

THE ROLE OF EMPLOYEE PERFORMANCE AFFECTING THE WORK ENVIRONMENT AND LEADERSHIP

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ABSTRACT

Employee performance is one of the important aspects in the organization, in addition to achieving goals optimally and can make a positive contribution to the development of employees in the world of work. Employee performance is influenced by many factors such as leadership, work environment, career development, skills, motivation and work environment. This study does not consider all factors, but only focuses on leadership style and work environment. The purpose of this study is to identify and analyze the impact of leadership on employee performance, identify and analyze the impact of the workplace on employee performance, and determine the impact of leadership and workplace on employee performance. PDAM Tirtanadi employee, North Sumatra. This study uses the theory of human resources related to leadership, work environment and employee performance. The approach used in this study is an associative approach. The population of this study is entirely dependent on PDAM Tirtanadi, North Sumatra, as many as 265 people, but the sample that meets the criteria for taking observation samples is 158 people using the Slovenian formula. The method of data collection in this study used the questionnaire method. The data analysis technique in this study uses classical hypothesis testing, multiple regression, hypothesis testing (t-test and F-test), and determinants. Data processing in this study used the Social Science Statistics Package (SPSS) version 2.00. Partially, Leadership is known to have a positive and significant effect on employee performance at the PDAM head office in Tirtanadhi, North Sumatra. In part, the work environment is known to have a positive and significant effect on employee performance at the PDAM head office in Tirtanadhi, North Sumatra. Meanwhile, leadership and working conditions are known to have a significant positive effect on employee performance at the head office of PDAM Tirtanadi, North Sumatra.

Keywords : Leadership, Work Environment, Employee Performance

INTRODUCTION

In a company's operating system, the potential of human resources is essentially one of the capital and plays a most important role in achieving company goals. Therefore, efforts are needed to improve human resources as best as possible. Because the key to the success of a company is not only technological excellence and the occurrence of funds. But the human factor is the most important factor as well. An organization is a container or exactly two or more people who have a bond of cooperation in order to realize a common goal. People in an organization have an ongoing relationship. This sense of connection, it does not mean a lifetime membership. On the other hand, organizations face constant changes in their membership, even though when they become members, people in the organization participate regularly (Ismainar, 2018).

With direct and regular participation, it results in the implementation of work, namely performance in order to achieve organizational or agency goals. Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy (Rismawati and Mattalata, 2018). Good employee performance is very important for companies in achieving company goals. If employee performance decreases, it will cause the company to be slow in achieving its goals. Therefore, employee

performance needs to be considered in an effort to achieve maximum goals. The success of employee performance in achieving maximum goals also requires good leadership and a good work environment.

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Mustafa and Maryadi, 2003). 2017). Leadership is the central point and policy makers of the activities to be carried out in the organization. Even today it can be said that the progress achieved and the setback experienced by the agency is largely determined by the role of its leader. Leadership in organizations/companies is very important because good and effective leadership is able to build, encourage and promote a strong corporate culture and ultimately achieve success.

In addition to leadership, the work environment is also a factor supporting the performance of employees in an agency or organization. The work environment is a very important component in employees doing work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or morale of employees. Understanding the work environment here is everything that is around the workers and that can affect him in carrying out the tasks assigned, for example, cleaning, music, lighting and others. (Sunyoto 2012).

The work environment can create a comfortable atmosphere and provide peace, it will make the work atmosphere conducive so that it can improve one's work results for the better, because they work without interruption. On the other hand, if the atmosphere or conditions of the work environment do not provide comfort or tranquility, it will result in a disturbed work atmosphere which will ultimately affect work. (Cashmere, 2016).

