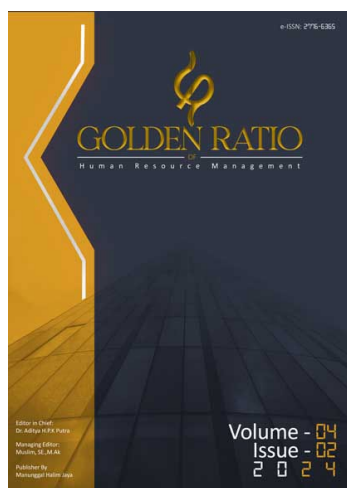




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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Analysis of That Influence Employee Performance: Work Environment, Leadership, and Mental Health: Literature Review from Human Resource Management Perspectives

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Abstract: Human resources are essential in a corporation because they reinforce other operational resources. This role can determine the progress or decline of a corporation. This research analyzes the influence of work environment, leadership, and mental health on employee performance. Using quantitative explanatory methodology, the study utilized Structural Equation Modeling with Partial Least Squares (SEM-PLS), which was used in this work via SmartPLS software. A structured survey was used to gather information from 105 workers. The findings reveal a positive relationship between work environment, leadership, and mental health on employee performance.

Keywords: Work Environment, Leadership, Mental Health, Employee Performance.

JEL Classification Code: M12, G21, C38, O15

1. INTRODUCTION

Undergraduate, Master's, and Doctoral students are required to conduct research in the form of scientific papers or articles. Lecturers, researchers, or other professionals do the same thing, namely conducting research writing and articles published in scientific journals. Through the empirical experience of students, lecturers, and other researchers, it is not easy to find articles supporting research such as previous or related research. Articles relevant to researchers are needed to support the study theory, identify relationships between variables, and formulate hypotheses. This is also important in the discussion of research. Human resources are essential in a corporation because they reinforce other resources for operation. This role can determine the progress or decline of a company. Human resources include various skills, concepts and ideas, abilities, emotions, status, age and educational background, and gender. Monitoring employee performance is an integral part of management tasks related to human resources. According to Sedarmayanti (2011), performance is a description of achievements that refer to the output produced by employees or the organization, and the results are determined by specific and measurable evidence. Employee performance affects a company's sustainability in achieving corporate goals (Yunita, 2021). Employees with good performance will benefit the company, but poor performance results in losses.

The comfort of the work environment affects the lives of employees. Employees will have many achievements if they feel comfortable and happy with their work environment (Bastari & Ali, 2020). Aspects that influence this include lighting conditions, work noise levels, good air circulation, and cleanliness and safety in the workplace. If these aspects are met, employee performance will increase. Another factor that influences employee performance is leadership. Leadership is a person's attitude, ability, or potential to lead a corporation. Indicators of leadership are commanding, supporting, and taking part (John Virgil, 2018). Leadership is also a process in which leaders influence and provide



examples to achieve corporate goals and where there is contribution and motivation for employees to build a productive corporate focus for common goals. Another effort to increase team member performance is to pay attention to the mental health of its employees. Individual mental health is an essential factor today. To live a life that does not always meet expectations, a person must have a healthy mind. There is no exception for employees who work. Whatever the situation and conditions of the corporation, employees are responsible and need to deal with it well so that corporations that are aware of mental health ensure that their employees feel comfortable and safe at work. This article analyzes the influence of aspects of the work environment, leadership, and mental health on employee performance (a study of human resource management literature).

2. LITERATURE REVIEW

2.1. Employee Performance

One of the measuring tools for a corporation to have a good portfolio is the achievement of goals that have been formulated and implemented. If employees perform well, the corporation is expected to meet its objectives. Performance (work achievement) is the output of a person's accomplishments in carrying out assigned tasks and responsibilities (Kasman, 2021). Another definition, according to Wirawan (2009), states that performance functions as an indicator of a person's work or position in a certain period. Timple in Sularmi (2018) explained that six external factors impact team member performance: the environment, management behavior, feedback, performance evaluation, job structure, and work compensation. The indicators for measuring employee performance in each corporation depend on the corporation's approach. Ngalmun (2019) explains that employee performance indicators are loyalty, work output, obligation, compliance, integrity, collaboration, and direction. Several previous studies on employee performance include Septiana and Oey Hannes Widjaja (2020) and Bob (2022).

