The Influence Of Work Environment And Job Satisfaction On Employee Performance
(Study at the Singosari Industrial Training Center)

Anita Ayu Suryandini[1]
Ida Nuryana[1]

[1] Affiliation :Institut Teknologi dan Bisnis ASIA Malang, Indonesia
Correspondence E-mail : anitasuryandini12@gmail.com

Abstract

Introduction : Research investigates how the work environment and job satisfaction influence employee performance at the Singosari Industrial Training Center. In the Industry 4.0 era, human resources are central to organizational success, making employee performance vital for achieving service quality and institutional objectives.

Background Problem: Despite the emphasis on HR performance, BLKI Singosari still faces productivity constraints stemming from inadequate working conditions, outdated facilities, and limited career development. These issues may weaken job satisfaction and employee performance. Moreover, inconsistencies in previous findings highlight the need for further examination of these variables

Novelty : This study provides novelty by combining two predictor variables work environment and job satisfaction to comprehensively assess their simultaneous influence on employee performance at BLKI Singosari. Unlike previous research, this study focuses on examining these variables in a government training institution context, offering new practical and theoretical insights into HR optimization.

Research Methods : This research applies a quantitative associative causal approach. The entire population of 51 BLKI Singosari employees was used as the sample through saturated sampling. Primary data were gathered via survey instruments and analyzed with SmartPLS 4.1.1.4, including validity testing (outer loading > 0.70), reliability testing (Cronbach's Alpha > 0.70), and hypothesis testing using bootstrapping procedures.

Findings : The results indicate that both the work environment (p-value = 0.016) and job satisfaction (p-value = 0.000) significantly enhance employee performance. The model demonstrates strong predictive power, with an R-square value of 0.814, meaning that 81.4% of employee performance variation is explained by these two variables. A favorable work setting and high job satisfaction are thus proven to be key determinants of enhanced employee performance at BLKI Singosari.

Conclusion : This study concludes that improving working conditions and increasing job satisfaction are essential strategies for enhancing employee performance. Organizations, especially training institutions like BLKI Singosari, must prioritize these factors to optimize productivity and effectively achieve organizationalgoals.

_____

Keywords: work environment: job satisfaction; employee performance

Introduction

The capability level of organizational personnel is a decisive factor in driving organizational success in the globalization era and the rise of Industry 4.0. HR serves as a strategic element embedded within the organizational structure, where highly competent employees contribute significantly to sustainable growth, while low-skilled HR tends to hinder performance and reduce productivity. Prior studies also emphasize that HR capability directly shapes organizational competitiveness (Abdullah et al., 2025; Herman et al., 2024) In public service institutions, the quality of service delivery is strongly tied to employee performance, as employees who perform effectively tend to be more professional, responsive, and aligned with public needs. Increasing competition requires organizations to continuously enhance employee competencies through ongoing skill development to maintain performance standards (Anggiani et al., 2024) Employee performance indicates the extent to which effectively individuals undertake their obligations within a specified timeframe. A supportive and comfortable work environment has been widely shown to improve occupational satisfaction, which subsequently strengthens performance outcomes. In this context, HR performance is deemed successful when employees are able to boost productivity and aid in realizing of organizational objectives (Breu & Yasseri, 2023; Zhenjing et al., 2022). According to Noe and Premeaux (1999), performance can be evaluated through indicators such as quality, initiative, and cooperation. Moreover, empirical evidence indicates that work environment and job satisfaction remain key determinants influencing employee performance across sectors (Muarifudin & Prasetyo, 2025)