LITERATURE REVIEW

Performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets, or criteria that have been determined in advance and have been agreed upon with Rivai and Basri in (Kaswan, 2016).). Employee performance is what influences how much they contribute to the organization. Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. This performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation and the role and level of motivation of a worker (Jufrizen, Muis & Fahmi, 2018)

The usefulness of performance appraisal is viewed from various perspectives of company development, especially HR management, namely: Bargaining position, Performance improvement, Compensation adjustments, Placement decisions, Training and development, Career planning and development, Evaluation of staffing processes, Information inaccuracies, Fair job opportunities, Overcoming external challenges (Rivai, 2011).

Performance factors are grouped into four factors, namely; Knowledge or skills, Environment, Resources, Motivation, Compensation. (Marwansyah, 2016). Performance indicators are something that will be calculated and measured the performance of employees

individually. The performance indicators are: work quantity, work quality, work knowledge, cooperation, reliable.

Leadership

Leadership is an effort of a leader to be able to realize individual goals or organizational goals. Therefore, leaders are expected to be able to influence, support, and provide motivation so that their followers want to carry out enthusiastically in achieving the desired goals of individuals and organizations. (Wijono, 2018). Basically the purpose of leadership is to regulate group interaction and resolve various problems, issues related to the goals of the group or organization concerned. These two goals for a leader are two things that cannot be abandoned, considering that these two goals will determine the success of his leadership. The purpose of leadership in question is: consistent group interaction and solving problems or problems. (Rumanti, 2012).

The benefits of true leadership are as follows: Determination of the direction to be taken by the organization in an effort to achieve its goals and various objectives, As a representative and spokesperson for the organization in relations with various parties outside the organization, especially with those classified as "stakeholders", Effective communicator, A reliable mediator, especially in overcoming various conflict situations that may arise between individuals in a work group in the organization they lead, A rational and objective integrator. (Siagian, 2003).

Leadership factors are as follows: genetic factor is a factor that displays the view that a person becomes a leader because of his or her ancestral background, Social factors, This actor is essentially everyone the same and can be a leader. Everyone has the possibility to become a leader, and it is channeled according to their environment, Talent factor, an actor who believes that someone will only succeed in becoming a good leader, if that person has brought leadership talent since childhood (Christian, 2017). Leadership consists of 5 indicators, namely as follows: a climate of mutual trust, respect for subordinates' ideas, taking into account the feelings of subordinates, attention to work comfort for subordinates, attention to the welfare of subordinates. (Siagian, 2014).

Work environment

The work environment is a situation or condition that surrounds employees, a healthy environment will affect the work of employees so that they can carry out the tasks that have been charged properly, a clean work environment can create a sense of pleasure so that it can affect the spirit and enthusiasm of work and of course can affect employee performance. (Saripuddin, 2015). The work environment is everything that is around employees that can affect employees in carrying out the tasks assigned by the company. (Siagian & Khair, 2018).

Broadly speaking, the type of work environment is divided into two parts, namely: Physical Work Environment, Non-Physical Work Environment (Sedarmayanti, 2011). There are various factors that affect the work environment in which the activities are carried out, namely: Employee relations, noise level of the work environment, lighting, air circulation, security. Non-Physical work environment indicators consist of: Work atmosphere, Relationship between superiors and employees, Relationships with colleagues at the same level, Cooperation between employees (Siagian, 2014).

RESEARCH METHODS

In this study, the type of research used is a quantitative and associative approach. Where seen from the type of data, research examines something that is not deep or superficial, requiring a relatively shorter time. According to Sugiyono (2016, p.14) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples. The sampling technique is generally done randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis. According to Sugiyono (2016) associative research is research that aims to determine the relationship between two or more variables. In this study, a theory will be built that serves to explain, predict and control a symptom. The population in the study were all employees of PDAM Tirtanadi, North Sumatra Province, Jalan Sisingamangaraja, totaling 265 employees. If the population is large and the researcher is not able to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from the population. that.

