

The Influence of Leadership and Work Environment on the Performance of Production Division Employees at PT. X

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Keywords : Leadership, Employee Performance, Work Environment, Production Division

Abstract: Amid the increasingly intense business competition, a company's ability to adapt dynamically and manage its human resources optimally has become a key factor in achieving long-term excellence and success. Employees are regarded as strategic assets who not only carry out operational tasks but also play an active role in achieving the company's goals. This study was conducted to analyze the extent to which leadership and work environment influence employee performance at PT. X. The research focuses on the production division, which plays a vital role in supporting the overall business process. A quantitative approach was employed, utilizing Partial Least Square (PLS) analysis, and the sample was determined using a saturated sampling method, involving all 62 employees in the production division. The findings indicate that leadership style has a constructive impact on employee performance, while the work environment also contributes positively to enhancing employee performance.

Introduction

In today's competitive and dynamic industrial era, companies are required to maintain operational stability and continuously improve productivity. One of the crucial aspects that support a company's success is employee performance, which is influenced by leadership and a conducive work environment. Employees themselves are strategic assets who play an essential role in achieving organizational goals. Therefore, efforts to improve leadership quality and create a comfortable work environment are vital.

According to Pangestu & Setiawan (2022), performance is the result achieved in terms of both quantity and quality by employees in carrying out their duties. Meanwhile, Ahmad Almahdi & Adiwayat (2022) state that employee performance plays a key role in achieving company goals and also serves as a benchmark to measure how optimally human resources have performed. Performance is the result of work carried out by an employee to fulfill the tasks and responsibilities assigned to them. If performance is optimal, it indicates that the

company's human resources are functioning effectively and capable of achieving organizational objectives.

Hasnur (2022) defines performance as the achievement of work results in terms of both quality and quantity, accomplished by an employee in carrying out their duties in accordance with assigned responsibilities. H.A et al., (2023) Employee performance is often viewed as a combination of output, effectiveness, and efficiency, which directly contributes to increased productivity. Rokhayati et al., (2022) explain that performance is shaped by employees' experience, dedication, time management, and skills.

Based on the above studies, it can be concluded that employee performance is the result of tasks carried out by employees as determined by the company. Employee performance outcomes are evaluated to determine whether they meet established quality standards or require improvement. In a study conducted by Rajagukguk et al., (2021), based on the framework of Sutrisno, employee performance can be assessed using several indicators: quality, quantity, timeliness, and teamwork.

Shafa & Sulastri (2021) mention several factors that can influence employee performance, including environmental factors, leadership, compensation, work climate, organizational culture, and organizational commitment. Many cases also show a decline in employee performance. According to Yohanis et al., (2023), this may be due to discomfort in the workplace, inadequate skills, insufficient wages, and job dissatisfaction. Therefore, performance is a fundamental element in achieving organizational goals. It can be concluded that employee performance is a core factor in reaching organizational objectives and is influenced by various internal company aspects.

PT. X is a biomass manufacturing company in Indonesia engaged in wood pellet production as a renewable energy source. Despite its significant potential in the alternative energy sector, the company faces serious challenges in maintaining stable production levels. The gap between production targets and actual output shows a declining trend over years, indicating operational challenges that need urgent attention. The situation at PT. X reflects difficulties in sustaining stable production levels, with the gap between target and realization occurring over the past four years.

Based on PT. X's production data from 2021 to 2024, it is evident that actual production has declined annually, despite realistic targets that align with machine capacity, employee capabilities, and existing market demand. This condition suggests room for improvement in operational execution, particularly in optimizing work systems and human resource management. Through continuous evaluation and improvement, the company is expected to achieve production targets more effectively while maintaining competitiveness and contributing to the renewable energy industry.

Based on a brief interview with PT. X representatives, the raw material needed by companies to produce wood pellets is sawdust which is classified as waste or residue from furniture and woodworking companies. Since the Covid-19 pandemic, the availability of saws on the market has decreased significantly and this has become one of the biggest challenges for the company.

