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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

Work Environment Transformation and its Impact on Employee Satisfaction: Case Study of PD. Sutera Alam Soleh (SAS) Garut

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Abstract: A comfortable work environment is one of the important factors in creating employee job satisfaction. High job satisfaction not only improves employee well-being but also contributes to organisational productivity and performance. This study aims to analyse the effect of work environment on employee job satisfaction at PD. Sutera Alam Soleh (SAS) Garut. This research uses quantitative methods with descriptive and associative approaches. The research population is all employees of PD. Sutera Alam Soleh (SAS) Garut which amounted to 80 people, with a saturated sample technique, so that the entire population was used as a sample. Data were collected through a questionnaire containing 18 statement items related to work environment variables and job satisfaction. This research was conducted in Garut in 2024. The results showed that the work environment has a significant influence on employee job satisfaction. Factors such as lighting, cleanliness, air temperature, and good working relationships are proven to support the creation of more optimal job satisfaction. Support from colleagues and superiors is also an important element in building motivation and a conducive work atmosphere. This research implies that companies need to improve the physical and social aspects of the work environment to encourage employee well-being. Future research is recommended to expand the variables and objects of research in order to obtain more comprehensive results.

Keywords: Work Environment, Job Satisfaction.

1. INTRODUCTION

In the era of Society 5.0, the need for resilient human resources is a must for organisations and companies to face increasingly complex competition. Rapid changes in the world of work require individuals to be able to adapt to a dynamic work environment. One of the main factors that affect employee performance and productivity is job satisfaction. PD. Sutera Alam Soleh (SAS) Garut is a company engaged in weaving and silk, where the work environment has a significant role in determining the level of employee satisfaction. Based on the results of pre-research conducted on 30 employees, it was found that the aspects of promotion and work relationships were still below average, indicating a mismatch between expectations and reality felt by employees. Therefore, this research should be conducted immediately to identify and address the factors that affect employee job satisfaction, so as to improve overall organisational performance.

Various previous studies have shown that the work environment has a significant influence on employee performance and job satisfaction. Santanu and Madhani (2022) in their research on the effect of work stress and workload on the performance of employees of the courier division at J&T Express Garut emphasised that a stressful work environment can reduce job satisfaction and employee productivity. Other research results from Santanu and Hamsah (2020) on the influence of work motivation and work enthusiasm on the organisational commitment of PD employees. BPR Garut also shows that a supportive work environment and fair company policies can increase employee commitment and job satisfaction. Furthermore, research by Santanu (2022) entitled Building Trust



and Leadership: The Impact of Management Control Systems and Human Resource Competence on Financial Performance confirms the importance of human resource competence and management control systems in improving company performance.

The selection of PD. Sutera Alam Soleh (SAS) Garut as the object of research is based on several reasons. First, this company has been incorporated, so the legality and work system applied are in accordance with applicable regulations. Second, the number of employees reaching 80 people allows this research to have sufficient data to be analysed validly. Third, based on the results of observations and interviews, several problems were found in the work environment that could affect employee job satisfaction. Some of them are production restrictions that reduce work motivation, machine noise interference that reduces work comfort, and less than optimal workspace arrangement. These factors distinguish the object of this research from similar companies, due to the specific working environment conditions and challenges faced by employees.

In this study, the main variables analysed are work environment and job satisfaction. Work environment includes physical and social factors in the workplace that can affect employee comfort and productivity. Job satisfaction, on the other hand, reflects how employees feel about their working conditions, including aspects of compensation, promotions, and relationships with co-workers and superiors. The relationship between these two variables suggests that a good work environment will increase job satisfaction, which in turn has an impact on improving employee performance and loyalty to the company. By understanding this relationship, companies can design more effective strategies in improving the quality of the work environment.

This research gap can be seen from comparison with previous research. Research conducted by Santanu (2024) entitled *The Influence of Work Ethic on Employee Performance (Study at the Library and Archives Office of Garut District)* shows that employee work ethic is strongly influenced by a supportive work environment. In addition, research by Santanu (2024) on *The Influence of Work Environment on Employees' Work Spirit (Study at PT. Ultimate Metal Mandala)* also confirmed that employee work spirit can be improved by a good work environment. However, these studies have not specifically examined work environment factors in the textile industry, especially at PD. Sutera Alam Soleh (SAS) Garut. Therefore, this study fills the gap by analysing more deeply how the work environment, both physical and social, affects employee job satisfaction in the weaving and silk industry.