The work environment refers to the overall setting in which employees conduct their tasks and interact, encompassing all elements that influence the execution of their roles and responsibilities (Nurlaela & Trianasari, 2021) t represents the daily situational conditions that shape employee comfort, functional effectiveness, and the quality of work outcomes. Conceptually, the work environment is composed of both physical dimensions such as workspace layout, ventilation, cleanliness, and safety and psychosocial dimensions, including interpersonal relations and organizational culture. (de León et al., 2020) further identifies essential environmental indicators such as lighting, ambient temperature, and noise levels, which directly determine employees' physiological and psychological comfort at work. In addition to environmental factors, job satisfaction constitutes a pivotal determinant of employee performance. According to (Fauziah et al., 2022) job satisfaction reflects employees' evaluations, emotional responses, and attitudes toward their work, which are closely associated with the fulfillment of personal needs and desires through work activities. Employees inherently seek satisfaction from their roles, and their satisfaction increases when job attributes align with individual expectations. Higher levels of job satisfaction generally translate into improved work engagement and enhanced performance. (Nurlaela & Trianasari, 2021) notes that key indicators of job satisfaction encompass job characteristics, promotion opportunities, and the quality of workgroup relations.

Located at Jl. Raya Singosari No.7, Song Song, Ardimulyo, Singosari District, Malang Regency, East Java, the Singosari Industrial Training Center (BLKI) employs 51 people and is a technical implementation unit under the jurisdiction of the East Java Provincial Manpower Office. The Singosari Industrial Training Center's 2025 staff statistics are listed below. In order to better prepare the community for competition in the labor market, this Industrial Training Center functions as a vocational training facility. Professional, productive employees that prioritize service quality are needed to carry out this role successfully. BLKI Singosari continues to confront formidable obstacles. A number of BLKI Singosari workers have expressed dissatisfaction with the physical aspects of their workspaces, including inadequate lighting and antiquated amenities, which are detrimental to productivity. Additionally, there is frequently insufficient lighting in the practice rooms and workshop. Participants report experiencing eye

strain as a result of either too bright or too low light. In addition to illumination, BLKI Singosari has high noise levels, particularly in the workshop area where machines and tools are operating. These levels can be unsettling and lead to stress, communication problems, and hearing damage. Job happiness is another environmental factor influencing BLKI Singosari employees' performance. The absence of career development opportunities for staff members is currently a pressing issue at BLKI Singosari. The two aforementioned aspects must be considered in order to have excellent human resources and provide high and good performance.

Empirical studies on the association between workplace conditions job satisfaction, and employee performance have produced mixed conclusions. Research by (Lestari & Dwita, 2025) demonstrates that the work environment does not exert a positive or significant impact on employee performance. Conversely, findings from (Nurlaela & Trianasari, 2021) show that both the occupational environment and job satisfaction significantly enhance employee performance. Meanwhile, (Fauziah et al., 2022) report that job satisfaction does not significantly affect employee performance, suggesting the presence of other dominant contributing factors. Adding to this empirical inconsistency, a literatur by (Zhenjing et al., 2022) confirms that a supportive workplace environment substantially improves employee performance, indicating that the effect of environmental conditions may vary across organizational contexts. These divergent findings reinforce the need for further investigation. Accordingly, this study re-evaluates the extent to which workplace conditions and job satisfaction shape employee performance by integrating both variables within a unified analytical framework. The novelty of this research lies in positioning these two constructs as comprehensive determinants of employee performance at BLKI Singosari, where they are presumed to reflect key organizational factors shaping productivity.

Research Methods

Population and Sample

The population of this research encompassed the entire workforce of BLK Singosari. The sampling process employed a saturated sampling technique, whereby all members of the population were included as participants., where the entire population was used as a sample. Based on this technique, the total number of employees is 51, which will be used as the sample. According to Bayley (1978), research that uses statistical data analysis requires a minimum sample size of 30, which means that the number of BLK Singosari employees is sufficient to be used as a sample. This type of research is associative causal-associative research employing a quantitative design. Based o (Creswell, 2009)**,** associative causal research is designed to examine the relationship and potential influence among two or more variables within a structured analytical framework. In this approach, researchers may employ multiple data sources to strengthen the validity of their findings. Primary data refer to information collected directly from original respondents or phenomena, while secondary data consist of information obtained indirectly through documents, publications, or records compiled by other parties (Sekaran & Bougie, 2013)

