

The Role of the Work Environment in Improving Employee Performance

Oktaria Ardika Putri*¹, Binti Mutafarida², Sri Hariyanti³, Sulistyowati⁴, Nabilah Zulviana⁵

^{1,2,3,4,5}IAIN Kediri, Indonesia

Author's Correspondence: oktariaardika@iainkediri.ac.id*¹

Abstract

Every workplace must provide a comfortable and suitable work environment for employees, because the work environment used for work can have an impact on employees in completing the tasks given. This study aims to determine the role of the work environment in improving employee performance at the Prime Car Body Repair Workshop in Malang City. In this study using a descriptive qualitative approach. Data collection techniques using observation, interviews, and documentation. The results of this study indicate that the physical work environment in the Perdana Body Repair Car Workshop in Malang City is good and not good. A good physical work environment, namely cleanliness, lighting, security, equipment, and room layout. As for the physical work environment that is not good, namely air circulation and noise that appears. While the non-physical environment, the relationship between leaders and employees is well established. Employee performance at the Prime Car Body Repair workshop in Malang City is good, seen from the employee performance indicators that have been fulfilled, namely in terms of quality, quantity, time, cost reduction, supervision, as well as the relationship between employees. The role of the work environment, both physical and non-physical, has encouraged employees to improve performance at the Perdana Body Repair Car Workshop in Malang City.

Keywords: Work Environment; Employee Performance

A. Introduction

Working to earn a living is a necessity for every human being, not only to meet daily needs but also to avoid poverty and poverty in every human being. Allah has guaranteed sustenance to people who are working so we don't have to worry about the sustenance that is being sought, and Allah also commands us to look for and pick up sustenance, not waiting to get sustenance.

Human resources or laboris every individual who gives energy, mind, talent, creativity to an organization or company. A very important role for human resources to achieve company goals is that they must have proven and work-worthy abilities, so that they are able to do all the work assigned to them correctly and can complete and produce satisfactory results, both in terms of quality and quantity (Kasmir, 2016).

Employee performance is the most important aspect that needs to be considered in order to achieve the company's vision and mission and targets. Performance is a form regarding the level of achievement of an activity and program as well as policies in realizing the goals, objectives, and vision and mission of the company (Budianto & Katini, 2015). According to Robbins, performance is the amount of effort an individual expends in devoting a certain amount of energy to his work (Machfudi, 2013). Sedarmayanti also explained that performance is a translation of the word performance which means work performance, work implementation, work achievement or work results/for work/work performance (Deni, 2018). While Mangkunegara explained, Employee performance or work performance is the result of work in quality and quantity that has been achieved by an employee in carrying out and completing tasks in accordance with the responsibilities given to him (Chanderson & Suprastha, 2020).

According to Siagian, the factors that influence employee performance are work environment, work motivation, compensation, leadership, communication, job satisfaction, and organizational culture (Sondah, 2002). One factor that is very important to determine the good and bad performance of an employee is the work environment. The work environment is a factor that must be considered in a company to improve employee performance. According to Sedarmayanti, broadly speaking the work environment itself is divided into two parts, namely, the physical work environment and the non-physical work environment (Agora, 2015). The company or place of business that will be researched is the Perdana Body Repair car repair shop in Malang city serving dented car body repair, repaint/repaint, polish, replace car glass and others (<https://idalamat.com/alamat/542593/perdana-body-repair-malang-jawa-timur>).

Table 1.1
Workshop Work Environment Prime Car Body Repair

No.	Factor	Condition
1.	Lighting	The lighting in the workshop is excellent. In the morning until noon the workshop does not need to use a light because the incoming sunlight is sufficient for lighting. Meanwhile, from the afternoon to the evening use bright lights for light in the workshop. In the office, you have to use the help of lights because the office is a closed room.

2.	Layout	The layout of the room and the placement of equipment and equipment are given great attention so that employees have space to work in offices and workshops to use tools and pick up equipment. As well as a good layout can reduce noise in the workplace.
3.	Work relationship	Work relations are of great concern because the workshop always conducts briefings or directions from leaders to employees before activities begin in order to maintain cohesiveness in carrying out tasks. There is team work in completing the task.
4.	Air Temperature and Circulation	The air temperature in the workshop is a little hot and the circulation is not good but this is supported by the existence of blower fans and ventilation and is supported by a high building roof. Due to the existence of lathes and production machines that continue to operate. While the temperature and air circulation in the office is assisted by air conditioning.
5.	Noise	Noise arises when there is friction between the tool and the object being worked on, such as grinding and forging. However, this noise can be minimized by placing the work location and providing room insulation. Production machine drives use electro motors, so they don't produce noise that is too sensitive.