2.2. Work Environment

The environment cannot be separated from human life. When individuals work, they are interpreted as a work environment. Sedarmayanti (2011) emphasized that the work environment is how individuals or groups work, a set of tools that will be encountered. Wirawan (2009) also added that work performance achievement will be achieved if employees work in a work environment that contributes. A work environment needs to be created in a corporation, which is the will of the board of directors and all individuals who contribute to the corporation (Isnada, 2018).

Sedarmayanti (2011) explained the indicators of the work environment, namely lighting, freshness, layout design, and communication. Good lighting helps reduce eye fatigue in the employee's optic nerve. The freshness of this work environment includes humidity, circulation, odor, and sound around the work environment. By working in a clean environment, a sense of pleasure will arise. The layout design of the environment includes colors and decorations that will create their pleasure and facilitate the work process. The last indicator is good communication between directors/management and between employees.

2.3. Leadership

The driving force of corporate management is its human resources. To obtain human resources that can achieve corporate goals, a leader who has an impact in providing direction and control is needed. The skills of a leader will affect the success of corporate performance. According to Bukit et al. (2017), leadership is how a leader directs employees under him to carry out tasks and responsibilities according to corporate goals. In leadership, the quality of direction, enthusiasm, guidance, and support must be considered. Good leadership is needed to achieve high employee performance, allowing leaders to assign tasks and responsibilities to employees. The types of leadership themselves, according to John Virgil (2018), are as follows:

1. Commanding leadership
This type of leadership is designed by giving orders, instructions, and directions, and this behavior shows unilateral communication.
2. Supportive leadership
There is two-way communication between leaders and employees because there are already directions in their implementation, but the leader still holds decision-making.
3. Leadership that takes part
In this case, leaders are involved in teamwork with employees.

2.4. *Mental Health*

The World Mental Health Alliance defines mental health as a condition that develops physically, mentally, and emotionally influenced by the conditions of the people around them. According to Elmi et al. (2016), mental health is defined as emotional well-being, adaptive behavior, where there is no anxiety and disabling symptoms, and positive and meaningful relationships to manage demands in normal circumstances. Conditions also have an impact on mental health and can be categorized as mild, moderate, or severe, including depression, bipolar disorder, and schizophrenia. With proper support and treatment, people can recover from mental health problems and live a stable life. From the explanation above, it is concluded that mental health is very influential in supporting daily life and is inseparable from employees at work. Team member performance will decrease if employee mental health is disturbed. Managing stress at work and having good time management from personal life and work are necessary to avoid this.

2.5. *Hypotheses Framework*

a. *Work Environment and Employee Performance*

The work environment is a condition in a corporation that can be physical or not, affecting employee performance (Andi, 2022). In other words, an uncomfortable work environment makes work performance less than optimal. Sedarmayanti (2011) explains that situations and conditions related to work and the relationship between leaders and employees are defined as a non-physical work environment. A study of research results from Asnawi & Kiki (2020) also explains that there is a relevant influence between increased employee performance due to good work environment management. The same opinion also arises from research conducted by Dinanti et al. (2023), which proves that comfort influences high work performance in the work environment. A comfortable work environment will make employees happy to perform their responsibilities to produce optimal performance. In this case, cooperation is needed by related parties to build an environment that creates an atmosphere of familiarity and comfort to achieve corporate goals. The spirit of making a good work environment must inspire every corporation to reach common goals (Ngalimun, 2019). There are several previous studies on the influence of the work environment on employee performance, including Kiki Asnawi (2020), Kartika Yuliantari and Ines Prasasti (2020). These findings are what ultimately underline the fact that there is indeed an impact of the work environment on team member performance and achievement, so special attention is needed in creating a conducive work environment for optimal corporate goals. For that reason, the hypotheses of this research:

H1: Work Environment has a positive correlation with Employee Performance.

b. *Leadership and Employee Performance*

According to Wirawan (2009), leadership is defined as a guiding and directing factor for someone to work and achieve their work achievements with enthusiasm for the success of a corporation. In this case, the leader plays a significant role in fostering situations and conditions so that work achievements run according to targets. Baihaqi and Suharnomo (2010) emphasized that a modern corporation requires a sense of democracy in carrying out

corporate responsibilities and leadership. Transformational leadership is highlighted by Tirtayasa (2019), who states that employee performance will significantly increase with a leader who is a role model for his employees. Periodic evaluation and employee feedback are needed from their superiors to see the extent of the effectiveness of a leader. Hanipah and Dadang (2021) noted that superiors who are supportive and take part in the work of their employees have a positive impact on employee performance. This study describes the findings of previous studies where a person's leadership significantly impacts employee performance, which will advance the corporation. Through this literature study, the author knows that leadership is intended to achieve corporate success and gives employees the impression that it will spur enthusiasm and bring out achievements in work. Almost all the research results studied showed the significant impact of implementing a leadership style oriented to corporate goals and advancing employee performance. This gives the idea that efforts are needed to create harmony in relations between leaders and employees and between employees that will make the working atmosphere comfortable. For that reason, the hypotheses of this research:

H2: Leadership has a positive correlation with Employee Performance.

c. *Mental Health and Employee Performance*

According to Isnada (2018), mental health is a state in which people have realistic feelings and views of themselves, can accept their strengths and weaknesses, and are willing to solve life's problems for their happiness. The World Mental Health Association also emphasizes that individuals who develop better every day are mentally healthy. The findings of Elmi et al. (2016) also mean that a healthy mind fosters a desire for a quality life. The mental health of individuals in a corporation will be essential in optimizing team member performance. Tirtayasa (2019) explains that a balanced work-life makes the mind healthy, improving employee performance. The existence of competition in the work environment and many work demands sometimes make work life less balanced and ultimately reduce employee mental health. For this reason, several company policies have been created, such as leave requests that help to rebalance work life and improve mental health to maintain employee performance. For that reason, the hypotheses of this research:

H3: Mental Health has a positive correlation with Employee Performance

The framework for this research can be seen in Figure 1.

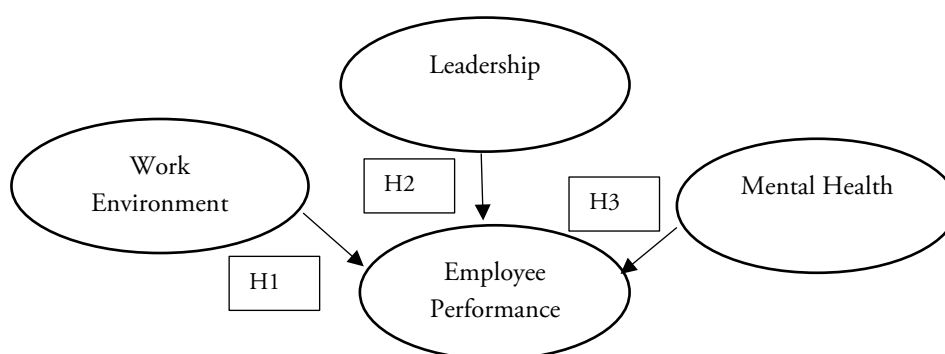


Figure 1. Research Model

3. RESEARCH METHOD AND MATERIALS

Partial least squares (PLS) with structural equation modeling (SEM) using the SmartPLS software is appropriate for this research for several reasons. Firstly, SEM-PLS allows for the simultaneous analysis of many dependent and independent variables, making it a good choice for complicated

model analysis incorporating multiple constructs and indicators. Second, SEM-PLS is robust even with small to medium sample sizes, making it suitable for this research given the purposive sampling method and specific respondent criteria. This characteristic ensures reliable results despite potential deviations from normality. SEM-PLS is perfect for both exploratory and predictive research since it is prediction-oriented and maximizes the explained variance of dependent variables. In this study, SEM-PLS helps predict the relationships between these constructions. The method also offers flexibility in specifying the measurement and structural models, allowing for accurate modeling of the constructs involved. Using bootstrapping techniques in SEM-PLS for hypothesis testing enhances the robustness of the results. Bootstrapping assesses the significance of path coefficients without relying on parametric assumptions, thus rigorously testing hypotheses. Furthermore, a thorough assessment of the model's explanatory and predictive capacity is made possible by SEM-PLS's extensive model evaluation metrics, which include R^2 (coefficient of determination), path coefficients, effect sizes (f^2), and predictive relevance (Q^2).