The technique of determining the number of samples taken as respondents in this study is by using the Slovin formula. The results of the calculation of the Slovin formula obtained 158 the number of samples used in this study. Data collection is a process of collecting primary and secondary data in a study. Data collection is a very important step because the data collected will be used to solve the problem being studied or to test the hypothesis that has been formulated. (Siregar, 2012, p. 130). To obtain complete and thorough data in this study, the study used data collection techniques using:, Interviews (Interviews), Documentation Studies, Questionnaires (Questionnaires). The techniques and instruments in the research used were in the form of a questionnaire (questionnaire). This questionnaire was distributed to all the research samples, namely employees of PDAM Tirtanadi, North Sumatra Province, Medan. The data analysis technique used in this study is quantitative, namely testing and analyzing data by calculating numbers and then drawing conclusions from the test, with the formula below., Multiple Linear Regression, Classical Assumption Testing, Normality Test, Multicollinearity Test, Test Heteroscedasticity, Hypothesis Testing, t Test (Partial Test), F Test (Simulation).

RESULTS AND DISCUSSION

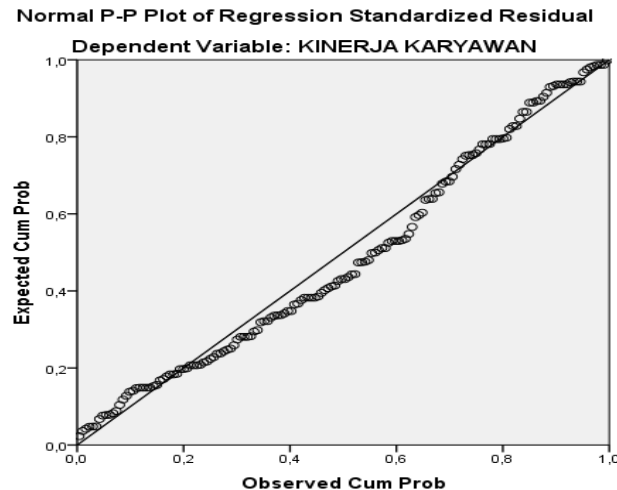
Classic assumption test

Classic assumption test

In multiple linear regression known as some classical assumptions of multiple regression or known as BLUE (Best Linear Unbias Estimation). The simple classical assumption test aims to identify whether the regression model is a good model or not. There are several simple classical assumption tests aimed at identify whether the regression model is a good one or not. There are several tests of these classical assumptions, namely:

Normality

The normality test of the data is carried out to see whether in the regression model, the dependent and independent variables have a normal distribution or not, if the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.



Picture of Normality Test Results

Source: SPSS 24.00

Based on Figure IV. 1 above, it can be seen that the data spreads along a diagonal line, meaning that the data between the dependent variable and the independent variable has a normal relationship or distribution or meets the normality assumption test.

Multicollinearity

The multicollinearity test was used to determine whether the regression model found a high correlation between the independent variables, provided that:

- If the tolerance is < 0.1 or equal to $VIF > 5$, there is a serious multicollinearity problem.
- If Tolerance > 0.1 or equal to $VIF < 5$ then there is no multicollinearity problem.

With SPSS version 24.00, the following multicollinearity test results can be obtained:

Table of Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	LEADERSHIP	,830	1,205
	WORKING ENVIRONMENT	,830	1,205
a. Dependent Variable: EMPLOYEE PERFORMANCE			