Data Source: Observation Results

In the table above it can be seen that there are work environment factors as well as situations and conditions that are not yet supportive in the workshop environment, namely temperature and hot air circulation which is supported by the presence of a blower and noise that arises when there is friction between the tool and the object being worked on. However, the performance carried out by employees remains optimal and the tasks completed are also good. One of the activities that is always carried out every morning before carrying out activities is briefing. Briefing is carried out for direction so that the tasks given are carried out and completed properly, so that the results of the performance carried out will be in accordance with the desired target (*Observation Data dated March 27, 2023*).

Every employee at the Perdana Body Repair workshop is placed according to their area of expertise, but the head of the Perdana Body Repair workshop also provides

opportunities for employees to study in other fields. The leader gives permission and guidance for work in other fields to motivate employees to work but remains under the supervision of the leadership and does not leave the task in the given field. So that with the opportunity to try a job outside the occupied field, employees can add new knowledge and also new experiences in other fields (*Observation Data dated March 27, 2023*).

According to Hasibuan, tenure is the length of time the workforce works in the company (Kurniawati, 2014). Tenure can be seen from how long the workforce works and devotes himself in a company and how the relationship between the company and its workforce. Muchdarsyah said that in order to build a better cooperative relationship, each party needs to increase their sense of responsibility, courage, sense of belonging and self-awareness in the context of the continuity of the company, so that the workforce can produce in peace so that productivity is high. The performance of an employee who has had years of service or a lot of experience will be different from the performance of an employee who has not had years of service or little experience. The longer the employee's working period, the more experience the employee gets. The following is the working period of employees at the Perdana Body Repair workshop.

Table 1.2
Employee Work Period in the WorkshopPrime Body Repair

No.	Years of service	Respondents
1.	< 1 year	11
2.	15 years	18
3.	6 - 10 Years	10
4.	> 10 Years	9
Amount		48

Data Source: Observation Results

Based on these data, Prime Body Repair workshop employees have worked for less than 1 year by 11 respondents, 1 to 5 years by 18 respondents, more than 10 years by 9 respondents. Even though there are employees who have worked for less than 1 year,

employees will still be guided and given direction in carrying out the tasks assigned to get maximum work results.

With permission and guidance from the leadership for employees to study and try other fields to add new knowledge and new experiences, this can also reduce the gap between leaders and employees. With a good relationship between leaders and employees create a good atmosphere and situation can work because of a sense of belonging so it will create a sense of comfort when working (Interview Data December 1, 2022).

Table 1.3
Workshop Employee Performance Prime Car Body Repair

No.	Indicator	Information
1.	Quality (quality)	Maintain the quality of products produced or repaired. The failure that occurred was not a total and fatal failure. Total failure does not occur in terms of repair or production, but rather tends towards purchasing materials that do not match the size and then being adjusted by the workshop. In every job in the repair or production section there are stages of processing to use machinery. Each machine has its own operator. For the transfer of work in accordance with the order will always be controlled by the head of the workshop. This is to minimize the failure rate. Meanwhile, if an error (failure) occurs, it can be anticipated by means of other repair work, such as patching it again and making it again according to the level of error at the stage so that a total failure does not occur.
2.	Time (term)	At the Prime Body Repair workshop, the accuracy in completing the work within the allotted time. If there is an extension of time due to technical difficulties in the work process, including adjustments between parts and parts, for example, the part that will be repaired is due to damage to one part and the other part of the pair needs repair and adjustment.
3.	Supervision	There is a section head in each section, namely the head of the mechanic and the head of the workshop. The head of the section is in charge of distributing, supervising and checking the work of employees. Supervision and checking are carried out at any time and in stages so that errors do not occur in the process of work, repair and production.
4.	Relations between employees	Help each other in carrying out and completing tasks because there is work done in team work. Team work consists of several operators, namely Machining (work that must use machines, lathes, saws, scrubbers), Welding (Welding, electric welding, argon welding, acetylene

		welding) Grinding (grinding tools and machines), Drilling (drilling tools and machines).
--	--	--

Data Source: Observation Results

Based on the results of observations and description of the background above, the authors are interested in conducting research with the title "The Role of the Work Environment in Improving Employee Performance (**Studies on Automobile Repair Shop Employees Prime Body Repair Malang City**)".