In conclusion, this study has novelty in terms of a more specific focus of analysis on the weaving and silk industry, as well as considering physical and social work environment factors in more detail. The benefit of this research is to provide recommendations for companies in creating a more conducive work environment, thereby increasing employee satisfaction and productivity. The main objective of this study is to analyse the effect of work environment on job satisfaction at PD. Sutera Alam Soleh (SAS) Garut and provide solutions for companies in creating better working conditions in order to achieve optimal performance.

2. LITERATURE REVIEW

2.1 Work Environment Transformation

A conducive work environment has a significant influence on employee satisfaction and performance. Santanu (2024) in his study at PT Ultimate Metal Mandala showed that a good work environment can increase employee morale, where factors such as cleanliness, comfort, and harmonious relationships between employees play a role in creating a positive work atmosphere. In addition, Santanu's research (2022) at PT Nauli Karya Abadi Cirebon also emphasised that good supervision of superiors can improve a more professional work attitude. Thus, a well-managed work environment not only supports employee welfare but also encourages more optimal productivity in the company.

The work environment itself consists of three main aspects: physical, social and technological, all of which contribute to employee comfort and productivity. Physical changes include the design and structure of workspaces designed to improve work efficiency and comfort. Meanwhile, the technological aspect involves the adoption of modern information systems and devices that make work easier and improve collaboration between teams. From the social side, a conducive organisational culture includes values, communication patterns, and relationships between employees that form a better working atmosphere. Robbins (2019) states that a good work environment transformation can create a more innovative work culture, increase employee satisfaction, and ultimately contribute to increased productivity. Other research also shows that changes in the physical and technological environment of the workplace have an impact on employee comfort levels, trust, and motivation (Davis & Leach, 2021). A well-managed transformation not only helps companies adapt to external changes, but also creates a work environment that encourages individual and collective development within the organisation.

2.2 Employee Satisfaction

Employee satisfaction is a positive or negative feeling that employees have towards their work, which is influenced by various factors such as work environment conditions, relationships between colleagues, compensation, and opportunities for development. According to Locke (1976), job satisfaction can be seen as an emotional state that arises as a result of a person's assessment of his work and working conditions. Factors that affect job satisfaction include physical aspects, such as the comfort of the workspace and the availability of equipment, as well as psychological factors, such as recognition of performance and career development opportunities. Santanu (2022) in his research at PT Nauli Karya Abadi Cirebon revealed that good supervision of superiors and a conducive work environment can increase employee job satisfaction. In addition, a study conducted at J&T Express Garut also showed that stress reduction and better workload management can increase employee satisfaction and loyalty to the company.

Herzberg et al. (1959) in their two-factor theory stated that motivational factors, such as achievement, recognition, and opportunities for growth, have a greater influence on job satisfaction than hygiene factors, such as salary, facilities, and working conditions. This is in line with Santanu's (2022) findings that a work environment that supports professional growth and rewards employees' performance contributes to increasing their job satisfaction. High job satisfaction not only has a positive impact on individuals, but also on the organisation as a whole. Satisfied employees tend to be more productive, loyal, and have lower turnover rates. Thus, creating a comfortable work environment, providing support from superiors, and paying attention to workload balance are key factors in improving employee satisfaction and performance in a company.

2.3 Relationship between Work Environment Transformation and Employee Satisfaction

Workplace transformation is a deliberate and systematic change in the physical, social, and technological aspects of the workplace with the aim of improving effectiveness, efficiency, and employee well-being. This transformation can cover a wide range of aspects, from improving the layout of workspaces, upgrading facilities, adopting new technologies, to developing a more inclusive and collaborative organisational culture. A well-designed work environment not only increases productivity, but also has a significant impact on employee satisfaction.

According to Robbins (2019), a good work environment can create a more innovative work culture, increase employee engagement, and encourage higher satisfaction. Factors such as workspace comfort, cleanliness, availability of supporting facilities, and harmonious working relationships contribute to creating a positive work atmosphere. Furthermore, Santanu's (2024) study at PT Ultimate Metal Mandala showed that a conducive work environment can directly improve employee morale, which in turn impacts their satisfaction and loyalty towards the company. Meanwhile, another study by Santanu (2022) at PT. Nauli Karya Abadi Cirebon confirmed that the role of good



supervision of superiors is also an important factor in shaping a more professional work attitude and increasing job satisfaction.

