



## Employees' Work Quality: The Role of Work Comfort and Completeness of Company Facilities

Eddy Madiono Sutanto<sup>1</sup>, Mellisa Subijanto<sup>1</sup>

<sup>1</sup> Business Management Program, Petra Christian University, Indonesia

### Abstract

*Viewed in this world, humans were the most important aspect of a company, and humans had an important role in advancing and improving the company. Therefore, it was necessary to see how much comfort and facilities factors can affect the employees' work quality. This study was conducted to see whether or not there was an influence of work comfort and completeness of company facilities on employees' work quality, with work motivation as the intervening variable. This research used quantitative research, which involved 148 respondents. Data processing in this study used SmartPLS. From the results of data processing from respondents' answers, it concluded that (1) Work comfort had a significant positive effect on work motivation, (2) Work comfort had no significant effect on employees' work quality, (3) Company facilities completeness had a positive significant effect on work motivation, (4) Completeness of company facilities had no significant effect on employees' work quality (5) Work motivation had a significant positive effect on employees' work quality, (6) Work motivation did not mediate significantly the relationship between work comfort on work quality, and (7) Work motivation did not mediate significantly the relationship between completeness of company facilities on work quality. In order to enhance the employees' work quality, the company management should consider using something other than the work comfort and the completeness of working facilities to increase employees' work motivation as the Two Factors Motivation Theory of Frederick Herzberg.*

*Keywords— Work Comfort; Completeness of Company Facilities; Employees' Work Quality; Work Motivation*

### Abstrak

Dilihat di dunia ini, manusia merupakan aspek terpenting dari sebuah perusahaan dan manusia memiliki peran penting untuk memajukan dan meningkatkan perusahaan, oleh karena itu perlu dilihat seberapa besar faktor kenyamanan dan fasilitas dapat mempengaruhi kualitas kerja karyawan. Penelitian ini dilakukan untuk melihat ada tidaknya pengaruh kenyamanan kerja dan kelengkapan fasilitas perusahaan terhadap kualitas kerja karyawan dengan motivasi kerja sebagai variabel intervening. Penelitian ini menggunakan penelitian kuantitatif yang melibatkan 148 responden. Pengolahan data dalam penelitian ini menggunakan SmartPLS. Dari hasil pengolahan data jawaban responden disimpulkan bahwa (1) Kenyamanan kerja berpengaruh positif signifikan terhadap motivasi kerja, (2) Kenyamanan kerja berpengaruh tidak signifikan terhadap kualitas kerja karyawan, (3) Kelengkapan fasilitas perusahaan berpengaruh signifikan positif terhadap motivasi kerja, (4) Kelengkapan fasilitas perusahaan tidak berpengaruh signifikan terhadap kualitas kerja karyawan (5) Motivasi kerja berpengaruh positif signifikan terhadap kualitas kerja karyawan, (6) Motivasi kerja tidak memediasi secara signifikan hubungan kenyamanan kerja terhadap kualitas kerja, dan (7) motivasi kerja tidak memediasi secara signifikan hubungan kelengkapan fasilitas perusahaan terhadap kualitas kerja. Untuk meningkatkan kualitas kerja karyawan, manajemen perusahaan perlu mempertimbangkan menggunakan variabel selain kenyamanan kerja dan kelengkapan fasilitas kerja untuk meningkatkan motivasi kerja karyawan sebagai Teori Motivasi Dua Faktor dari Frederick Herzberg.

**Kata Kunci:** Kenyamanan Bekerja; Kelengkapan Fasilitas Perusahaan; Motivasi Kerja; Kualitas Kerja

### Article info

Received (28/12/2022)

Revised (17/05/2023)

Accepted (01/04/2024)

Corresponding\_esutanto@petra.ac.id

DOI: 10.25124/jmi.v24i1.5636

Copyright@2024. Published by School of Economics and Business – Telkom University

## I. INTRODUCTION

Adamson said in today's business world, humans are the essential aspect of a company (Luturlean, Prasetio, Firli, Mikola, & Darmawan, 2018). They have an important role in "promoting and improving the company," as Hasibuan (2016) stated that the role of employees is critical in realizing the goals. Therefore, the company will only be able to run well with the human resources involved. Setiyadi, Wartini, and Wijayanto (2016) suggested that the employees' work quality can affect the continuity of activities within the company organization. Better employees work quality will significantly assist the development of the company or an organization.

On the contrary, if the employees' work quality is better than others, it will be able to make the targets that have been made by the company not achieved and can make the company go bankrupt. It causes every company competes to improve the quality of employees in order to compete in this era of globalization. Good management needs to realize an increase in the quality of employee work so that productivity in the company will increase. The company must have high productivity so that it can achieve its objectives. Iswanto (2011) said that workforce management is directing and controlling the procurement of the workforce or using human resources (HR) as support to achieve an individual goal or an organization.

The comfort that exists in a company influences the employees' work quality. According to Karina, Sunuharyo, and Mukzam (2013), employees who feel comfortable in their workplace will affect their work. Comfort in the workplace will influence the consideration of employees in working or applying for jobs at a company. Comfort at work will significantly affect how the employee works. Work comfort is a condition where a person feels valued, safe, and happy, which means that there is no burden on his mind. Suwatno and Priansa (2011) mentioned that comfort had two kinds, namely material and immaterial. Material comfort was what we could feel physically, such as facilities, salaries, and office space, while immaterial did not look like feelings. From this convenience, every employee entitles to equal opportunities without discrimination. What is meant by non-discrimination is that not only those in high positions will get comfort in working, but also all employees of various levels have the right to get comfort at work. The convenience of work is one of the factors for employees to last a long time working in a company. The company must provide complete facilities to retain employees for a long time. On the other hand, Groen, Hoekstra, and Sprang (2019) suggested that the most critical predictor to support employee work is the facilities and comfort of the workplace is very important.