Data Analysis Method

The software used in the data analysis for this study was Smart PLS version 4.1.1.4. Before the data analysis was conducted, the following preparations were made:

Validity Test

According to Ghozali (2011), the validity test aims to assess whether a questionnaire can truly be used to measure what is being researched. The validity test is used to see the extent to what sort of the indicators measure what should be measured by the construct (Hair et al., 2006). If the instrument used to measure the object to be measured is considered valid, the Kaiser Meyer Olkin value is used to test validity. The provisions for calculating validity are as follows :
a. If the Kaiser Meyer Olkin value is > 0.6, the instrument data is declared valid.
b. If the Kaiser Meyer Olkin value is < 0.6, the instrument data is declared invalid.

Reliability Test

According to (Tavakol & Dennick, 2011) testing serves as an essential procedure for evaluating the consistency of measurement instruments, particularly questionnaires that represent variable indicators. An instrument is considered reliable when it demonstrates stable and repeatable results under similar measurement conditions. Within Likert-based assessments, one of the most widely employed approaches for evaluating reliability is Cronbach's Alpha, which evaluates internal consistency namely the degree to which items within a construct are interrelated and collectively measure the same underlying concept.

As noted by (Tavakol & Dennick, 2011) Cronbach's Alpha values of **0.60 or higher** are generally interpreted as indicative of acceptable instrument reliability in social science research. In this study, reliability evaluation was conducted by calculating the Cronbach's Alpha coefficient for each variable to ensure that the measurement instruments utilized were dependable and met the required psychometric standards.

Model Measurement (Outer Model)

Discriminant Validity Test

Validity testing is used to assess whether a construct has adequate discriminant validity, meaning that the indicator loading value for that the construct is required to have a higher score than the loading value for other constructs. In practice, discriminant validity testing is conducted using SmartPLS 4.1.1.6 software, through cross-loading analysis and the Fornell-Larcker criteria as indicators of differentiation between constructs.

Cronbach Alpha

Cronbach's alpha is an index utilized to evaluate the level of internal consistency of a number of indicators used in measuring a construct. Cronbach's Alpha values are used to measure the level of consistency between items in a variable and to assess the extent to which these items can be trusted to represent the same concept. A construct is considered to have good reliability if the Cronbach's Alpha value is greater than 0.5. Meanwhile, a value above 0.3 is still acceptable under certain conditions, especially in the early stages of instrument development (Ghozali, 2015).

Structural Model (Inner Model)

The goal of the inner model testing procedure is to determine whether the associations between latent variables both endogenous and exogenous are indeed statistically significant. This test is also used to verify whether the results from the model analysis supports the previously developed hypotheses. The R coefficient of determination (R-Square), the F-square

test, and cross loading values indicators in evaluating the link between items and constructs (latent variables) can be used to evaluate structural models.

Coefficient of Determination R (R-Square)

In the process of evaluating structural models, the strating stage to consider the R-square value for each endogenous variable (Hair et al., 2006). This value serves as an indicator of the extent to which independent variables can explain the variation that appears in dependent variables. Fluctuations in the R-square value can function to assess the magnitude of the influence of external latent variables in relation to endogenous variables latent variables, while also ensuring that this influence is significant.

Hypothesis testing

According to Ghozali (2015), hypothesis testing can be evaluated using t-statistics and probability values. In testing based on statistics, the threshold value of the t-statistic used is 1.96 at the significance level. Thus, the study's alternative assumption (Ha) can be accepted and the null hypothesis (H0) rejected if the t-statistic value is greater than 1.96. Meanwhile, if the test is based on probability values the alternative hypothesis is considered acceptable when the p-value is less than the 0.05 benchmark

Outer Model Measurement Test

Validity Test

Validity testing in this study was conducted using the SmartPLS 4.1.1.6 application, involving 51 BLKI Singosari employees as respondents. One measure of validity is outer loading. A high outer loading value indicates that the indicator presents a substantial connectionwith the construct, and in this context, a value above 0.70 is considered to meet the validity standard.