Physical aspects of the work environment, such as lighting, air ventilation, noise, and workspace ergonomics, play a key role in determining employees' comfort levels. When these aspects are improved, employees will feel more comfortable in performing their duties, thereby increasing their focus and productivity. Davis & Leach (2021) found that changes in the physical and technological environment that occur in the workplace can affect employees' comfort levels, trust, and motivation. For example, the implementation of more modern technology-based work systems can reduce administrative workload and improve work efficiency, which in turn increases employee satisfaction with their jobs.

On the social side, organisational culture and employee relations also have a big impact on employee satisfaction. When companies implement a more inclusive, open, and collaboration-based work culture, employees feel more valued and have greater opportunities to grow. Santanu & Hamsah (2020) in their research at PD. BPR Garut showed that high work motivation and positive morale are strongly related to organisational commitment, which in turn increases employee job satisfaction. Therefore, transformation of the work environment involving changes in communication patterns, recognition of performance, and opportunities for growth can have a significant impact on increasing employee satisfaction.

In addition, technological factors are also an important aspect in the transformation of the work environment that affects employee satisfaction. With the development of technology, companies can implement more flexible work systems, such as the use of work management software, hybrid work systems, or automation of work processes to reduce manual workloads. Applying the right technology can provide great benefits for employees, including higher work efficiency, flexibility in carrying out tasks, and improved quality of work results. Research by Herzberg et al. (1959) also shows that motivational factors such as growth opportunities, recognition, and achievement in work have more influence on job satisfaction than hygiene factors such as salary and work facilities.

Thus, the relationship between work environment transformation and employee satisfaction is very close and mutually influencing. When organisations invest in creating a work environment that is more comfortable, innovative, and supportive of employee growth, the level of job satisfaction will also increase. This higher satisfaction will then lead to increased productivity, employee loyalty, and reduced turnover within the organisation. Therefore, companies need to actively manage and adjust their work environment to stay relevant to the changing times as well as the needs of employees, so as to create a balance between employee satisfaction and the achievement of overall organisational goals.

3. RESEARCH DESIGN AND METHOD

This research uses quantitative methods with descriptive and associative approaches. According to Yusuf Tojiri, Putra, & Faliza (2023), quantitative methods aim to measure the relationship between variables based on numerical data analysed using statistical techniques. The descriptive approach is used to describe or describe variables in detail, such as how the work environment affects employee job satisfaction. Meanwhile, the associative approach aims to determine the relationship or influence between variables, for example the effect of work environment (independent variable) on job satisfaction (dependent variable).

Subagyo et al. (2023) added that quantitative research methods emphasise objective measurement and numerical analysis to obtain data-based conclusions. In this context, the research uses a survey with an instrument in the form of a questionnaire to collect data which is then statistically analysed to test the hypothesis.

3.1. Operationalisation of Research Variables

To ensure accurate variable measurement, the variable indicators are organised in the following table:

Table 1. Operationalisation of Research Variables

Variables	Dimensions	Indicators	Scale
Work Environment (X)	Lighting	Lighting windows	Ordinal
	Sound	Machine noise level, work music	
	Temperature	Room temperature	
	Social Relationships	Employee relations, communication	
Job Satisfaction (Y)	Workload	Task suitability, work facilities	Ordinal
	Salary	Timeliness of payment, payroll system	
	Promotion	Promotion, performance evaluation	
	Labour Relationships	Supervisor support, relationship with colleagues	

3.2. Population and Sample Technique

The population in this study were all employees of PD. Sutera Alam Soleh (SAS) Garut, totalling 80 people, consisting of various divisions such as weaving, technicians, cucuk, hane, pallet, and administrative staff. Given the relatively small population, this study used a saturated sample technique, in which the entire population was used as a research sample (Sugiyono, 2018). Thus, this study involved all 80 employees to obtain more accurate and representative results.