Completeness of facilities is the availability of adequate equipment for the company's needs, such as computers, photocopiers appropriate places, and ergonomic chairs. In a company, the completeness of facilities is one of the essential factors in determining the quality of employee work. Palvalin, van der Voordt, and Jylha (2017) stated that facilities substantially impact the employees' work quality or the productivity of an organization. Musriha (2011) also highlighted that a complete of company facilities is essential, affecting the company's development. While the completeness of the required facilities, judging from the current conditions, namely the Covid-19 pandemic, is necessary, such as the provision of hand sanitizer and masks.

Providing complete facilities is helpful so that it can motivate employees to work better and not be lazy. Moreover, Palvalin et al. (2017) mentioned that the characteristics of work facilities to support employees' work included having a comfortable place to rest and well-designed furniture. These tools can support employees in completing their work efficiently. A workplace like that provides comfort for employees who can produce good work.

Work motivation is a psychological attitude that causes the persistence of a voluntary attitude in leading to a goal (Kreitner & Kinicki, 2014). Work motivation also plays a role in the quality of employee work. Because employees who already have work motivation will want to work diligently to do work, motivation is a driving force for someone to do their work diligently so that they have the intention of advancing/developing the company. There needs to be more research regarding the completeness of company facilities and employees' work quality. Widodo (2010) suggested that facilities affected the employees' work quality, while Arianto's (2013) research showed that it had no significant effect on their work quality. On the other hand, recent research by Nisa (2018) found that facilities significantly affected the employees' work quality. Those findings suggested inconsistent results. It is an exciting finding that needs to be tested further. The second reason for this study is the existing phenomenon due to the current pandemic condition, which causes a lack of coordination between employees and the impact of decreasing employees' work quality. This decrease is because, during a pandemic like this, work from home (WFH) in most companies. Mungkasa (2020) found that as for the drawbacks of implementing WFH itself, many employees were still not familiar with it – it caused difficulties when coordinating with colleagues and the absence of clear boundaries between the office and home. Mungkasa (2020) found that as for the drawbacks of implementing WFH itself, many employees were still not familiar with it – it caused difficulties when coordinating with colleagues and the absence of clear boundaries between the office and home.

Meanwhile, if they work onsite, the manager can easily supervise. However, if WFH, the supervision is less. Therefore, the employees' work quality decreases. Those highly motivated employees do their jobs with full responsibility even though no one supervises them and uses their work facility at home. Some employees feel comfortable doing work from home because they can also handle domestic matters. Can those variables affect the employees' work quality? Based on those reasons, this study aims to know the influence of work comfort through the completeness of company facilities on the employees' work quality, with work motivation as an intervening variable.

## II. LITERATURE REVIEW

### Work Comfort

Employees want a comfortable place to support their work because, in many companies. Every individual has different perceptions of comfort. Nevertheless, comfort can be formed through a conducive environment, for example, because work requires concentration to complete a job. Damayanti (2016) said a work environment that creates comfort significantly affects the employees' work quality. On the other hand, Iridiastadi and Yassierli (2014) stated that if employees feel comfortable at work, their work quality will increase and can generate profits for the company. Moreover, Nurrohmah (2015) concluded that work comfort significantly affected employees' work quality.

Comfort is a condition of someone who feels happy in that environment. Therefore, work comfort is vital for everyone to do their work without feeling burdened. Some experts define work comfort. According to Sanders and McCormick (1993), work comfort is when someone feels happy about their environment (Nurfitri & Ifdil, 2020). Keliat, Windarwati, Pawirowiyono, and Subu (2015) defined work comfort as a condition where individuals felt prosperous both physically and socially. While Achmad (2016) also defined work comfort as a condition where basic human needed to be fulfilled, such as the need for peace. Astutu and Octaviani (2019) also defined work comfort as a condition in which a person felt that he or she enjoyed every process at work, even though the work being carried out was heavy. From the understanding of several experts above, work comfort is a very influential aspect of employees' work, and comfort can be influenced by several things, such as lighting, humidity, and cleanliness (Christi, Topan, & Purnomo, 2018). The indicators of work comfort are the frequency of coming in the morning, overtime work frequency, and job content (Salani, 2013).

### Completeness of Company Facilities

Facilities are infrastructures that help someone more easily carry out an activity, for example, wanting to duplicate files or documents using a photocopy machine. Thus, the primary purpose of providing completeness of facilities is to motivate employees, thereby increasing their responsibilities. Employees who do not have responsibilities will be negligent in their work. According to Hasibuan (2018), the completeness of company facilities significantly affected work motivation. Anggrainy, Darsono, and Putra (2018) also found that from the results of the descriptive test, the completeness of company facilities affected employee work motivation. Completeness of work facilities can give the company advantages compared to companies that still lack facilities. Employees will try to get into the company and use their work performance to the fullest. One of the influencing aspects is the availability and adequacy of facilities as needed. Furthermore, Pratiwi, Jamaluddin, Niswaty, and Salam (2019) suggested that the completeness of work facilities made the company's activities run smoothly. Employees will not be able to work without adequate tools. While Suminar, Mukzam, and Ruhana (2015) found that the completeness of company facilities had a simultaneous effect on employees' quality of work. Further, Sirait (2013) states that facilities significantly influence the employees' work quality. Indicators of completeness of company facilities are the availability of work support tools, availability of allowances, and availability of accommodation (Kelatow, Adolfini, & Trang, 2016).