B. Literature Review

1. Work Environment

a. Definition of Work Environment

Quoted from Umi Latifah's thesis according to Sedarmayanti in a book entitled *Human Resources and Work Productivity*, the work environment is as a whole the tools and materials encountered, the surrounding environment in which a person works, the work methods, and work arrangements both as individuals and as a group (Latifah, 2019).

While Nitisemito defines, the work environment is everything that is around the workers who can influence themselves in carrying out the various tasks assigned (Naa, 2017). Sutrisno explained that the work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Suwindo & Sutanto, 2015). From this understanding it can be concluded that the work environment is everything that is around the workers, both facilities and infrastructure that can affect the implementation of work.

b. Type of Work Environment

As quoted from Sri Rahayu's thesis, according to Sedarmayanti, in general, the work environment is divided into two types, namely (Rahayu, 2020):

- 1) Physical Work Environment
- 2) The physical work environment is all physical conditions that exist around the workplace and can affect employees, either directly or indirectly. The physical work environment is divided into two, namely:

- 3) An environment that is directly related to employees. Such as work centers, tables, chairs and so on.
- 4) Intermediary environment or general environment that can affect employee conditions, for example temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color and others.
- 5) Non-Physical Work Environment
- 6) The non-physical work environment is all conditions that occur and are related to work relations, both relations with superiors and relationships among co-workers, or with subordinates.

c. Work Environment Indicators

Quoted from the journal A. Aji Tri Budianto and Amelia Katini it is stated that there are work environment indicators according to Sedarmayanti, namely:

1) Lighting

Lighting is sufficient light to enter the work space of each employee, with sufficient lighting levels to create pleasant working conditions.

2) Air temperatur

Air temperature is how big the temperature is in an employee's work room. Room air temperature that is too hot or too cold will be a pleasant place to work.

3) Noise

Noise is the level of sensitivity of employees that affects the activities of workers.

4) Use of color

The use of color is the selection of the color of the room used for work.

5) Required space

Space for movement is the working position between one employee and another, also including work aids such as: tables, chairs, cupboards, and so on.

6) Ability to work

Ability to work is a condition that can make you feel safe and calm in doing work.

7) Employee-to-employee relations

The relationship between employees and other employees must be harmonious because achieving agency goals will be faster if there is togetherness in carrying out the tasks they are assigned.

2. Employee performance

a. Definition of employee performance

According to Malayu SP Hasibuan, performance is the result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time (Hasibuan, 2006). Meanwhile, according to Mangkunegara, employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Chanderson & Suprastha, 2020).

From this understanding it can be concluded that employee performance is the result of work that has been achieved in quality and quantity in carrying out the duties and responsibilities assigned to each individual within a certain period of time.

b. Employee Assessment Indicators

According to Kasmir, several indicators can be used to measure employee performance, namely (Chanderson & Suprastha, 2020):

1) Quality (quality)

Quality is a result of the completion of an activity that is close to the perfect point. The more perfect the product, the better the performance, conversely if the resulting quality is low then the performance is also low. In practice, a quality of work can be seen from a certain value.

2) Quantity (amount)

Quantity is a result of the completion of an activity indicated in the form of the number of units, units of currency, or the number of activity cycles. Achievement of quantity within the company is expected to produce an amount that is in accordance with the target or exceeds the target that has been set.

3) Time (term)

There are certain types of work that are given a deadline to complete their work. The faster the work is completed, the better the performance, and vice versa, the slower the work is completed, the poorer the performance. If it violates and does not meet the set time, it can be considered as poor performance.

4) Cost Pressure

Costs that come out of each activity in the company that have been budgeted before the activities in the company are carried out. Thus, cost effectiveness is needed in all areas of work that have a budget. Costs incurred such as fixed costs, variable costs or semi-variable costs.

5) Supervision

Supervision is carried out so that employees feel more responsible for their work. If there are irregularities and errors it will be easier to correct and repair as soon as possible.

6) Relations between employees

A good relationship between individuals will create a comfortable atmosphere and cooperation between one another will support each other to produce better work activities.