This is also possible as a reflection of the leadership style applied in the organization, where strategic decision making is more focused on the highest leadership to ensure prudence, control and conformity with the company's vision. For technical or routine matters that do not have a major impact on the company, they could be decided by department managers and reported the progress and result to the director. In carrying out its operations, the director performs task delegation and result evaluation to each department.

Limited delegation of tasks, carrying out regular evaluations, and employee capacity development programs can have an impact on the formation of work patterns that lack initiative and are less than optimal in developing skills. In the long term, this condition has the potential to affect overall productivity levels. This condition could improve production process, leadership, and company competitiveness.

Work environment at PT. X has challenges such as ventilation, machine noise, and temperature in the production area. These factors contribute to reduced comfort, increased physical fatigue, and can impact productivity to meet production targets.

A. Leadership on Employee Performance

According to Burhanuddin et al., (2022), leadership is the process of influencing and setting an example for subordinates to achieve organizational goals, in which the role of the leader becomes a strategic center in driving all company activities through responsibility, self-confidence, commitment, assertiveness, and the ability to build good relationships with employees. Similarly, Intan et al., (2022) define leadership as a way for a leader to influence the behavior of subordinates to follow directives and work productively toward achieving set goals. Effective leadership provides direction and builds employee confidence, which in turn fosters motivation to perform their duties (Pancasila et al., 2020).

Leadership is an approach to influence, guide, and direct team members to work optimally and efficiently. This role also includes fostering discipline, responsibility, and enhancing motivation within the organization. When implemented effectively, leadership can have a positive impact on individual development and the company's progress. A study by Firmansyah & Maria (2022) identifies several indicators to assess leadership quality, including decision-making, motivation, communication, control over subordinates, responsibility, and emotional regulation.

Fitriani (2023) emphasizes that effective leadership plays a crucial role in enhancing employee performance, while poor leadership may negatively impact productivity. According to Intan et al., (2022), good leadership not only directs but also motivates employees to work optimally toward targets, thereby contributing to the company's growth and development. Proper leadership practices can lead to productivity that is result-oriented and maximized. Constructive feedback can be thoughtfully considered, resulting in policies that are more relevant, adaptive, and sustainable for organizational advancement. Leadership is presumed to have a significant influence on employee performance, as supported by the findings of Burhanuddin et al., (2022), which indicate that leadership has a statistically significant and positive effect on employee performance.

These findings are in line with the results of studies conducted by Burhanuddin et al., (2022), Firmansyah & Maria (2022), and Bahrudin & Iryanti (2023), but contrast with the research conducted by Huda & Abdullah (2022) and Maini & Tanno (2021), which state that leadership does not have a significant effect on employee performance. Based on this discussion, the following hypothesis is formulated:

H1: Leadership has a positive influence on Employee Performance

B. Work Environment on Employee Performance

In addition to leadership, another factor that influences employee performance is the work environment, which also plays a significant role. According to Albasari & Adiwati (2023), the work environment is a force that can influence performance both directly and indirectly. A conducive work environment can provide a sense of security and enable employees to perform more optimally. Hartadi (2023) states that it is essential to create a good and conducive work environment to make employees feel motivated, comfortable, and satisfied when completing their assigned tasks. The work environment encompasses all factors

surrounding employees that affect them in performing their duties, both physically and psychologically (Badrianto & Ekhsan, 2021).

A work environment equipped with adequate, comfortable, and safe facilities can enhance job satisfaction and employee productivity. Conversely, an unsupportive work environment—such as high work pressure, poor interpersonal relationships, or a lack of supportive facilities—can hinder employee performance. According to Sunyoto, as cited in Anugrah & Adiwati (2022), the work environment can be measured through several indicators, including noise levels, workplace regulations, lighting, and air circulation.

According to Albasari & Adiwati (2023), the work environment plays a vital role in influencing company performance, both directly and indirectly. Mulyeni et al., (2024) state that companies must be capable of identifying factors that support employees in benefiting from a positive work environment. Both physical and non-physical aspects of the work environment can impact employee performance and company effectiveness. A comfortable and conducive environment not only ensures employees feel secure but also enables them to perform at their best. Furthermore, a positive workplace atmosphere can help shape employees' emotions positively, enhance motivation, and drive higher productivity. Research conducted by Anugrah & Adiwati (2022) demonstrates that the work environment positively affects and contributes to employee performance.