### Employees' Work Quality

The employees' work quality is a result that can be measured from the efficiency of a job done by someone in achieving company goals. Four factors influence the employees' work quality (Setiyadi et al., 2016). Psychological factors are factors related to the psyche of employees, which include interests, and talents possessed by each individual. If an employee is placed in a job according to the interests, work skills, and talents of the employee, it will make it easier for the employee to produce better quality work. Psychologically, people who do something according to their interests and talents will work more seriously. Social factors relate to social interaction and communication between fellow employees or their bosses. The effect is that if an employee has good social skills, it will allow them to work together with other employees to produce better quality work. Physical factors are the physical conditions of the work environment, including work equipment, room

atmosphere, temperature, lighting, and air exchange. The effect is that if an employee gets complete work equipment, room atmosphere, temperature, and good lighting, the quality of the employee's work will be better. For example, at work, an employee needs a chair and a table to do his or her job. If the company does not provide chairs and tables, the employees will have poor-quality work. Financial factors are related to employee welfare insurance, such as the amount of salary earned, social security, accident insurance, and promotion facilities. The effect is that if an employee gets a salary following the weight of his work and social security and accident insurance, then an employee will feel valued and will make the employee improve the quality of his work. Mangkunegara (2013) suggested that employees' work quality indicators were working speed and work accuracy.

### Work Motivation

Work motivation is the will to work that arises purely from each individual who excites someone to do a job. Work motivation, too, can be interpreted as a condition that influences generating and directing behavior related to the work environment. Work motivation is an impulse that arouses interest and behavior to do a given job (Irianto, 2020). Mangkunegara (2013) defined work motivation as something that makes humans move to do a job. On the other hand, Bartol and Martin define work motivation as a force that energizes behavior, provides direction to behavior and underlies the tendency to persist (Araimi, 2013). Further, Lundberg, Gudmundson, and Andersson define work motivation as a set of energetic forces that originates both within and which initiates the existence of an individual who is related to work (Liewendahl & Heinonen, 2020).

Achieving good work quality requires work motivation. If employees have work motivation, they can work more enthusiastically. If they do not have motivation, they do not have a purpose. Mahardhika, Hamid, and Ruhana (2013) stated that work motivation significantly affected the quality of employee performance. While Al-Musadieq, Raharjo, Solimun, and Fernandes (2018) found that work motivation affects employees' quality of work. Moreover, Ouakouak and Zaitouni (2020) suggested that work motivation can improve the quality of employees' work and can effectively achieve work goals. The indicators of work motivation are achievement, interest in work, responsible, and progress (Wibowo, 2010).

### Work Comfort on Work Motivation

Comfort is a person's feelings in assessing the surrounding environment. In this case, it not only relies on physical problems but also on feelings. That feeling will signal to the brain and can cause a sense of comfort. Comfort is very influential on work motivation because, as is known, if our brain feels comfortable, then we do any work and activities with pleasure, and that can make employees take responsibility for the work given to them. Work motivation is also included in the company's concern about the welfare of its employees. According to Chua, Ali, and Lim (2016), most employees work eight hours, so comfort significantly influences the emergence of work motivation. According to Ankli and Palliam (2012), the work comfort in every human being influences motivation. According to Prakoso, Astuti, and Ruhana (2014), work comfort significantly affects work motivation. Therefore, it could be developed the following hypothesis:

H<sub>1</sub>: Work comfort has a positive effect on work motivation.

### Work comfort on Employees' Work Quality

Employees inevitably want a comfortable place to support their work at work (in many companies, employees work eight hours per day). Comfort for each individual can have different perceptions. Nevertheless, comfort can be formed through a conducive environment, for example, because work requires concentration to complete a job. According to Damayanti (2016), a work environment that creates comfort significantly affects the work quality of its employees. According to Iridiastadi and Yassierli (2014), when employees feel comfortable at work, the quality of work will increase and can generate profits for the company. According to research by Nurrohmah (2015), work comfort has a significant effect on employees' quality of work, with a t value of (11.370). Therefore, it could be developed the following hypothesis:

H<sub>2</sub>: Work comfort positively affects the quality of work of employees.

### Completeness of Company Facilities on Work Motivation

Facilities are facilities or infrastructure that help someone more easily carry out an activity, for example, wanting to duplicate files/documents using a photocopy machine. Thus, the primary purpose of providing complete facilities is to motivate employees, thus increasing their responsibilities. According to Hasibuan (2018), complete company facilities significantly affect work motivation, indicating a significant value of = 0.5%. According to Anggrainy *et al.* (2018), the results of the descriptive test of the completeness of company facilities affect employee work motivation. Therefore, it could be developed the following hypothesis:

H<sub>3</sub>: Completeness of company facilities has a positive effect on work motivation.