3.3. Data Analysis Technique

The data analysis technique in this study includes several stages. First, the validity test is carried out to ensure that the research instrument is able to reflect the actual conditions, so that the data generated is in accordance with the reality of the research object. Second, the reliability test is used to measure the consistency of the measurement results, ensuring that the data obtained remains consistent even though it is tested under different conditions. Furthermore, the correlation test is used to determine the relationship between the independent variable (work environment) and the dependent variable (job satisfaction), using the Rank Spearman correlation coefficient which is suitable for ordinal-scale data. In addition, the coefficient of determination test was conducted to measure the contribution of the independent variable to the dependent variable, which is shown through the percentage of influence of the independent variable on the dependent. Finally, a hypothesis test using the t-test was conducted to test the assumptions or initial assumptions regarding the relationship between work environment and job satisfaction, and to determine whether the relationship is significant (Subagyo et al., 2023).

The methodology was designed with reference to the theories and guidelines from Yusuf Tojiri, Putra, & Faliza (2023) and Subagyo et al. (2023), which provide a strong scientific basis for measuring the relationship between work environment and job satisfaction. This approach ensures that the research results are academically sound and relevant to organisational needs

4. RESULT AND DISCUSSION

4.1 Validity Test

The validity test was conducted to ensure that the research instrument was valid. The test results on 18 statement items show that all $r\text{-count} > r\text{-table}$ (0.220), so all items are declared valid.



Table 2. Validity Test of Work Environment Variable Instruments

Instrument Item No.	r-count	r-table	Description
X.1	0,603	0,220	Valid
X.2	0,624	0,220	Valid
X.3	0,660	0,220	Valid
X.4	0,680	0,220	Valid
X.5	0,580	0,220	Valid
X.6	0,670	0,220	Valid
X.7	0,709	0,220	Valid
X.8	0,513	0,220	Valid

Table 3. Validity Test of Job Satisfaction Variable Instrument

Instrument Item No.	r-count	r-table	Description
Y.1	0,548	0,220	Valid
Y.2	0,465	0,220	Valid
Y.3	0,465	0,220	Valid
Y.4	0,495	0,220	Valid
Y.5	0,387	0,220	Valid
Y.6	0,415	0,220	Valid
Y.7	0,487	0,220	Valid
Y.8	0,504	0,220	Valid
Y.9	0,514	0,220	Valid
Y.10	0,406	0,220	Valid

Validity testing was conducted on 18 statement items for the Work Environment (X) and Job Satisfaction (Y) variables. The validity test results show that all items have an r-count value > r-table (0.220), so all statement items are declared valid.

4.2 Reliability Test

The reliability results show a Cronbach's Alpha value greater than 0.600, so the research instrument is declared reliable.

Table 4. Reliability Test Results of Work Environment Variables

Reliability Statistics	Cronbach's Alpha	N of Items
	0,779	8

Table 5. Reliability Test Results of Job Satisfaction Variables

Reliability Statistics	Cronbach's Alpha	N of Items
	0,603	10

The results show a Cronbach's Alpha value of 0.779 for Work Environment (X) and 0.603 for Job Satisfaction (Y), which means that the instrument is declared reliable and reliable as a research measurement tool.

4.3 Correlation Coefficient Test

Table 6. Correlation Coefficient Test

Correlations	Work Environment	Job Satisfaction
Work Environment	1,000	0,705**
Job Satisfaction	0,705**	1,000
Sig. (2-tailed)		0,000

Notes: Correlations are significant at the 0.01 level (2-tailed).

The results of correlation analysis using Rank Spearman show a correlation coefficient of 0.705 with a significance of 0.000 (<0.05), which is in the strong category. This indicates a positive relationship between Work Environment (X) and Job Satisfaction (Y) at PD. Sutera Alam Soleh (SAS) Garut.

4.4 Determination Coefficient Test

Table 7. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,705	0,497	0,491	15,997

The coefficient of determination test results show an R^2 value of 49%, which means that the Work Environment (X) contributes 49% to Job Satisfaction (Y), while the remaining 51% is influenced by other factors outside the study.

4.5 Hypothesis Test

Table 8. Hypothesis Test

Model	B	Std. Error	Beta	t	Sig.
(C onstant)	12,707	3,636		3,495	0,001
Work Environment	0,686	0,078	0,705	8,781	0,000

The t-test results show that the t-count is $8.781 > t$ -table 1.665 with a significance value of 0.000 (<0.05), which means that the Work Environment has a positive and significant effect on Job Satisfaction. Thus, the research hypothesis is accepted.