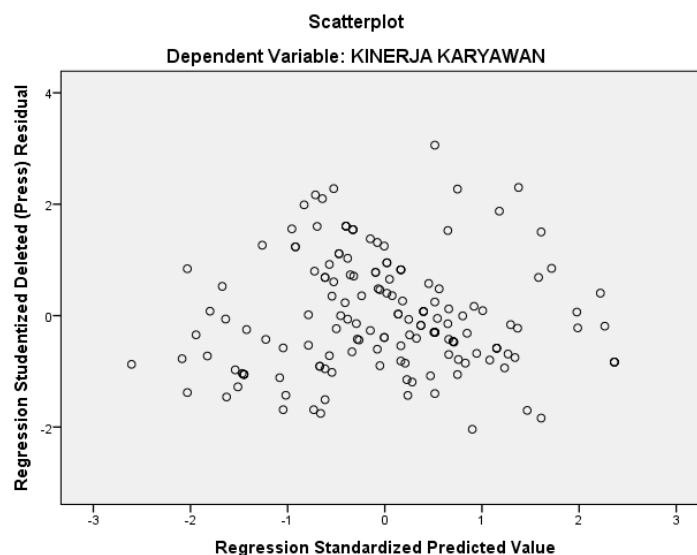
Based on table IV. 6 above, it can be seen that the Variance Inflation Factor (VIF) value for the leadership variable (X1) is 1.205 and the Work Environment variable (X2) is 1.205. Each independent variable has a value less than 10. Likewise, the Tolerance value for the leadership variable (X1) is 0.830 and the Work Environment variable (X2) is 0.830. From each variable the tolerance value is greater than 0.1, so it can be concluded that there is no symptom of multicollinearity between the independent variables which is indicated by the tolerance value of each independent variable is greater than 0.1 and the VIF value is less than 10.

Heteroscedasticity Test

Heteroscedasticity test was conducted to determine whether in the regression model there was an inequality of variance from the residuals of one observation to another observation. To find out whether or not heteroscedasticity occurred in the regression model of this study, the analysis was carried out using an informal method. Informal methods in heteroscedasticity testing are the graph method and the Scatterplot method. The basis of the analysis is as follows:

- If there is a certain pattern, such as dots forming a regular pattern, then heteroscedasticity has occurred.
- If there is no clear pattern and the points spread irregularly, then there is no heteroscedasticity.

With SPSS version 24.00, the results of the heteroscedasticity test can be obtained as follows:



Picture of Heteroscedasticity Test Results

Figure above, it can be seen that the residual spread is irregular and does not form a pattern. This can be seen in the points or plots that spread. The conclusion that can be drawn is that there is no heteroscedasticity.

Multiple Linear Regression

The multiple linear regression model used is employee performance as the dependent variable and leadership and work environment as independent variables. Where multiple analysis is useful to determine the effect of each dependent variable on the independent variable. Following are the results of data management using SPSS version 24.00.

Table of Multiple Linear Regression Test Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.514	3,313		,457	,648
	LEADERSHIP	,601	,076	,524	7,903	,000
	WORKING ENVIRONMENT	,229	,064	,237	3,570	,000

a. Dependent Variable: EMPLOYEE PERFORMANCE

From table IV.7 above, the following values are known:

- 1) Constant = 1.514
- 2) Leadership = 0.601
- 3) Working Environment Work= 0.229

Hypothesis test

T test (Partial Test)

For t in this study is used to determine the ability of each independent variable in influencing the dependent variable. Another reason for the t-test is to test whether the independent variables individually have a significant relationship or not to the dependent variable (Y). The formula used in this study is as follows:

$$t = r \frac{n - 2}{1 - r^2}$$

Where :

t = value t count

r = correlation coefficient

n = number of rank pairs

Table of t-Statistical Test Results (Partial Test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.514	3,313		,457	,648
	LEADERSHIP	,601	,076	,524	7,903	,000
	WORKING ENVIRONMENT	,229	,064	,237	3,570	,000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Discussion

The analysis of the findings of this study is an analysis of the suitability of theories, opinions, and previous studies that have been put forward by the results of previous studies and behavioral patterns that must be carried out to overcome this. In the following, there are three (3) main sections that will be discussed in the analysis of the findings of this study, which are as follows:

The Effect of Leadership on Employee Performance Kinerja

Based on the results of the research above, between leadership on the performance of the head office employees of PDAM Tirtanadi, North Sumatra Province, tcount is 7.903 while ttable is 1.976 and has a significant number of 0.000 0.05, meaning H_0 is rejected and H_a is accepted which indicates that partially there is a significant influence of leadership on performance. employees of PDAM Tirtanadi head office, North Sumatra Province. Mustafa and Maryadi (2017, p. 46) say that leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining achievement of the organizational goals that have been set.