Completeness of Company Facilities on Employees' Work Quality

Complete work facilities can give the company advantages compared to companies that still lack facilities. Employees will try to get into the company and use their work performance to the fullest. One of the influencing aspects is the availability of complete and adequate facilities as needed. According to Pratiwi *et al.* (2019), complete work facilities will make the company's activities run smoothly. Employees will only be able to work with adequate tools. Suminar's research (2015) found that the completeness of company facilities has a simultaneous effect on the quality of work of employees. Sirait (2013) states that facilities have a significant effect on the quality of work of employees. Therefore, it could be developed the following hypothesis:

H<sub>4</sub>: Completeness of company facilities has a positive effect on employees' quality of work.

Work Motivation on Employees' Work Quality

Achieving good work quality with motivation is easier to achieve to create good quality work. If employees have work motivation, work can be more enthusiastic because it is the same. If employees do not have the same motivation, they do not have a purpose. According to Mahardhika *et al.* (2013), work motivation significantly affects the quality of employee performance at 64.3%. According to data from Al-Musadieq *et al.* (2018), work motivation affects employees' quality of work. According to Ouakouak and Zaitouni (2020), work motivation can improve the quality of work of employees and can effectively achieve work goals. Therefore, it could be developed the following hypothesis:

H<sub>5</sub>: Work motivation positively affects the quality of work of employees.

H<sub>6</sub>: Work motivation can mediate the effect of work comfort on employees' work quality.

H<sub>7</sub>: Work motivation can mediate the effect of completeness of company facilities on employees' work quality.

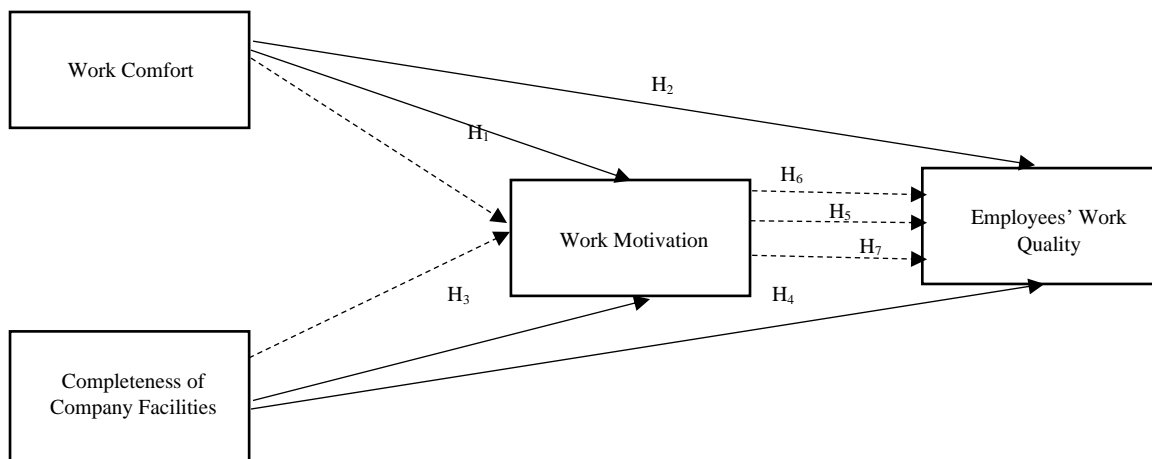


Figure 1. Research Model

III. RESEARCH METHODOLOGY

Since the research variables tend to be general in any company, the population in this study is employees working in different companies in the city of Surabaya. The number of the population is unknown precisely. However, Table 1 shows the companies of the respondents. Because the population in this study is quite large, a sample is taken from this population to be representative. This research uses a purposive sampling technique. Sugiyono (2016) states that the researcher will select samples based on specific criteria in the purposive sampling technique. The sample criteria are employees who are still actively working in a company in Surabaya for more than one year. Therefore, the questionnaires are shared with anyone and filled by qualified respondents.

Hair, Black, Babin, and Anderson (2019) say that the calculation is done by looking at the number of indicators multiplied by 5 to 10. Based on calculations according to the 14 indicators in this study obtained, a minimum of 140 samples are needed. Data are obtained from the distribution of questionnaires conducted online. In order to test the relationships between variables, which are work comfort, completeness of company facilities, work motivation, and employees' work quality, the analysis technique used in this study is Partial Least Square (PLS) using SmartPLS 3.0 software.

IV. RESULT/FINDING

Profile of Respondents

Research questionnaires were distributed using Google Forms and got 150 respondents. However, two respondents did not meet the criteria because they were no longer actively working in the company in Surabaya. So, 148 respondents were eligible to be studied.

There is not much difference between male and female respondents. The respondents are primarily of productive age. Their job positions are varied but primarily as marketing and finance job, and they seem loyal workers in various companies in Surabaya.

Table 1. Profile of Respondents

Demography	Frequency	Percentage
1. Gender		
- Male	70	47.3%
- Female	78	52.8%
2. Age		
- < 25 years old	25	17%
- 25–30 years old	40	27%
- 31–39 years old	42	28%
- 40–49 years old	32	22%
- 50–59 years old	9	6%
3. Job Position		
- Accounting	5	3.38%
- Marketing	32	21.63%
- IT	4	2.7%
- HRD	9	6.8%
- Admin	8	5.4%
- Credit Analyst	1	1%
- Creative Media	1	1%
- Crew	2	1.3%
- Data Analyst	2	1.3%
- Distribution	4	2.7%
- Finance	22	14.8%
- Manager	8	5.4%
- Warehouse Staff	1	1%
- Public Relation	1	1%
- Branch Manager	6	4.05%
- Credit Staff	9	6.8%
- Loan Officer	2	1.3%
- Logistics	1	1%
- Operation Staff	1	1%
- Branch Internal Auditor	3	2.3%
- PPIC	2	1.3%
- Product Development	1	1%
- Quality Control	2	1.3%
- R&D	1	1%
- Retail Payment	1	1%
- Risk Management	1	1%
- Safety	1	1%
- Sales	9	6.8%
- Sorter	1	1%
- General Staff	1	1%
- Supervisor	4	2.7%
- Supply Chain	1	1%
- Treasury	1	1%
4. Length of Work		
- < 1 year	18	12%
- 2 years	21	14%
- 3 years	23	16%
- 4 years	20	14%
- 5 years	12	8%
- > 5 years	54	36%
5. Companies of Respondents		
- Bank BCA	13	8.8%
- PT Gading Murni	22	14.9 %
- PT Wings Surya	10	6.8%