DISCUSSION

Relationship between Work Environment and Job Satisfaction

The results of this study indicate that the work environment has a positive and significant influence on employee job satisfaction at PD. Sutera Alam Soleh (SAS) Garut. A good work environment contributes to creating a comfortable working atmosphere, reducing stress levels, and increasing employee motivation and productivity. Factors such as lighting, temperature, noise, and relationships between employees are important elements in building a conducive work environment.

This research is in line with the results of Santanu's research (2024) conducted at PT Ultimate Metal Mandala, where a good work environment is proven to increase employee morale and job satisfaction. In the study, physical aspects such as the comfort of the workspace and social aspects such as relationships between employees and leadership styles play a role in determining the level of employee satisfaction. In addition, research by Santanu & Madhani (2022) who examined work stress and workload at J&T Express Garut 01 showed that an unsupportive work environment can increase work stress, which in turn reduces the level of employee job satisfaction. This finding reinforces the

research results that an unfavourable work environment can create psychological stress for employees, which negatively impacts their work motivation and well-being. However, this study contradicts Santanu's (2020) study that analysed the influence of competence and motivation on lecturer performance in private universities in East Java. The results showed that job satisfaction was more influenced by intrinsic factors, such as competence and motivation, compared to work environment factors. This difference can be explained by different job characteristics; in an academic environment, factors such as work flexibility, intellectual freedom, and professional recognition play a greater role than physical factors of the work environment.

One of the main differences between this study and previous studies is the object of research and the main factors studied. This study focuses on the effect of work environment on job satisfaction, while some previous studies have focused more on intrinsic factors such as work motivation, leadership, and organisational culture as determinants of job satisfaction. In addition, differences can also be seen in the research methodology, where this study uses a quantitative approach with correlational analysis techniques, which allows measuring the direct relationship between work environment variables and job satisfaction. Meanwhile, some previous studies, such as Santanu's (2022) study at Perumda BPR Garut, highlighted more the relationship between organisational culture and management control system on job satisfaction, where work environment factors were not the main focus. In addition, this study was more detailed in analysing the physical aspects of the work environment, such as lighting, temperature, noise, and air ventilation. For example, Santanu's (2024) research on work ethic in the Garut Regency library and archive office, highlighted the role of work ethic and organisational culture, but did not discuss how work environment conditions can directly affect job satisfaction. Thus, this study provides a new perspective on how aspects of the work environment can directly affect employee satisfaction levels.

The results of this study provide several implications for companies in improving employee job satisfaction. The importance of creating a comfortable working environment is a major factor that must be considered by management, including physical and social aspects such as lighting, noise, ventilation, and better workspace layout to increase employee comfort and productivity. In addition, improving social relations among employees is also an important step, where companies can organise team building programmes or communication training to strengthen teamwork and create a more inclusive and supportive work culture. Not only that, management support for employee well-being also needs to be considered by ensuring a work environment that is not only comfortable, but also supports employees' mental and physical health. This can be realised through balanced workload policies, work flexibility, and the provision of supporting facilities such as comfortable break rooms so that employees can work more effectively and productively.

5. CONCLUSIONS

This study aims to analyse the effect of work environment on employee job satisfaction at PD. Sutera Alam Soleh (SAS) Garut. The results showed that a conducive work environment, both from the physical, social, and technological aspects, contributes to increasing comfort, reducing work stress, and creating more productive working conditions. Factors such as adequate lighting, workplace cleanliness, comfortable temperature, and harmonious working relationships are proven to increase employee job satisfaction. In addition, support from co-workers and superiors also plays a role in creating a positive work environment. However, there are still some aspects that need to be improved, such as a more ergonomic workspace arrangement and noise management so that the work environment is more optimal in supporting productivity.

Based on these findings, there are several recommendations for future research. First, expanding the research variables to include other factors such as work motivation, organisational culture, or compensation system to get a more comprehensive picture of job satisfaction. Second, expanding the research object to other sectors, such as services or education, to understand whether the work

environment has the same impact in different contexts. Third, the use of more diverse research methods, such as qualitative or mixed methods approaches, to gain a deeper understanding of employees' experiences of their work environment. Finally, further research on social factors in the work environment, such as communication, leadership, and organisational culture, which can strengthen working relationships and increase employee satisfaction. Taking these recommendations into account, it is hoped that future research can provide greater insight into the factors that influence job satisfaction and how organisations can more effectively improve employee well-being and productivity.

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