Table 1 Outer Loading Values

	Job Satisfaction (X2)	Employee Performance (Y)	Work Environment (X1)
X2.1	0.797		
X2.2	0.800		
X2.3	0.780		
X2.4	0.769		
X2.5	0.818		
X2.6	0.728		
X2.7	0.784		
X2.8	0.809		
X1.1			0.748
X1.2			0.778
X1.3			0.794
X1.4			0.779
X1.5			0.805
X1.6			0.773
X1.7			0.797
X1.8			0.750
Y1		0.782	
Y2		0.805	
Y3		0.766	

Y4		**0.766**	
Y5		**0.739**	
Y6		**0.711**	
Y7		**0.752**	
Y8		**0.725**	
Y9		**0.732**	
Y10		**0.767**	

Source: Processed Data (Smart Pls), 2025

The work environment (X1), job satisfaction (X2), and employee performance (Y) variables' outer loading analysis results show that all indicators have good convergent validity and can accurately represent their respective constructs because the values are above > 0.70. The consistency of the work environment (X1) indicators is demonstrated by their outer loading values, which range from the lowest at 0.748 (X1.1) to the greatest at 0.805 (X1.3). The job satisfaction variable (X2) had a high outer loading of 0.818 (X.2.5) and a lowest value of 0.728 (X.2.6). Meanwhile, with respect to the employee performance construct (Y), the outer loading value was well represented by the indicator 805 (Y.2). Overall, these consistently high outer loading values confirm that each indicator accurately reflects its latent variable in the measurement model.

Reliability test

Table 2 Test Results Construct Realiability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction (X2)	0.911	0.913	0.928	0.618
Employee Performance (Y)	0.914	0.918	0.928	0.564
Work Environment (X1)	0.907	0.909	0.925	0.606

Source: Processed Data (Smart Pls), 2025

All of the study's variables demonstrated good internal consistency, according to the reliability test results. With a Cronbach's Alpha of 0.907 > 0.70, Composite Reliability (rho_a) of 0.909 > 0.70, (rho_c) of 0.925 > 0.70, and AVE of 0.606 > 0.50, the work environment variable (X1) had a very high value, demonstrating convergent validity. The measurement tool is highly reliable, as evidenced by the job satisfaction variable (X2), which has a Cronbach's Alpha of 0.911 > 0.70, Composite Reliability (rho_a) of 0.913 > 0.70, (rho_c) of 0.928 > 0.70, and AVE of 0.618 > 0.50. The leadership communication variable (Y) also shows good reliability with a Cronbach's Alpha of 0.914 > 0.70, Composite Reliability (rho_a) of 0.918 > 0.70, (rho_c) of 0.928 > 0.70, and AVE of 0.564 > 0.50. Based on these results, there is a potential positive relationship between the three variables, where the work environment and job satisfaction have an impact on improving employee performance.

Discriminant Validity Test

Table 3 Results of the Fornell Lacker test

	X1	X2	Y
X1	0.778		
X2	0.913	0.786	
Y	0.873	0.890	0.751

Source: Processed Data (Smart Pls), 2025

The results of the Fornell-Larcker analysis show that the AVE square root value for each construct of Job Satisfaction is 0.786, Employee Performance is 0.751, and Work Environment is 0.778, which is lower than the relatively high correlations between constructs, such as the correlation between Work Environment and Job Satisfaction, which is 0.913. This indicates that there is measurement overlap between constructs, meaning that discriminant validity in the model has not been fully achieved.