Demography	Frequency	Percentage
- AIA	1	1%
- Bank Mandiri	9	6.1%
- Bank BRI	4	2.8%
- PT Ateja	1	1%
- Bank MAS	3	2.1%
- Brandworks Indonesia	1	1%
- Nutrifood	5	3.3%
- Bank Panin	3	2.1%
- Siantar Top	7	4.7%
- PT Unilever Indonesia, Tbk.	3	2.1%
- Bank Sinarmas	2	1.3%
- CV Nyata Jaya	1	1%
- CV Cahaya Abadi Terpal	1	1%
- Hotel Four Points	2	1.3%
- Generali	2	1.3%
- Jamu IBOE	2	1.3%
- Hotel JW Marriot	1	1%
- Karya Usaha Aneka Teknik	2	1.3%
- Bank OCBC NISP	1	1%
- Opec Jaya	1	1%
- Philip Morris Sampoerna International	1	1%
- PT Artorius Telemetry Sentosa	4	2.8%
- PT Babel Inti Perkasa	1	1%
- PT DMOB	1	1%
- PT New Armada	8	5.4%
- PT Onda Mega Industri	1	1%
- PT Pakuwon Jati	6	4.1%
- PT Samudra	1	1%
- PT BAK	1	1%
- PT Trias Sentosa, Tbk.	1	1%
- PT Temprina Media Grafika	1	1%
- PWS	1	1%
- Sentral Bahana Ekatama	7	4.7%
- Sukses Jaya Makmur	1	1%
- UD Ikan Indonesia	1	1%
- UD Sentral Jaya	1	1%
- Hotel Vasa	4	2.8%
- White Stone	1	1%
- YISB	1	1%

### Descriptive Analysis of Variables

Based on the mean analysis of each variable studied, all respondents' responses to the questionnaire distributed that the work comfort (KB) variable obtained a mean of 4.19, with the respondent's answer category stating that they are comfortable working in their respective companies where they work. Mean-while, the mean value of the completeness of the company's facility (KFP) variable is 4.36. It means that respondents feel that their workplace's work facilities are complete. On the other hand, the mean of the work motivation (MK) variable is 4.72, which means very high, while the mean value of the employee work quality (KK) variable is 4.79, which means very high quality. This data explains that the Covid-19 pandemic does not seem to have a significant impact on the respondents of this study and the companies they work for, especially those related to the four variables studied.

### Partial Least Square Model Analysis

SmartPLS analyzes the relationship between variables and indicators, namely the measurement/outer model and structural/inner model. A measurement model is a typical specification that explains the relationship between latent variables and their indicators. At the same time, the structural/inner model is a typical specification that explains the relationship between latent variables. The first step is to do outer model testing that results as follows.