This research is in line with the results of research conducted by Muizu (2014) which concludes that leadership has a positive and significant effect on employee performance. Sami'an and Aprilian (2013) which concludes that leadership has a positive and significant effect on the performance of employees of PT. Kereta Api Indonesia (Persero) at the DAOP IV Semarang Office. Isvandiari (2018) which concludes that leadership has a positive and significant effect on employee performance at PT. Central Capital Futures Malang Branch.

The Influence of the Work Environment on Employee Performance

Based on the results of the research above, between the work environment and the performance of the head office employees of PDAM Tirtanadi, North Sumatra Province, tcount is 3.570 while ttable is 1.976 and has a significant number of 0.000 0.05, meaning H_0 is rejected and H_a is accepted. Based on these results, it can be concluded that H_0 is rejected and H_a is accepted, which shows that partially there is a significant influence between the Work Environment on the performance of the head office employees of PDAM Tirtanadi, North Sumatra Province.

Prijodarminto in Agustini (2010, p.70) says that the work environment is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty, regularity and or order. Such attitudes and behaviors are created through the process of family guidance, education and experience or introduction from the environment. This research is in line with the results of research conducted by Nataliyas and Primadi (2017) who conclude that the work environment has a positive and significant effect on employee performance at Rural Banks. Jufrizen (2018) concluded that the work environment has a positive and significant effect on employee performance. Meilany and Ibrahim (2018) concluded that the work environment has a positive and significant effect on employee performance (Case of Operational Section of PT. Indah Logistik Cargo Pekanbaru Branch).

The Effect of Leadership and Work Environment Together on Employee Performance

Based on the research results obtained regarding the influence of leadership and work environment on the performance of the head office employee of PDAM Tirtanadi, North Sumatra Province. From the ANOVA (Analysis Of Variance) test in the table above, Fcount is 59,324 while Ftable is known to be 3.05. Based on these results, it can be seen that the significant level is 0.000 < 0.05 so that H₀ is rejected and H_a is accepted. So it can be concluded that the variables of leadership and work environment together have a positive and significant effect on the performance of the head office employees of PDAM Tirtanadi, North Sumatra Province.

This research is in line with the results of research conducted by Arifudin (2017) who concludes that leadership and work environment have a positive and significant effect on the performance of PD BPR employees in the Kediri Regency. Isvandiari (2018) which concludes that leadership and work environment have a positive and significant effect on employee performance at PT. Central Capital Futures Malang Branch. Reni (2017) who concludes that leadership and work environment have a positive and significant effect on the performance of PT. Karisnamas in Bekasi.

CONCLUSIONS AND SUGGESTIONS

Based on the results of research and discussion that have been stated previously, conclusions can be drawn from research on the influence of leadership and work environment on the performance of the head office employees of PDAM Tirtanadi, North Sumatra Province.

1. Partially it is known that leadership has a positive and significant impact on the performance of PDAM Tirtanadi head office employees, North Sumatra Province.
2. Partially it is known that the Work Environment has a positive and significant impact on the performance of PDAM Tirtanadi head office employees, North Sumatra Province.
3. Simultaneously it is known that leadership and work environment have a positive and significant influence on the performance of the head office employee of PDAM Tirtanadi, North Sumatra Province.

Suggestion

Based on the conclusions above, in this case the author can suggest the following:

1. Leaders need to improve communication with employees, for example by conducting family gatherings in which small forums and questions and answers between employees and leaders are held so that employees have the flexibility to submit reports and suggestions to the leadership.
2. It is important to continue to improve the work environment of employees who are already good and the work environment of employees who are not good can be improved through strict rules and supervision so that employees can comply with the time set by the company for the better.
3. Employee performance that is not yet optimal can be improved through good leadership and firmness for the employee's work environment in order to achieve the company's goals and ideals.

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