C. Research Methods

This research uses descriptive qualitative research. Qualitative research is a research method used to examine the condition of natural objects (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by means of triangulation or combinations, data analysis is inductive in nature, and research results emphasize meaning rather than generality. While descriptive research aims to describe systematically and accurately, the facts and characteristics of a particular field (Sugiyono, 2014). This study aims to find out how the work environment is in the Perdana Body Repair car repair shop and the role of the work environment in improving employee performance in the repair shop. The location of this research is the Perdana Body Repair Car Workshop which is located at Jalan Attorney General Suprpto No.7, 3, Klojen, Kec. Klojen, Malang City, East Java.

D. Result and Discussion

Analysis of the Work Environmet of the Perdana Body Repair Car Workshop

From the exposure to the data obtained, the researchers found that the Perdana Body Repair car repair shop had two work environments, namely the physical work environment and the non-physical work environment. The physical working conditions in

the Perdana Body Repair car repair shop can already be said to be good, but there are still some that are not good. The physical environment that can be said to be good is cleanliness, in the workshop there is no garbage scattered and every employee is responsible for the cleanliness of the workshop and office. The lighting in the Perdana Body Repair car repair shop can also be said to be good, because it uses sunlight that can enter from the main door which is always opened and the workshop ventilation. Lighting is used when the weather is cloudy or during overtime at night if necessary. Each machine is also supported with built-in lighting. While in the office the lighting is also bright because it is assisted by lighting. Security at the Perdana Body Repair car repair shop is also very good, because luggage is placed in the locker room inside the workshop and the vehicle parking is in front of the garage gate so that employees can see firsthand people going in and out of the workshop. And CCTV has been installed in the workshop, parking lot and also in the office. Equipment at the Perdana Body Repair car repair shop already supports the work of employees, because the workshop already has lathes, welding machines, drilling milling machines and others. In this workshop, machines and equipment are always maintained so that they are not easily damaged and ready for reuse. The layout of the room in the Perdana Body Repair car repair shop can be said to be good because the arrangement is very concerned about the space for employees to work and to reduce noise, while the physical work environment is not good, namely, the air temperature and circulation in the Perdana Body Repair car repair shop can be said to be not good, because the air temperature in the workshop is a little hot because the engine is operating and to reduce this, it is assisted by a blower and also the main door is always opened so that air circulation in the workshop is good and reduces hot temperatures. As for the office space, the room temperature and air circulation is quite good because it uses air conditioning.

The non-physical environment at the Perdana Body Repair car repair shop has a good working relationship between leaders and employees. leadership and employee relations are well established where the leadership always directs and helps employees and always provides work motivation for employees as well as providing benefits and holding annual activities to establish good relations between leaders and employees and

between employees. Whereas the working relationship between employees is well established where the employees work with a family system so that employees help each other and work well together so that it creates a feeling of comfort when working at the Perdana Body Repair car repair shop.

Workshop Employee Performance Prime Car Body Repair

Employee performance greatly affects the level of success of a company. Good employee performance will result in good development in the company, while poor employee performance will also have an impact on company development. The results of employee performance can be assessed and measured from the aspects of quality, quantity, timeliness, discipline or attendance and cooperation in achieving company goals that have been set.

Based on the results of the research presented in the previous chapter, in measuring the performance of employees at the Perdana Body Repair car repair shop using 4 ways, namely seeing how to master the operation of the machine, knowing other machining functions, knowing and being able to use tools to support the completion of work besides using machining and discipline, industry, conscientiousness and loyalty. Discipline is seen from arriving, leaving and returning to work. Crafts can be seen from the placement and return of tools before and after work, the placement and return of tools before and after work, employees who come directly to do the tasks that have been given, employees take a break from 12.00 to 13.00, and when the work assigned is finished, then the employee will help other parts that have not been completed. Accuracy is seen from the accuracy of employees when working in order to minimize errors in workmanship. And loyalty is seen from the relationship with the company and the working relationship between employees, the existence of good teamwork to get the job done, and the attitude of responsibility at work for the company. Briefing activities are also carried out every day before carrying out work so that it runs according to the target.

At the Perdana Body Repair car repair shop, punctuality is very important. If there is a delay, the repair shop will immediately notify the customer. Supervision is carried out every day and every work process is carried out by the head of the workshop and the leadership, whether directly supervised such as inspections, assisting and directing

employees directly or even through CCTV. This is done in order to minimize the error rate in the process. Discipline in terms of attendance is also very important. If there is a delay, a consequence will be given in the form of cutting wages and not being given food money and if it continues, a warning letter will be given, but if there is information, there is a policy given by the leadership. As well as knowledge and mastery of machines and other supporting tools is very necessary because if there are problems with the machines used, employees can use other supporting tools to complete the job.