Table 4 Result *Discriminant Validity - Cross Loading*

|	Job Satisfaction (X2)	Employee Performance (Y)	Work Environment (X1)
X1.1	0.609	0.582	0.748
X1.2	0.780	0.744	0.778
X1.3	0.809	0.741	0.794
X1.4	0.678	0.678	0.779
X1.5	0.815	0.711	0.805
X1.6	0.636	0.639	0.773
X1.7	0.651	0.660	0.797
X1.8	0.669	0.652	0.750
X2.1	0.797	0.760	0.774
X2.2	0.800	0.717	0.709
X2.3	0.780	0.696	0.757
X2.4	0.769	0.666	0.720
X2.5	0.818	0.745	0.646
X2.6	0.728	0.652	0.600
X2.7	0.784	0.686	0.743
X2.8	0.809	0.664	0.792
Y1	0.748	0.782	0.782
Y2	0.793	0.805	0.728
Y3	0.709	0.766	0.664
Y4	0.607	0.724	0.564
Y5	0.592	0.739	0.656
Y6	0.564	0.711	0.577
Y7	0.825	0.752	0.657
Y8	0.522	0.725	0.580
Y9	0.653	0.732	0.637
Y10	0.573	0.767	0.662

Source: Processed Data (Smart Pls), 2025

The evaluation of discriminant validity through the cross-loading method shows that each indicator is able to reflect the specific construct intended. This can be seen from the higher

loading values on the original variable compared to other variables. The work environment indicators (X1.1–X1.8) are consistent within their own construct with loading values between 0.748 (X1.1) and 0.794 (X1.3). In the job satisfaction variable, indicators X2.1–X2.5 also show solid measurement strength, with loading values ranging from 0.728 (X2.6) to 0.818 (X2.5). Meanwhile, employee performance indicators (Y1–Y10) confirm measurement dominance in their respective dimensions, with loading ranges from 0.522 (Y8) to 0.825 (Y7). These findings confirm that the research variables have unique characteristics and clearly represent different aspects, ensuring that discriminant validity is fulfilled. Significant differences in loading values between indicators in the original construct compared to other constructs also indicate low inter-variable correlations. This condition is important to ensure that each independent variable makes a distinct contribution and does not overlap in the research model.

Path diagram
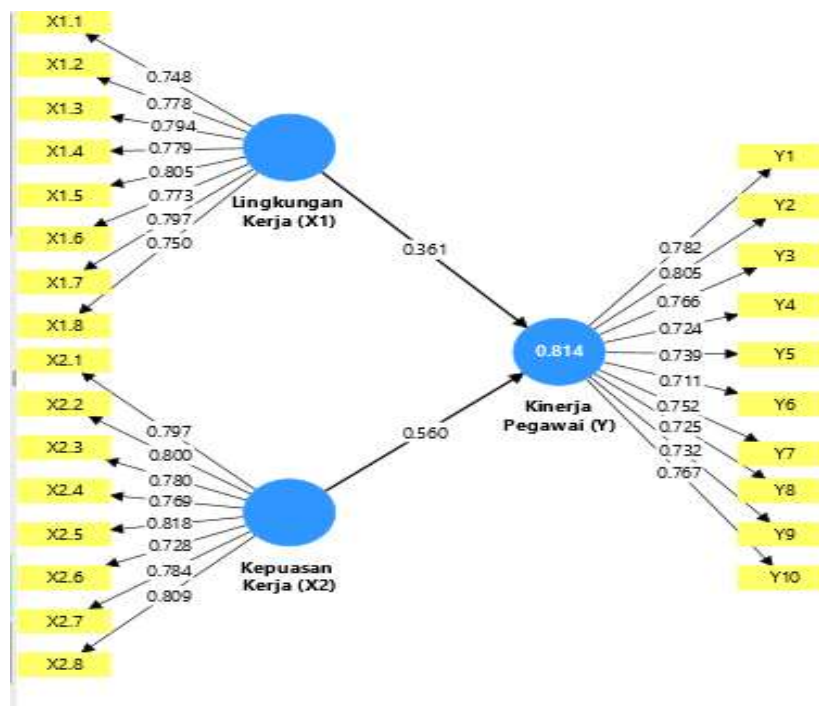
Figure 1 Path Diagram

Source: Processed Data (Smart Pls), 2025

The causal linkages between the variables are displayed in this path diagram. Improved employee performance (Y) appears to be directly influenced by the work environment (X1) with a coefficient of 0.361 and job satisfaction (X2) with a coefficient of 0.560. A number of strong indicators, such as X1.1-X1.8 for work environment with outer loading values > 0.70, X2.1-X. 2.8 for job satisfaction with outer loading values > 0.70, and Y1-Y10 for employee performance with outer loading > 0.70, support each latent variable in this model and show good representation of the constructs being measured.