Several previous studies Anugrah & Adiwati (2022), Shafa & Sulastri (2021), and Hartadi (2023) have shown that the work environment influences employee performance. However, these findings differ from the results of studies by Albasari & Adiwati (2023) and Hurun'in & Edho Rian Kurniawan (2023), which state that there is no significant effect. Based on this discussion, the following hypothesis is proposed:

H2: Work Environment has a positive influence on Employee Performance

Several previous studies have explored the impact of leadership on employee performance and the relationship between the work environment and productivity. However, limited research has examined both variables simultaneously within the context of the biomass industry in Indonesia, which is marked by extreme working conditions and centralized organizational structures. This study adopts an integrative approach to analyze both factors, offering new insights to the literature and practical solutions for similar industrial sectors.

The research was conducted to examine the influence of leadership and work environment on the performance of production division employees at PT. X, aiming to support the company in improving current conditions. It seeks to answer whether leadership and the work environment each have a positive effect on employee performance. The findings are expected to guide the development of strategies to enhance leadership practices and work environment management for better overall human resource performance.

Research Method

This study employs a quantitative methodology, with data analysis techniques utilizing Partial Least Squares (PLS). The objective of this research is to examine the relationships among variables that influence employee performance at PT. X. The population in this study consists of all employees working in the production department of PT. X, totaling 62 individuals. Due to the relatively small population size, a saturated sampling technique was used, in which the entire population was taken as the research sample.

Data were collected through interviews, direct observations, and questionnaire distribution. The research instrument used a five-point Likert scale questionnaire as the measurement tool. Data analysis was conducted using the Partial Least Squares (PLS)

approach to examine the relationships between leadership (X1), work environment (X2), and employee performance (Y) at PT. X. All data processing was carried out with the assistance of SmartPLS software.

Based on this background, there is a theoretical foundation suggesting that various factors, such as leadership style and working conditions, play a role in influencing overall employee performance. Therefore, the conceptual framework of this study is constructed as illustrated in the following figure.

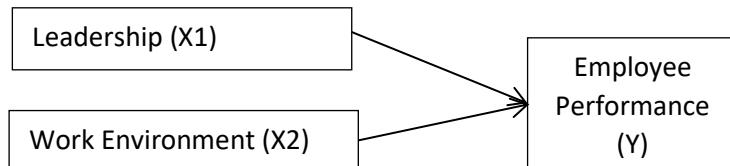


Figure 1. Conceptual Framework

Result and Discussion

The data analysis technique used in this study is Partial Least Squares Structural Equation Modeling (PLS-SEM). This method is particularly suitable for modeling relationships between latent variables that cannot be measured directly but are instead assessed through indicators. By using this approach, it is possible to explain the theoretical relationships between dependent and independent variables.

The model evaluation in the PLS approach consists of two main components: the outer model, which relates to the measurement of indicators, and the inner model, which describes the relationships between constructs. Both components are analyzed simultaneously to assess the level of validity and reliability in hypothesis testing. Based on the evaluation of outer loading values in this study, the Leadership variable (X1) consists of 6 indicators, the Work Environment variable (X2) consists of 4 indicators, and the Employee Performance variable (Y) consists of 4 indicators.