4. RESULTS AND DISCUSSION

4.1. Outer Model

The following is an illustration of the SEM diagram used in this research:

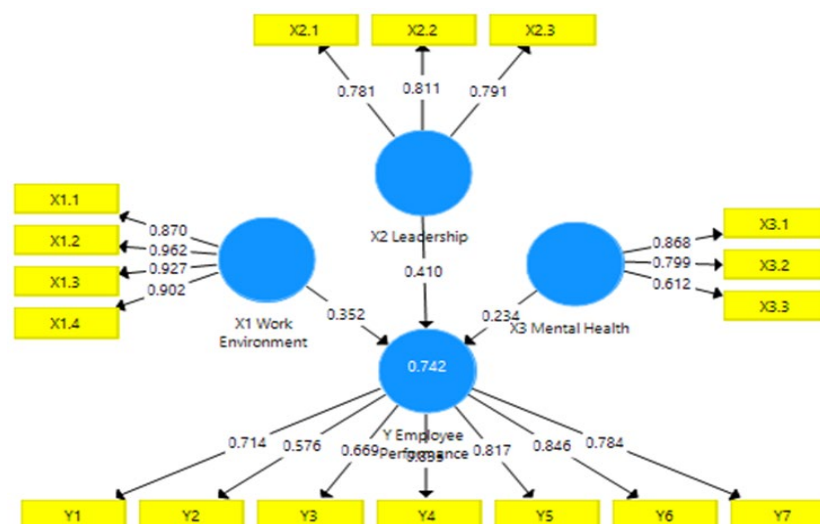


Figure 2. Loading Factor

The loading factor of each indicator on the variable has a minimum value of 0.6, and the Average Variance Extract (AVE) analysis has a minimum value of 0.5, but they meet the requirements. Based on table 1, it can be seen that the results of convergent validity testing show that all variables have indicators with loading factor values of more than 0.6 or 0.5, meaning that all indicators have met the convergent validity criteria.

Table 1. Results of Loading Factor

Variable	Item	Loading Factor	Info
X1 Work Environment	X1.1	0,870	Valid
	X1.2	0,962	Valid
	X1.3	0,927	Valid
	X1.4	0,902	Valid
X2 Leadership	X2.1	0,781	Valid
	X2.2	0,811	Valid
	X2.3	0,791	Valid
Y Employee Performance	Y1	0.714	Valid

Variable	Item	Loading Factor	Info
	Y2	0.576	Valid
	Y3	0.669	Valid
	Y4	0.835	Valid
	Y5	0.817	Valid
	Y6	0.846	Valid
	Y7	0.784	Valid
X3 Mental Health	X3.1	0,868	Valid
	X3.2	0,799	Valid
	X3.3	0,612	Valid

Next, the AVE Method is used to assess the convergent validity of each construct and latent variable. The minimum value that is considered to be met is at least 0.5. The average variance extracted by AVE based on these SEM results is as follows:

Table 2. Average Variance Extracted Value

Variable	AVE	Info
X1 Work Environment	0.839	Valid
X2 Leadership	0.631	Valid
X3 Mental Health	0.589	Valid
Y Employee Performance	0.569	Valid

In the table above, the AVE value for the latent variable X1 work environment (0.839), X2 leadership (0.631), X3 mental health (0.589), and Y employee performance (0.569). Thus, the measurement model is valid and meets the validity test requirements. The cross-loading values based on the results of this SEM are as follows:

Table 3. Cross Loading Value

	X1 Work Environment	X2 Leadership	X3 Mental Health	Y Employee Performance
X1.1	0.870	0.464	0.476	0.660
X1.2	0.962	0.539	0.596	0.680
X1.3	0.927	0.570	0.591	0.694
X1.4	0.902	0.494	0.523	0.614
X2.1	0.397	0.781	0.447	0.557
X2.2	0.420	0.811	0.390	0.593
X2.3	0.518	0.791	0.777	0.677
X3.1	0.475	0.650	0.868	0.666
X3.2	0.594	0.572	0.799	0.572
X3.3	0.277	0.320	0.612	0.406
Y1	0.341	0.565	0.449	0.714
Y2	0.351	0.419	0.356	0.576
Y3	0.522	0.565	0.431	0.669
Y4	0.654	0.637	0.660	0.835
Y5	0.619	0.613	0.600	0.817
Y6	0.649	0.615	0.606	0.846
Y7	0.593	0.632	0.663	0.784

The cross-loading table shows that each latent variable's value is more significant than other latent variables' values. This reliability test also examines the composite reliability value as an indicator of reliability, where both values should exceed 0.60. The Cronbach's alpha and composite reliability values obtained in this SEM are as follows:

Table 4. Construct Reliability

	Cronbach's Alpha	Composite Reliability
X1 Work Environment	0.935	0.954
X2 Leadership	0.709	0.837

	Cronbach's Alpha	Composite Reliability
X3 Mental Health	0.646	0.808
Y Employee Performance	0.871	0.901

Based on table 4, the results of the reliability test analysis show that the composite reliability score is more significant than 0.6, which means that all variables are reliable and have passed the test requirements.