Structural Model Testing (Inner Mode)

Structural model analysis is applied to assess the correlation between latent constructs by looking at the magnitude of the effect (path coefficient), R² value, F² value, and the significance of the relationship between independent variables in the model (VIF) through the bootstrapping procedure. The main purpose of this analysis is to understand the direction and strength of the

relationship between variables in the model. The following image shows the results of the structural test:

Table 5 Results Variance Inflation Factor (VIF)

	VIF
X1.1	**4.060**
X1.2	**2.014**
X1.3	**2.458**
X1.4	**2.881**
X1.5	**2.355**
X1.6	**3.898**
X1.7	**2.475**
X1.8	**2.966**
X2.1	**2.371**
X2.2	**2.379**
X2.3	**2.429**
X2.4	**2.191**
X2.5	**2.773**
X2.6	**1.947**
X2.7	**2.186**
X2.8	**2.508**
Y1	**2.752**
Y2	**2.566**
Y3	**2.341**
Y4	**2.223**
Y5	**2.590**
Y6	**2.432**
Y7	**2.569**
Y8	**2.058**
Y9	**2.118**
Y10	**2.621**

Source: Processed Data (Smart Pls), 2025

The variance inflation factor (VIF) test results show that variables X1.1 to X1.8 have VIF values between 2.966 and 4.060. Variables X2.1 to X2.8 are in the range of 2.371 to 2.508, while variables Y1 and Y2 show VIF values between 2.621 and 2.752. All of these values are still below the threshold of 10, so there are no serious multicollinearity problems among the variables in the model. Thus, all independent variables are suitable for use together in regression analysis without causing significant bias due to excessive correlation between variables.

Table 6 Result *R-Square*

	R-square	R-square adjusted
Employee Performance (Y)	**0.814**	**0.806**

Source: Processed Data (Smart Pls), 2025

The R-square value pertaining to the employee performance measeu (Y) of 0.814 indicates that 81.4% of the variation in employee performance can be explained by the independent variables in the model. With an R-square value above 0.75, this model falls into the very strong category, confirming that it has good predictive power and does not experience significant

overfitting. In other words, this research model has good predictive power for employee performance, which supports the theoretical and empirical validity of the relationship between the variables studied.

Hypothesis Testing

Hypothesis testing in SmartPLS 4.1.1.4 was executed by evaluating path coefficients, t-statistics, and p-values obtained using the bootstrapping approach

Table 7 Path Coefficient (Direct Hypothesis Testing)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Job Satisfaction (X2) -> Employee Performance (Y)	0.560	0.557	0.163	3.431	0.000
Work Environment (X1) -> Employee Performance (Y)	0.361	0.366	0.169	2.136	0.016

Source: Processed Data (Smart Pls), 2025

There is a considerable influence between the variables under study, according to the results of hypothesis testing based on path coefficients. Work environment (X1) was found to have a favorable impact on employee performance (Y) with a p-value of 0.016 < 0.05 and work satisfaction (X2) with a p-value of 0.000 < 0.05. This suggests that employee performance can be boosted by a positive work environment and job satisfaction. Both correlations are confirmed by high t-statistic values, which demonstrate that each predictor variable makes a real contribution to the variable it influences.