Path Diagram

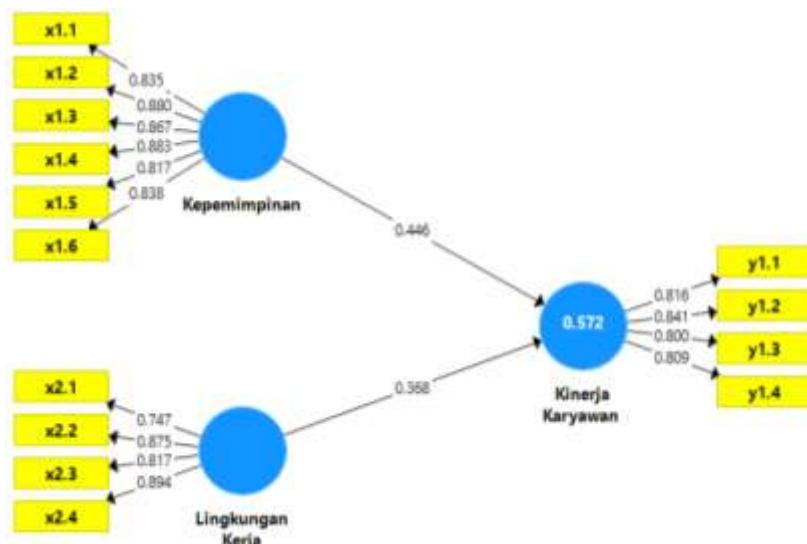


Figure 2. Path Diagram (Outer Model)

Convergent Validity

Table 1. Outer Loading

Variabel	Indikator	Outer Loading	Keterangan
Leadership (X1)	X1.1	0,835	Valid
	X1.2	0,880	Valid
	X1.3	0,867	Valid
	X1.4	0,883	Valid
	X1.5	0,817	Valid
	X1.6	0,838	Valid
Work Environment (X2)	X2.1	0,747	Valid
	X2.2	0,875	Valid
	X2.3	0,817	Valid
	X2.4	0,894	Valid
Employee Performance (Y)	Y1.1	0,816	Valid
	Y1.2	0,841	Valid
	Y1.3	0,800	Valid
	Y1.4	0,809	Valid

Source: Primary data processed, 2025

Based on the table above, it can be explained that the dominant indicator of the Leadership variable, as shown by the outer loading values, is the fourth indicator, with the highest outer loading score of 0.883. This indicates that the ability to control subordinates makes the most significant contribution to shaping respondents' perceptions of the effectiveness of leadership practices.

Meanwhile, the results of the outer loading analysis for the Work Environment variable show that the most influential indicator is also the fourth one, with the highest outer loading value of 0.894. This suggests that the quality of air circulation and workplace temperature plays the most significant role in shaping respondents' perceptions of comfort and the overall effectiveness of the work environment.

For the Employee Performance variable, the most dominant indicator based on the outer loading values is the second indicator, with the highest value of 0.841. This shows that the ability to achieve work targets contributes the most strongly to respondents' perceptions of their performance. Overall, this indicates that respondents have a highly positive perception of their performance within the work environment.

Table 2. Construct Reliability and Validity Result

Variabel	Cronbach's Alpha	Composite Reliability	AVE	Keterangan
Leadership (X1)	0,925	0,942	0,729	Valid
Work Environment (X2)	0,854	0,902	0,698	Valid
Employee Performance (Y)	0,834	0,889	0,667	Valid

Source: Primary data processed, 2025

Based on the data processing results presented in Table 2, it is known that the Average Variance Extracted (AVE) values for each variable Leadership (X1), Work Environment (X2), and Employee Performance (Y) are all above 0.5. The AVE values for the Leadership variable are 0.729, Work Environment 0.698, and Employee Performance 0.667. These values indicate that each variable meets the convergent validity requirements, as they are able to explain more than 50% of the variance of their respective indicators in measuring the constructs. Thus, it can be concluded that all variables in this model have good validity, and the indicators used adequately represent their respective constructs.

For Composite Reliability, all variables have composite reliability values greater than 0.7. Therefore, it can be concluded that all indicators within each construct demonstrate good

internal consistency, making all variables in this study reliable. A variable can be considered reliable if its Cronbach's Alpha value is greater than 0.70. Based on the results shown in Table 2, all variables in this study meet this criterion, each showing a Cronbach's Alpha value above 0.70. Consequently, it can be concluded that the instruments used to measure these variables are reliable.

Table 3. R-Square Result

Variabel	R Square	R Square Adjusted
Employee Performance (Y)	0,572	0,558

Source: Primary data processed, 2025

Evaluation of the structural model was carried out by examining the R Square value, which serves as an indicator of the goodness-of-fit for the constructed model. The assessment of the inner model is reflected through the magnitude of the R Square value in the relationships among latent variables. This R^2 value indicates the extent to which exogenous (independent) variables explain the variance in the endogenous (dependent) variable within the model.