4.2. Inner Model

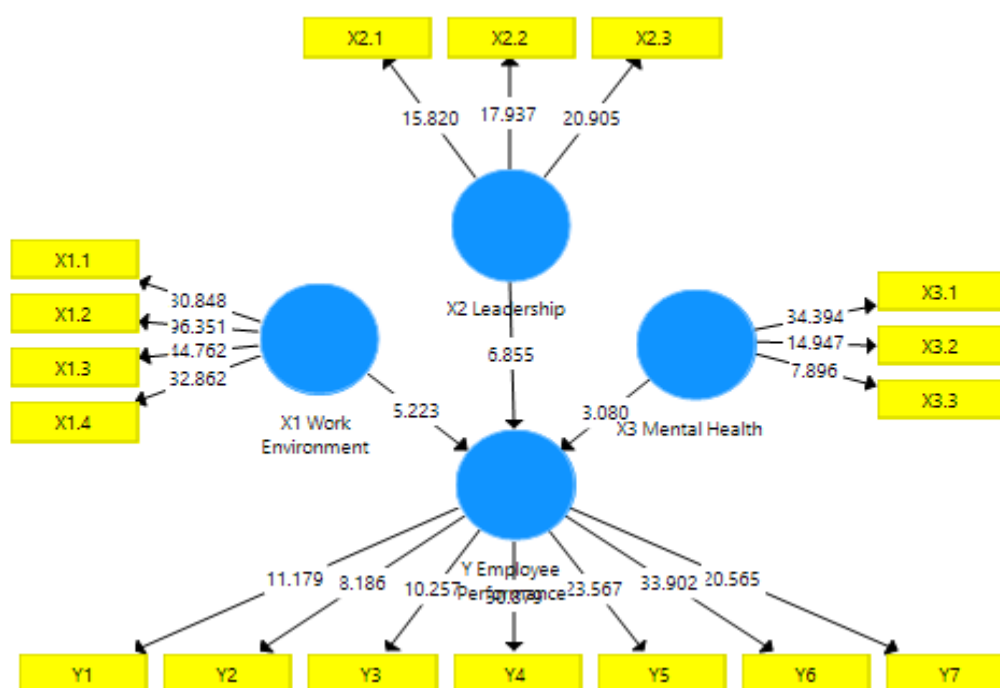


Figure 3. Inner Model

The model's feasibility test examines the R-square value, which ranges from 0 to 1. An R-square value of 0.75 is considered good, 0.50 is moderate, and 0.25 is considered poor. The following R-square values are based on the SEM results, as shown in the table and figure:

Table 5. R-Square

	R Square	R Square Adjusted
Y Employee Performance	0.742	0.734

From Table 5, the model's suitability can be assessed by the r-square result for employee performance, which is 0.742 (74.2%). This indicates that the work environment, leadership, and mental health can explain 74.2% of the variation in employee performance. To determine whether a relationship is significant, the p-value should be compared to the 5% error rate, as outlined in the research hypothesis testing: data normality testing used the Kolmogorov-Smirnov test (Kolmogorov-Smirnov Test) by looking at the significance of the resulting residuals and the expected probability plot graph approach. Detect normality by looking at the distribution of data (points) on the diagonal axis of the graph. The results of the data normality test from the residuals obtained are as follows:

Table 6. Path Coefficient SEM-PLS

	Original Sample (O)	T Statistics (O/STDEV)	P Values
X1 Work Environment -> Y Employee Performance	0.352	5.223	0.000

	Original Sample (O)	T Statistics (O/STDEV)	P Values
X2 Leadership -> Y Employee Performance	0.410	6.855	0.000
X3 Mental Health -> Y Employee Performance	0.234	3.080	0.002

Based on Table 6, the results of the hypothesis test show the following results and conclusions:

1. The work environment has a positive effect of 0.352 on employee performance with a t-statistic value of 5.223 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis that "Work environment has a positive and significant effect on employee performance" (H1) is accepted.
2. Leadership has a positive effect of 0.410 on employee performance with a t-statistic value of 6.855 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Leadership has a positive and significant effect on employee performance" (H2) is accepted.
3. Mental health has a positive effect of 0.234 on employee performance, with a t-statistic value of 3.080 and a p-value of $0.002 < 0.05$. Therefore, the hypothesis that "Mental health has a positive and significant effect on employee performance" (H3) is accepted.