#### *Outer Model*

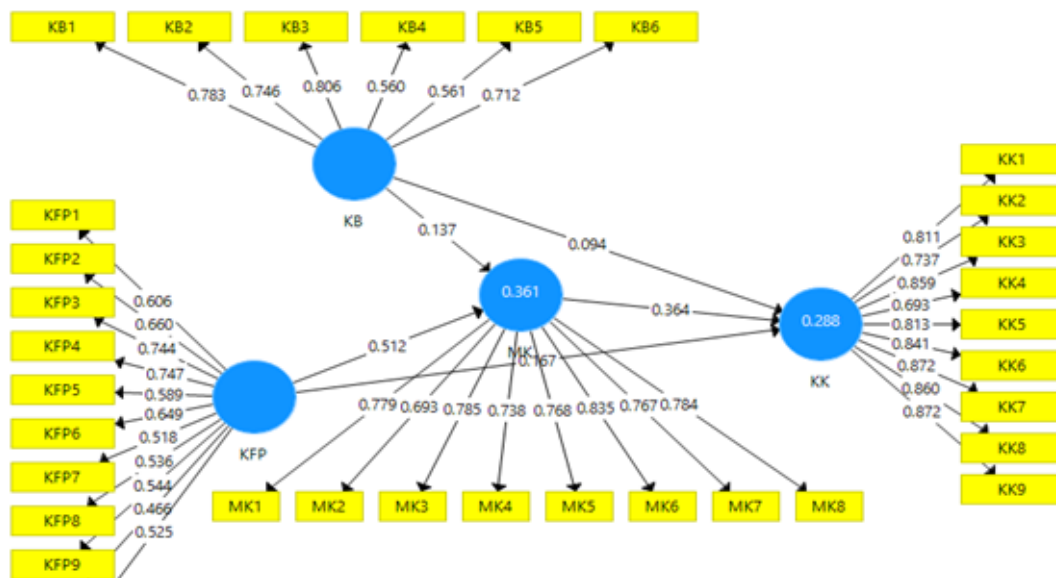


Figure 2. First Convergent Validity Test

Figure 2 shows that the results of the AVE value of the KB variable are still below the cutoff value of the convergent validity for the variable ( $0.492 < 0.500$ ). The AVE value on the KFP variable is still below the convergent validity cutoff value for the variable ( $0.366 < 0.500$ ). The outer loading KB4 value in the first convergent validity test is 0.560. Then the convergent validity test on the working comfort variable needs to be repeated by removing the KB4 indicator. The lowest outer loading value on KFP10, which shows  $< 0.500$ , causes it to be invalid. Then the convergent validity test on the variable completeness of the company's facilities needs to be repeated by removing the three lowest indicators, namely KFP 10, KFP9, and KFP11, which can make the AVE value  $> 0.5$ . The deletion of the three indicators is done so that only part three is low, but the author discards the three indicators due to getting an AVE value above 0.5.

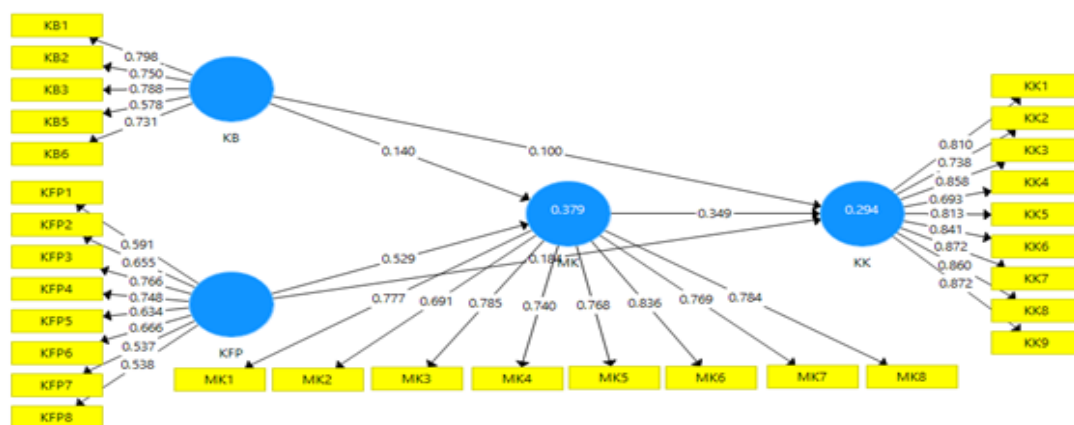


Figure 3. Second Convergent Validity Test

Table 2. Cross Loading Factor

Indicator	KB	KFP	KK	MK	Remarks
KB1	<b>0.783</b>	0.472	0.347	0.321	Valid
KB2	<b>0.746</b>	0.432	0.222	0.326	Valid
KB3	<b>0.806</b>	0.422	0.177	0.343	Valid
KB4	<b>0.560</b>	0.315	0.146	0.217	Valid
KB5	<b>0.561</b>	0.330	0.274	0.243	Valid
KB6	<b>0.712</b>	0.375	0.238	0.321	Valid
KFP1	0.342	<b>0.606</b>	0.253	0.333	Valid
KFP2	0.302	<b>0.744</b>	0.335	0.459	Valid
KFP3	0.482	<b>0.525</b>	0.083	0.087	Valid



KFP4	0.419	<b>0.747</b>	0.321	0.380	Valid
KFP5	0.230	<b>0.589</b>	0.356	0.424	Valid
KFP6	0.416	<b>0.649</b>	0.313	0.464	Valid
KFP7	0.349	<b>0.518</b>	0.173	0.241	Valid
KFP8	0.261	<b>0.536</b>	0.196	0.400	Valid
KFP9	0.381	<b>0.544</b>	0.104	0.179	Valid
KFP10	0.311	<b>0.466</b>	0.165	0.247	Valid
KFP11	0.290	<b>0.525</b>	0.083	0.087	Valid
MK1	0.398	0.577	0.339	<b>0.779</b>	Valid
MK2	0.359	0.499	0.335	<b>0.693</b>	Valid
MK3	0.307	0.418	0.394	<b>0.785</b>	Valid
MK4	0.286	0.306	0.428	<b>0.738</b>	Valid
MK5	0.298	0.401	0.290	<b>0.768</b>	Valid
MK6	0.273	0.444	0.367	<b>0.835</b>	Valid
MK7	0.360	0.422	0.487	<b>0.767</b>	Valid
MK8	0.319	0.514	0.433	<b>0.784</b>	Valid
KK1	0.379	0.455	<b>0.811</b>	0.484	Valid
KK2	0.303	0.420	<b>0.737</b>	0.367	Valid
KK3	0.247	0.354	<b>0.859</b>	0.423	Valid
KK4	0.196	0.313	<b>0.693</b>	0.272	Valid
KK5	0.192	0.263	<b>0.813</b>	0.374	Valid
KK6	0.282	0.358	<b>0.841</b>	0.470	Valid
KK7	0.299	0.356	<b>0.872</b>	0.447	Valid
KK8	0.330	0.331	<b>0.860</b>	0.455	Valid
KK9	0.244	0.313	<b>0.872</b>	0.342	Valid

Valid indicators are indicators to measure the latent variable. Figure 3 shows that the AVE values of the four variables have met the minimum requirements, namely  $> 0.500$ , with AVE values of KB (0.538), KFP (0.531), MK (0.592), and KK (0.672). In addition to the AVE value shown in this second table, each indicator has a validity of more than 0.500.

