses high loyalty will affect high performance. Punctuality in arriving and leaving the office, self-commitment to work well and high levels of employee compliance. Employees who have a high level of loyalty to all compliance and rules that apply in the office will be able to increase feelings of individual loyalty. As a developer who has responsibility for quality development services, employees at PT. Propernas Griya Utama are required to be responsible for their work. The process of job responsibilities is in line with the fulfillment of the quality received by employees. What employees get can create a sense of ownership of the company.

Effect of employee satisfaction on employee performance

The results of the study show that employee satisfaction has a positive effect on the performance of PT. Propernas Griya Utama employees. Job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. People who have a high level of satisfaction tend to produce high performance as well. One of the problems in the organization is the relationship between job satisfaction and employee performance. These results are in line with research Rindorindo, (2019), Utomo et al., (2023) and Prasetyo, (2020) which states that employee satisfaction has a positive effect on employee performance. Employees who have high satisfaction will be able to work together with co-workers, satisfaction with the value obtained and the existence of self-development for these employees.

In accordance with the conditions in the field, PT. Propernas Griya Utama always pays attention to the level of employee satisfaction, because satisfaction is an indicator that can assess the quality of employee performance. When employees feel protected, cared for and feel safe. Individuals who feel safe in the organization feel cared for, and will directly have the effect of increasing employee performance.

Effect of work environment on employee performance

The results of the study show that the work environment has a positive effect on the performance of PT. Propernas Griya Utama employees. The work environment is a factor that can affect employee performance. These results are in accordance with research Siagian, (2018) and Ahmad, (2019) which states that the work environment has a positive and significant effect on employee performance. If the environment is fun, fatigue, monotony and boredom are minimized and work performance can be maximized. A good environment can affect the increase in employees.

In accordance with the conditions in the field at PT. Propernas Griya Utama, employee relations with fellow co-workers can also provide a forum for employees to be able to coordinate their work with fellow co-workers and superiors. This coordination is carried out once a week, namely discussing the progress of work that has been achieved and which has not been achieved. This is intended to maintain harmony between employees and the work environment so as to prevent conflicts from arising. If this harmony can be achieved, it will create a comfortable working atmosphere and will have an effect on improving employee performance.

The influence of the work environment can act as an intervening variable between competency, loyalty and satisfaction with employee performance

Based on the results of research on testing the indirect effect of competence through work environment mediation on employee performance of 0.047. In the loyalty variable through work environment mediation on employee performance of 0.037. Meanwhile, the satisfaction variable through the work environment on employee performance is 0.007. Based on the results of this analysis it can be concluded that the work environment can act as a mediation on the influence of competence, loyalty and job satisfaction. In line with the research of Hasibuan et al, (2018) and Ahmad et al, (2019) stated that the indirect effect of competence on employee performance is significant and positive. Where as Bahri and Siahaan (2019) states that the work environment does not provide a mediating effect on employee performance.

This is in accordance with the conditions in the field that the higher the work environment is able to provide encouragement to competence, loyalty and job satisfaction. The values possessed by employees of PT. Propernas Griya Utama in achieving organizational goals and policies that can also be implemented in the form of competence with the compatibility between organizational values between individual values of employees in the office. In the competence aspect Pratama, Sakti, & Listiadi, (2022) basic knowledge about work procedures and technical knowledge about work that has been carried out well, even though there needs to be direction and coordination from the leader in charge. In the aspect of employee loyalty, PT. Propernas has sufficient loyalty as evidenced by the suitability of the responsibilities and tasks assigned. Whereas in the aspect of job satisfaction that is carried out by PT. Propernas Griya Utama it has been carried out well with evidence of promotions and rewards given to employees who fall into the good category. The company also accepts input, suggestions proposed by employees if there is a discrepancy in implementing the policies made by the organization. Thus, if the work environment is well maintained and safe and comfortable, the fulfillment of needs is fulfilled and conflicts that arise can be resolved together, it will make employees feel at home working in the company. Same as the results Hidayah et al., (2023) This synergy can lead to an increase in employee performance. The company also accepts input, suggestions proposed by employees if there is a discrepancy in implementing the policies made by the organization. Thus, if the work environment is well maintained and safe and comfortable, the fulfillment of needs is fulfilled and conflicts that arise can be resolved together, it will make employees feel at home working in the company. This synergy can lead to an increase in employee performance. The company also accepts input, suggestions proposed by employees if there is a discrepancy in implementing the policies made by the organization. Thus, if the work environment is well maintained and safe and comfortable, the fulfillment of needs is fulfilled and conflicts that arise can be resolved together, it will make employees feel at home working in the company. This synergy can lead to an increase in employee performance. fulfillment of needs is fulfilled and conflicts that arise can be resolved together so that it will make employees feel at home working in the company. This synergy can lead to an increase in employee performance. fulfillment of needs is fulfilled and conflicts that arise can be resolved together so that it will make employees feel at home working in the company. This synergy can lead to an increase in employee performance.

D. CONCLUSION AND SUGGESTIONS

Competence has a positive effect on the work environment, this means that the better the competence of employees, the better the work environment. Loyalty has a positive influence on the work environment, this means that the better the employee loyalty, the better the work environment. Job satisfaction has a positive effect on the work environment, this

means that the better the employee satisfaction, the better the work environment. Competence has a positive effect on employee performance, this means that the higher employee competence will improve employee performance. Loyalty has a positive effect on employee performance, this means that when loyalty gets better, employee performance will increase. Satisfaction has a positive effect on employee performance, this means that when satisfaction increases, employee performance will increase. The work environment has a positive effect on employee performance, this means that the higher the employee work environment, the better the employee performance. The work environment will have a positive influence if employees feel safe and comfortable doing work. The work environment is able to mediate the influence of competence, loyalty and satisfaction on employee performance. The higher the work environment that can have an indirect effect on competence, loyalty and satisfaction on employee performance. loyalty and satisfaction on employee performance. The higher the work environment that can have an indirect effect on competence, loyalty and satisfaction on employee performance. loyalty and satisfaction on employee performance. The higher the work environment that can have an indirect effect on competence, loyalty and satisfaction on employee performance.

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