5. DISCUSSION

a. *Work Environment and Employee Performance*

The work environment has a positive effect of 0.352 on employee performance with a t-statistic value of 5.223 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis that "Work environment has a positive and significant effect on employee performance" (H1) is accepted. The work environment is a condition in a corporation that can be physical or not and will affect employee performance at work (Andi, 2022). In other words, an uncomfortable work environment makes work performance less than optimal. Sedarmayanti (2011) explains that situations and conditions related to work and the relationship between leaders and employees are defined as a non-physical work environment. A study of research results from Asnawi & Kiki (2020) also explains that there is a relevant influence between increased employee performance due to good work environment management. The same opinion also arises from research conducted by Dinanti et al. (2023), which proves that comfort influences high work performance in the work environment. A comfortable work environment will make employees happy to perform their responsibilities to produce optimal performance. In this case, cooperation is needed by related parties to build an environment that creates an atmosphere of familiarity and comfort to achieve corporate goals. The spirit of making a good work environment must inspire every corporation to reach common goals (Ngalimun, 2019). There are several previous studies on the influence of the work environment on employee performance, including Kiki Asnawi (2020), Kartika Yuliantari and Ines Prasasti (2020). These findings are what ultimately underlie the fact that there is indeed an impact of the work environment on employee performance and achievement, so special attention is needed in creating a conducive work environment for optimal corporate goals.

b. *Leadership and Employee Performance*

Leadership has a positive effect of 0.410 on employee performance, with a t-statistic value of 6.855 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Leadership has a positive and significant effect on employee performance" (H2) is accepted. According to Wirawan (2009), leadership is defined as a guiding and directing factor for someone to work and achieve their work achievements with enthusiasm for the success of a corporation. In this case, the leader plays a significant role in fostering situations and conditions so that work achievements run according to targets. Baihaqi and Suharnomo (2010) emphasized that a modern corporation requires a sense of democracy in carrying out corporate responsibilities and leadership. Transformational leadership is emphasized by Tirtayasa (2019), who states that employee performance will significantly increase with a leader who is a role model for his employees. Periodic evaluation and employee feedback are needed from their superiors to see the extent of the effectiveness of a leader. Hanipah and Dadang (2021) noted that superiors

who are supportive and take part in the work of their employees have a positive impact on employee performance.

This study describes the findings of previous studies where a person's leadership significantly impacts employee performance, which will advance the corporation. Through this literature study, the author knows that leadership is intended to achieve corporate success and gives employees the impression that it will spur enthusiasm and bring out achievements in work. Almost all the research results studied showed the significant impact of implementing a leadership style oriented to corporate goals and advancing employee performance. This gives the idea that efforts are needed to create harmony in relations between leaders and employees and between employees that will make the working atmosphere comfortable.

c. *Mental Health and Employee Performance*

Mental health has a positive effect of 0.234 on employee performance, with a t-statistic value of 3.080 and a p-value of $0.002 < 0.05$. Therefore, the hypothesis that "Mental health has a positive and significant effect on employee performance" (H3) is accepted. According to Isnada (2018), mental health is a state in which people have realistic feelings and views of themselves, can take their strengths and weaknesses, and are willing to solve life's problems for their happiness. The World Mental Health Association also emphasizes that individuals who develop better every day are mentally healthy. The findings of Elmi et al. (2016) also mean that a healthy mind fosters a desire for a quality life. The mental health of individuals in a corporation will be essential in optimizing employee performance. Tirtayasa (2019) explains that a balanced work-life makes the mind healthy, improving employee performance. The existence of competition in the work environment and many work demands sometimes make work life less balanced and ultimately reduce employee mental health. For this reason, several company policies have been created, such as leave requests that help to rebalance work life and improve mental health to maintain employee performance.

6. CONCLUSION

Based on the analysis and discussion presented, the following conclusions can be drawn: (1) Work environment has a positive effect of 0.352 on employee performance with a t-statistic value of 5.223 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis that "Work environment has a positive and significant effect on employee performance" (H1) is accepted; (2) Leadership has a positive effect of 0.410 on employee performance with a t-statistic value of 6.855 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Leadership has a positive and significant effect on employee performance" (H2) is accepted (3). Mental health has a positive effect of 0.234 on employee performance, with a t-statistic value of 3.080 and a p-value of $0.002 < 0.05$. Therefore, the hypothesis that "Mental health has a positive and significant effect on employee performance" (H3) is accepted.

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