At the Perdana Body Repair auto repair shop, the diligence and thoroughness can be seen from the employees who are serious about doing and completing the work as well as in placing and returning work tools. And loyalty must also be owned by every employee because the working system in the workshop is teamwork, so if there are employees who do not have loyalty, the company's goals will not be achieved.

The Role of the Work Environment in Improving the Performance of Workshop Employees Perdana Body Repair Car

The work environment is the circumstances or conditions surrounding the workers during the work process in which the working environment conditions will be very influential to improve the performance of the employees (Rahmatillah & Ramadhani, 2021). According to Mangkunegara, employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Chanderson & Suprastha, 2020). Having a comfortable and safe work environment will motivate and motivate employees to improve their performance in carrying out and completing their work.

The performance of employees at the Perdana Body Repair car repair shop can be said to be quite good and for the physical work environment it can be said to be good and not good, because there are several conditions that make employees uncomfortable. But under these conditions the employees in the workshop continued to work diligently.

The physical work environment at the Perdana Body Repair car repair shop which is said to be good is cleanliness, lighting, security, equipment, and room layout. While the physical work environment at the Perdana Body Repair car repair shop can be said to be unfavorable, including the air temperature and the noise that appears. However, these

deficiencies can be minimized by having a blower and main door that is always open and insulation at the work location.

In this case it can be seen that the role of the non-physical work environment is one of the factors that influence employee performance. A non-physical work environment that encourages employees to improve performance due to good relations between leaders and employees as well as between employees. A good relationship between leaders and employees is that the attitude of the leadership always directs and helps employees and always provides work motivation for employees. Leaders also provide benefits and hold annual activities to establish good relations between leaders and employees and between employees.

According to Kasmir, employee performance indicators can be used to measure employee performance, namely:

a) Quality (quality)

Quality is the result of completing an activity. The more perfect the quality of the product, the better the performance, conversely if the quality is low then the performance is also low. Accuracy in completing work is the way of the Perdana Body Repair car repair shop to maintain the quality of the products produced or repaired. In every job in the repair or production section there are stages of processing to use machinery. Each machine has operator employees according to their respective fields, and if there are problems with the machine, it will use other machinery support tools to complete the work and maintain quality. There are also no complaints from consumers, the workshop also provides a warranty period for improvement with a validity period of 3 months after delivery.

b) Quantity (amount)

Quantity is the result of the completion of activities shown in the form of numbers. The Perdana Body Repair car repair shop in the last 3 years, namely 2020, 2021, 2022, the number of vehicles that have been repaired has always increased and an average of 10-15 cars per day.

c) Time (term)

Punctuality in completing work and attendance discipline are very important to determine employee performance. At the Perdana Body Repair car repair shop, the

time to complete the work depends on how badly the car is damaged, for example, for minor repairs, it takes 1 day to complete, for heavy damage, it takes 2-3 weeks. Employee discipline in attendance, arrival and return from work can be seen from the absence of employees who violate the rules, the few employees who do not come to work and no employees who skip work.

d) Cost emphasis

For minor repairs, the cost of work will be submitted after completion, but for heavy repairs, the estimated cost will be submitted to the customer before work for consideration. When the work is done, the employees are very thorough and careful to minimize the error rate.

e) Supervision

Supervision is important because if there is an error in the process, it can be corrected immediately. Supervision at the Perdana Body Repair car repair shop will always be carried out every day when the work is done by the head of the workshop and the leadership. Like the leadership watching through CCTV and occasionally conducting inspections or helping and directing employees. The transfer of workmanship in accordance with the sequence is also always controlled by the head of the workshop, this is to minimize the failure rate. For work on repairs or repairs in the form of parts or parts will be re-measured as a control. As for the machining unit, trials or (running tests) are carried out before being sent and declared complete.

f) Relations between employees

A good relationship between employees will create a sense of comfort at work. The relationship between employees at the Perdana Body Repair car repair shop is well established where employees work with a family system, such as helping each other and helping each other to build good teamwork, there are annual activities that are always carried out and there are benefits for employees and their families. Employee loyalty is also grown, such as the lack of resigned employees, a sense of responsibility in completing work for the company, thus creating a sense of comfort while working. Coupled with the well-established leadership and employee relations where the

leadership always conducts briefings before starting work, provides direction to employees, is friendly and provides motivation.