Table 2 shows that the cross-loading value of a construct, compared to other constructs, has a more excellent value, so these indicators are discriminately valid.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Remarks
KB	0.788	0.851	Reliable
KFP	0.833	0.861	Reliable
MK	0.938	0.948	Reliable
KK	0.901	0.921	Reliable

Table 3 shows the composite reliability column and Cronbach's Alpha measurements. Generally, reliability  $< 0.6$  is considered acceptable, while at 0.7, it is well received, while  $> 0.7$  is considered very good. Because composite reliability and Cronbach's Alpha are owned by each variable  $> 0.7$ , all variables in this study are considered reliable and acceptable.

#### Inner Model

Table 4. R-Square Adjusted Test

Variable	R-Square Adjusted
KK	0.273
MK	0.352

Table 4 shows that the quality of work can be influenced by the comfort of work and the completeness of company facilities when viewed based on the results of the R-Square Adjusted data of 0.273. The R-Square Adjusted value of 0.273 means that the variable of work quality influenced by work comfort and complete company facilities is 27.3%. In comparison, 72.7% is explained by other variables outside the proposed model. The R-Square Adjusted value on the work quality variable is in a low category.

The variable of work motivation can be influenced by work comfort, completeness of company facilities, and work quality, as seen from the R-Square Adjusted of 0.352. The value of the work motivation variable, influenced by work comfort, completeness of company facilities, and work quality, is 35.2%. Other variables outside the proposed model can explain the remaining 64.8%.

Table 5. Direct Effect

Hypothesis	Direct	t-statistic	p-value	Remarks
H <sub>1</sub>	KB --> KK	1.059	0.290	Rejected
H <sub>2</sub>	KB-->MK	1.997	0.046	Accepted
H <sub>3</sub>	KFP -->KK	1.510	0.132	Rejected
H <sub>4</sub>	KFP-->MK	7.558	0.000	Accepted
H <sub>5</sub>	MK--> KK	3.316	0.001	Accepted

Table 5 shows work comfort variable has no significant effect on the work quality variable, which is indicated by the t-statistic value of 1.059, meaning  $<1.66$ . It means that the effect of work comfort has a negligible impact on employees' quality of work. It proves that the attachment to an employee's work comfort does not affect the quality of work of the employee himself. Based on the logical description, the second hypothesis, namely, work comfort positively affects work quality, is rejected.

Based on the logical description and findings from statistical calculations marked with a p-value  $<0.05$ , the first hypothesis, namely, work comfort, positively affects work motivation. The work comfort variable has a positive and significant influence on the work motivation variable, which is indicated by the path coefficient value of 1.997 and the t-statistic value of 1.997 with a p-value of 0.046, which is  $<0.05$ . The positive value of the path coefficient indicates a directly proportional effect of work comfort on work motivation. It shows that the more positive the work comfort for employees, the stronger their motivation to do their work.

Based on the logical description, the fourth hypothesis in this study is rejected. It proves that the attachment to the completeness of the company's facilities does not affect the quality of work of an employee himself. The completeness of company facilities does not significantly affect the work quality variable, which is indicated by the t-statistic value of 1,510, meaning it is still less than 1.66. It means that the completeness of the company's facilities has a negligible impact on the employees' quality of work.

The company facilities completeness variable has a positive and significant effect on the work motivation variable, which is indicated by a t-statistic value of 7.558 with a p-value of 0.000, which means  $<0.5$ . This positive value indicates a directly proportional effect of the completeness of company facilities on work motivation. It shows that the more positive the availability of complete facilities in the company, the stronger the employee's motivation to do their work. Based on the logical description and statistical findings marked with a p-value  $<0.05$ , the third hypothesis, namely the completeness of company facilities, positively affects work motivation.

The work motivation variable has a positive and significant effect on the work quality variable, which is indicated by a t-statistic value of 3.316 with a p-value of 0.001 which means  $<0.5$ . This positive value indicates a directly proportional effect of work motivation on work quality. It shows that the more positive the employee's work motivation, the stronger the quality of the employee's work in doing his job. Based on the logical description

Furthermore, with statistical findings marked with p-value  $<0.5$ , it can be concluded that the fifth hypothesis, namely works motivation on work quality, is acceptable.

Table 6. Indirect Effect

Indirect	Path Coefficient	t-statistic	p-value	Remarks
KB --> MK --> KK	0.050	1.621	0.106	Not Mediate
KFP --> MK --> KK	0.187	2.730	0.007	Mediate

Table 6 shows the results of the indirect effect test, namely, the influence of work comfort on work quality through work motivation has no significant effect. The p-value shows the number 0.106, so it is  $>0.05$ , and the t-statistic value is 1.621, so  $<1.66$ , both of which do not meet the requirements for significance. The t-statistic  $>1.66$  shows both of which meet the signature requirements. The result of the indirect effect test on the company's facilities' completeness variable on the quality of work through work motivation is a significant positive effect.

## V. DISCUSSION

### *Work Comfort on Work Quality*

The results of this study indicate that work comfort has no significant effect on the formation of employees' work quality. So, if the comfort of work is optimistic, it does not change the employees' work quality. The results obtained from this study are not in line with findings from several previous research. According to Damayanti (2016), a work environment that creates comfort significantly affects the work quality of its employees. According

to Iridiastadi and Yassierli (2014), when employees feel comfortable at work, the quality of their work will increase and can generate profits for the company. Moreover, Nurrohmah (2015) states that work comfort significantly affects employee work quality.