Testing the First Hypothesis (H1)

The hypothesis evaluation results show an original sample (O) value of 0.361, with T-statistics of 2.136 and a significance value (p-value) of 0.016. A p-value smaller than the conventional significance level (0.05) indicates that there is a statistically significant relationship between the work environment and employee performance. This finding indicates that the work environment contributes positively to improving employee performance. Therefore, the hypothesis that the work environment (X1) has a positive effect on employee performance (Y) **(H1) is accepted.**

Testing the Second Hypothesis (H2)

The hypothesis testing results show an original sample (O) value of 0.560, with T-statistics of 3.431 and a significance value (p-value) of 0.000. A p-value smaller than the conventional significance level (0.05) indicates that there is a statistically significant relationship between job satisfaction and employee performance. This finding indicates that job satisfaction contributes positively to improved employee performance. Therefore, the hypothesis that the work environment (X1) has a positive effect on employee performance (Y) **(H2) is accepted.**

Hypothesis Testing Path Diagram
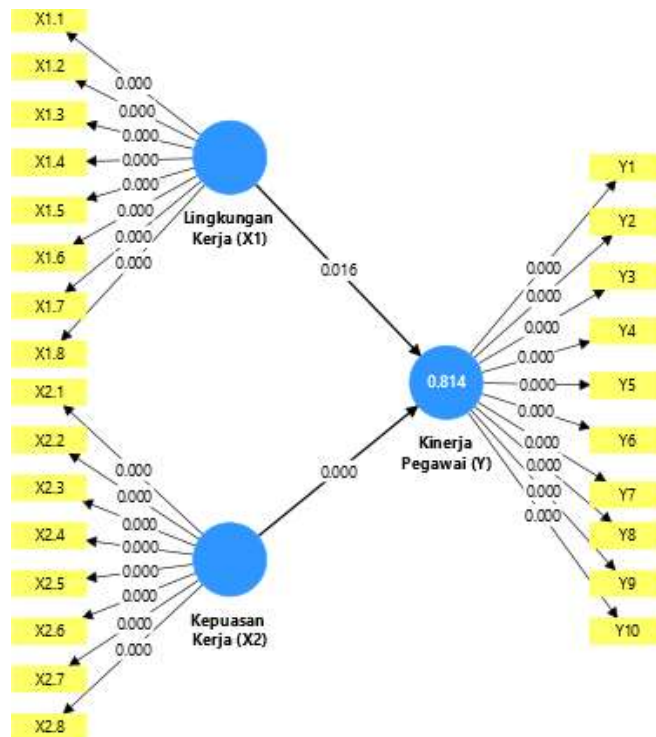
Figure 2 Hypothesis Testing Path Diagram

Source: Processed Data (Smart Pls), 2025

The outcomes of bootstrapping analysis on the PLS model show that all causal relationships tested, namely the effect of work environment toward employee performance and the effect of job satisfaction on employee performance, are statistically significant with a very small p-value (0.000). These findings confirm that these relationships actually occur in the population and are not merely coincidental. The two predictor variables simultaneously explain 81.4% of the performance variability among employees, so the model can be said to be quite effective in predicting employee performance.

Discussion

The influence of the work environment on employee performance

The hypothesis testing results indicate a p-value of 0.016, which is below the 0.05 significance threshold. Therefore, the first hypothesis (H1) stating that the work environment positively influences employee performance is supported

The effect of job satisfaction on employee performance

The hypothesis test results show that the p-value is 0.000, which is smaller than the significance level of 0.05. Thus, the second hypothesis (H2), which states that job satisfaction has a positive effect on employee performance at BLKI Singosari, can be accepted. This means that the higher the level of job satisfaction felt by employees, the better their performance will be. Conversely, if job satisfaction is low, employee performance tends to decline. This finding is in line with research conducted by Nurul Fitria Yulita et al., (2023), which

states that the higher the job satisfaction, the better the performance. Conversely, if job satisfaction is low, performance will decline.

Conclusion

This study seeks to investigate the extent to which the work environment and job satisfaction influence employee performance at the Singosari Industrial Training Center (BLKI). A quantitative research design with a causal–associative orientation was employed to identify directional relationships among variables. The entire population of 51 employees served as the research sample through a saturated sampling technique. Data were gathered using structured questionnaires and subsequently processed using the SmartPLS 4.1.1.4 analytical software.