E. Conclusion

Conditions of the physical work environment in the workshop Perdana Body Repair car is good. A good physical work environment, namely cleanliness, lighting, security, equipment, and the layout of the work space that has been fulfilled so that it makes you comfortable while working. Air temperature and circulation in the Perdana Body Repair car repair shop can be said to be quite good, because it is assisted by a blower and also the main door is always opened so that air circulation in the workshop is good and for office rooms the temperature and air circulation are quite good because it uses air conditioning. Noise in the Perdana Body Repair car repair shop can also be said to be not good because noise occurs when there is grinding and forging work but can be minimized by placing and insulating the work location.

Employee performance at the Perdana Body Repair car repair shop is good, seen from the employee performance indicators that have been fulfilled, namely in terms of quality, quantity, time, cost reduction, supervision, also the relationship between employees, so it can be concluded that the role of the work environment both physical and non Physical fitness is one of the factors that affect employee performance. A non-physical work environment that encourages employees to improve performance due to good relations between leaders and employees as well as between employees. A good relationship between leaders and employees is that the attitude of the leadership always directs and helps employees and always provides work motivation for employees. Leaders also provide benefits and hold annual activities to establish good relations between leaders and employees and between employees.

References

- Anoraga, Bhirawa and Ari Prasetyo. July 2015. JESTT: Islamic Work Motivation and Islamic Work Ethics for Bank Jatim Syariah Surabaya Branch Employees". Vol. 2 No. 7.
- Budianto, A. Aji Tri and Amelia Katini. October 2015. KREATIF: "The Influence of the Work Environment on Employee Performance at PT Perusahaan Gas Negara (PERSERO) Tbk SBU Distribution Region I Jakarta", Vol. 3, No. 1.

- Chanderson, Lewis and Nyoman Suprastha. 2020. *Managerial and Entrepreneurship Journal*, "The Influence of the Work Environment and Motivation on Employee Performance at PT SUNRISE POLYBAG", Volume II No. 1.
- Creswell, John. 2015. *Research Design: Qualitative, Quantitative, and Mixed Approaches*. Yogyakarta: Student Libraries.
- Deny, Muhammad. 2018. "Discipline and Motivation on the Performance of Public Service Employees", Volume 16 N0. 1.
- Hasibuan, Malayu SP 2006. *Human Resource Management* Jakarta: Earth Script.
- Imam, Mohammad Hairul. M. Djudi Mukzam and Yuniadi Mayowan. November 2016. *Journal of Business Administration (JAB)* "The Influence of the Work Environment and Work Motivation on Employee Performance" (Study on Employees of PT PLN (Persero) Services and Networks in the Situbondo Area), Vol. 40 No. 2.
- Kadarsiman. 2013. *Human Resource Development Management*. Jakarta: Rajawali Press.
- Cashmere. 2016. *Human Resource Management (Theory and Practice)*. Jakarta: Rajawali Press.
- Kurniawati, Irma Dwi. January 2014. *Scientific Journal of Applied Psychology*, "Lifetime with Job Engagement in Employees", Vol. 02, No. 02.
- Latifah, Amy. 2019. Thesis: "The Influence of Wages and the Work Environment on Employee Performance" (Case Study at CV Karya Perdana, Jombang Regency). IAIN Kediri.
- Machfudi, Priest. 2013. *Scientific Publication Manuscript: Effect of Salary, Work Motivation and Work Discipline on the Performance of KJKS BMT Fastabiq Employees in Pati*. Surakarta: University of Surakarta.
- Mean-technics. business.site
- Moleong, Lexy J. 2001. *Qualitative Research Methods*. Bandung: Rosdakarya Youth.
- Sedarmayanti. 2001. *Human Resources and Work Productivity*. Bandung: Mandar Maju.
- Sonda, Siagian. 2002. *Increasing Employee Productivity*, Jakarta: LPMM.
- Sugiyono. 2011. *Quantitative Qualitative Research Methodology and R&D*, Bandung: Alfabeta.
- Suwindo, Diah Indriani and Eddy Madiono Sutanto. September 2015. *JMK*, "Work Environment Relations, Work Discipline, and Employee Performance". Vol. 17, No. 2.
- Winarsih, Wiwin, Aries Veronica, Efidiyana. *Manifestation Journal*. "The Role of the Work Environment on Employee Performance at PT. Musi Prima Karsa Palembang" Vol. 2, No. 2, December 2020.