R Square is used to determine how much influence the independent variables have on the dependent variable in a research model. Based on the R Square value shown in the table, the Employee Performance variable (Y) has a value of 0.572. This means that the Leadership (X1) and Work Environment (X2) variables collectively explain 57.2% of the variance in Employee Performance, while the remaining 42.8% is explained by other factors not included in this model. Additionally, the Adjusted R Square value of 0.558 indicates an adjustment made based on the number of predictor variables, which still reflects a reasonably strong predictive power within the model.

The inner model functions to analyze the relationships among latent variables, providing an overview of how one variable influences another.

Table 4. Bootstrapping Result

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership (X1) → Employee Performance (Y)	0,446	0,437	0,138	3,231
Work Environment (X2) → Employee Performance (Y)	0,368	0,382	0,133	2,777

Source: Primary data processed, 2025

Based on the analysis results, it was found that the leadership variable (X1) has a positive and significant effect on employee performance (Y) at PT. X. This is evident from the original sample value, which shows a positive figure, as well as a P-value 0.001 less than 0.05 and a T-statistic 3.231 greater than 1.96, indicating that the hypothesis is accepted. In other words, the better the quality of leadership implemented, the higher the performance

demonstrated by employees. Effective leadership is capable of providing clear work direction, supervising task execution, and offering regular feedback, all of which contribute to increased productivity and the achievement of optimal work results.

This finding is further supported by observations in the production division, where the leader's role in managing and directing subordinates proves to be crucial. In a work environment that demands efficiency and timeliness, leaders who can maintain discipline, overcome work-related obstacles, and motivate their teams significantly contribute to smooth operations. The dominant indicators of the leadership variable are the leader's ability to delegate tasks proportionally and provide work motivation. These findings are consistent with previous studies by Burhanuddin et al., (2022), Firmansyah & Maria (2022), dan (Bahrudin & Iryanti, 2023), which also state that good leadership positively influences employee performance within an organization.

Based on the results of the analysis conducted, it is known that the work environment variable (X2) has a positive and significant effect on employee performance (Y) at PT. X. This is demonstrated by the positive original sample value, a P-value 0,003 less than 0.05, and a T-statistic 2,777 greater than 1.96, thus supporting the hypothesis. In other words, the more conducive the work environment perceived by employees, the better the performance they exhibit. A comfortable and supportive work environment plays an important role in enhancing employee productivity and effectiveness within the organization.

In the production division of PT. X, the contribution of the work environment to employee performance can be seen from the aspect of good air circulation. Adequate air circulation not only improves physical comfort but also affects employees' concentration, endurance, and work enthusiasm. In production areas characterized by high activity levels and enclosed spaces, a not wide ventilation can reduce air quality, leading to quicker fatigue. Conversely, smooth air circulation creates a fresher work environment that helps employees work more focused and efficiently. These findings align with the studies of (Anugrah & Adiwati, 2022), (Shafa & Sulastri, 2021), and (Hartadi, 2023), which state that the quality of the work environment contributes positively to the improvement of employee performance.

Conclusion

Based on the analysis using SEM PLS, it was found that both leadership and work environment variables have a positive and significant effect on the performance of production division employees at PT. X. Effective and supportive leadership has been shown to motivate employees to work more optimally, increase their sense of responsibility, and produce higher-quality and more productive performance, as indicated by the dominant indicator the ability to influence subordinates with an outer loading value of 0.883. Meanwhile, a comfortable, safe, and conducive work environment also contributes to enhanced employee performance, with the main indicator being good air circulation, which has an outer loading value of 0.894. To improve leadership effectiveness, it is recommended that leaders provide clear guidance, distribute tasks evenly, conduct regular evaluations, and encourage competence development through training. At the same time, in order to create a more productive work environment, the company should pay close attention to the air circulation system in the production area by providing adequate mechanical ventilation to support employee health, comfort, and focus at work.

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