The empirical results reveal an R-square value of 0.814, indicating that 81.4% of the variance in employee performance is attributable to the work environment and job satisfaction. The path coefficient for the work environment's influence on performance is 0.361, whereas job satisfaction demonstrates a coefficient of 0.560. Both coefficients confirm that these variables exert a positive and statistically significant effect on employee performance. Despite contributing meaningful insights, this study acknowledges several methodological constraints. The relatively small sample size limited to 51 BLKI Singosari employees restricts the generalizability of the findings to broader institutional contexts. Additionally, reliance solely on primary data without methodological triangulation may reduce analytical richness. The Fornell Larcker discriminant validity assessment also indicates minor construct overlap, suggesting measurement refinement may be beneficial. Future research is encouraged to expand the sampling frame to include BLKIs in different regions as well as private training institutions, incorporate moderating variables such as intrinsic motivation, and adopt mixed-methods approaches to yield more holistic and robust conclusions.

Acknowledgement

References

Abdullah, C., Mamun, A., Abdullah, C., & Mamun, A. (2025). *" Factors affecting employee turnover and sound retention strategies in business organization : a conceptual view " Factors affecting employee turnover and sound retention strategies in business organization : a conceptual view*. https://doi.org/10.21511/ppm.15(1).2017.06

Anggiani, S., Widayat, T. A., & Fatonah, F. (2024). *The influence of competence on organizational performance in government institutions : A case study*. https://doi.org/https://doi.org/10.55324/iss.v4i1.756

Breu, A., & Yasseri, T. (2023). What drives passion? An empirical examination on the impact of personality trait interactions and job environments on work passion. *Current Psychology*, *42*(17), 14350–14367. https://doi.org/10.1007/s12144-022-02717-8

Creswell, W. J. (2009). Research Design: Qualitative, Quantitative, and Methods Approaches. In *SAGE Publications*.

de León, L. P., Mangin, J. P. L., & Ballesteros, S. (2020). Psychosocial determinants of quality of life and active aging. A structural equation model. *International Journal of Environmental Research and Public Health*, *17*(17), 1–10. https://doi.org/10.3390/ijerph17176023

Fauziah, V., Zebua, Y., Saol, R., & Hendry, M. (2022). *Pengaruh Lingkungan Kerja , Kepuasan Kerja , Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Pegawai Dinas Kesehatan Kabupaten Labuhanbatu*. *10*(1).

Herman, H., Amin, S., Adriani, Z., & Rosita, S. (2024). *Human Resource Management in the Digital Era*. *6*(2), 1070–1082. https://doi.org/https://doi.org/10.38035/dijemss.v6i2

Lestari, S. A., & Dwita, F. (2025). *Pengaruh Lingkungan Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Dasa Windu Agung Abstrak Pendahuluan*. *8*(3), 1257–1268.

Muarifudin, & Prasetyo, A. (2025). *Journal Economic Insights*. *4*(2), 10–24. https://jei.uniss.ac.id/

Nurlaela, A., & Trianasari. (2021). *Pengaruh lingkungan kerja dan kepuasan kerja terhadap kinerja pegawai pada dinas sosial kabupaten karangasem*. *7*(1), 62–70.

Sekaran, U., & Bougie, R. (2013). Research Methods for Business: A Skill-Building Approach. In *Leadership & Organization Development Journal* (Vol. 34, Issue 7). https://doi.org/10.1108/lodj-06-2013-0079

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, *2*, 53–55. https://doi.org/10.5116/ijme.4dfb.8dfd

Zhenjing, G., Chupradit, S., Ku, K. Y., & Nassani, A. A. (2022). *Impact of Employees ' Workplace Environment on Employees ' Performance : A Multi-Mediation Model*. *10*(May). https://doi.org/10.3389/fpubh.2022.890400

Hair J.E., Anderson R.E., Tatam R.L., dan B. W. C. (2006). Multivariate Data Analisis Dan Non Parametrik Statisik Untuk Penelitian Bidang Manajemen. 231.

L. H Ghozali, Imam. (2015). Partial Least Squares Konsep Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.0 (p. 490). Undip.