Those variables are two different things and are not related to each other. Comfort is a condition of someone who feels happy in that environment. Therefore, work comfort is vital for everyone to do their work without feeling burdened. In contrast, work quality is an achievement. People tend to take selfies and ask the comfort from other parties no matter what, but they are less likely to work hard for others and company if they do not get a dream reward. Herzberg found the two-factor theory or motivation-hygiene theory. As stated, intrinsic factors such as advancement, recognition, responsibility, and achievement are related to job satisfaction. Respondents who felt good about their work tended to attribute these factors to their situations. In contrast, dissatisfied respondents cited extrinsic factors, such as supervision, pay, company policies, and work conditions (Robbins & Judge, 2017).

Therefore, the comfort of work could not form positive work quality. However, it does not mean it is not essential. As a hygiene factor, it is fundamental for employees to enjoy their work. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They will be placating rather than motivating their workers. Hygiene factors include quality of supervision, pay, company policies, physical work conditions, relationships with others, and job security. When they are adequate, people will not be dissatisfied or satisfied (Robbins & Judge, 2017).

#### *Work Comfort on Work Motivation*

The results of this study indicate that work comfort has a significant effect on the formation of employee motivation. So, if the work comfort is optimistic, employees' work motivation will also be better. Comfort at work is crucial for the formation of employee motivation. Employee work motivation will be formed or increased if there is comfort. When there is comfort at work, an employee's mindset will be formed. Therefore, the work motivation of employees will increase. It means that work comfort has a significant favorable influence in influencing the work motivation variable. The results obtained from this study are in line with previous research findings. Ankli and Palliam (2012) explain that work comfort is vital in determining work motivation. According to Chua *et al.* (2016), most employees work eight hours, so comfort greatly influences the emergence of work motivation. According to Prakoso *et al.* (2014), work comfort significantly affects work motivation.

Comfort is a person's feeling in assessing the surrounding environment. In this case, it not only relies on physical problems but also on feelings. From that feeling, it will send a signal to the brain and can cause a feeling of comfort itself. Therefore, work comfort becomes very important for the formation of work motivation. Comfort greatly influences work motivation because, as is known, if our brains feel comfortable, they do work and any activities happily, which can make employees responsible for the work given to them. Work motivation is also included in the company's concern about the welfare of its employees.

#### *The Completeness of Company Facilities on Work Quality*

The results of this study indicate that the completeness of company facilities has no significant effect on work quality. So, the completeness of the company's facilities needs to have a more decisive influence on the quality of work. As Herzberg's two-factor theory, the completeness of company facilities is of extrinsic factors. It is a hygiene factor that will trigger dissatisfaction if unavailable.

The results obtained from this study are different from previous research findings. According to Pratiwi *et al.* (2019), complete work facilities will make the company's activities run smoothly. Employees will only be able to work with adequate tools. Suminar (2015) finds that the completeness of company facilities affects the quality of employee work. Sirait (2013) states that facilities significantly affect the quality of employee work.

#### *The Completeness of Company Facilities on Work Motivation*

The results of this study indicate that the completeness of the company's facilities has a significant effect on the formation of employee work motivation. So, if the company's facilities' completeness is positive, employees' work motivation will also be better. The completeness of company facilities is critical in influencing work motivation. Employee work motivation can be formed or increased if the complete company facilities are available. It is in line with research conducted by Anggrainy *et al.* (2018), which states that the completeness of company facilities affects work motivation from the test results. Furthermore, Hasibuan (2018) suggests that complete company facilities significantly affect work motivation.

Facilities are facilities or infrastructure provided to help someone more easily carry out an activity, for example, wanting to duplicate files or documents using a photocopier. Thus, the main objective of providing complete facilities is for employees to get motivated, thus increasing their responsibilities. Employees who do not have a responsibility will be negligent at work.

#### *Work Motivation on Work Quality*

Positive work motivation is the first to focus. The results of this study indicate that work motivation has a significant effect on work quality. It shows that better work motivation will be able to improve the quality of work of employees. High work motivation will make employees have good work quality. So, if the work motivation remains high, the employee's interest in providing good quality work remains high. This study's results align with research conducted by Mahardhika *et al.* (2013) state that work motivation has a significant effect on the quality of employee performance. Al-Musadieq *et al.* (2018) also show that work motivation affects the quality of employee work. In addition, Ouakouak and Zaitouni (2020) confirm that work motivation can improve the quality of employees' work.

Achieving good quality work with work motivation is easier to materialize to create good quality work. If employees have work motivation, they can be more enthusiastic because it is the same if they do not have motivation. They also do not have goals.

#### *Work Comfort on Work Quality and Work Motivation as Intervening Variable*

The results of this study indicate that work comfort has no significant effect on work quality. So, work comfort needs to have a more substantial influence in determining the quality of employee work. The existence of work motivation as an intervening variable also does not mediate the relationship between work comfort on work quality. It is because the comfort of working can be from many factors, so not all factors of work comfort felt by employees can strongly affect the quality of work of each employee. It is parallel with the results of hypothesis one above that work comfort does not significantly impact work quality. The results obtained from this study differ from those of previous research from Iridiastadi and Yassierli (2014) and Nurrohmah (2015), which state that when someone feels comfortable at work, the quality of work of employees will definitely increase.

#### *The Completeness of Company Facilities on Work Quality and Work Motivation as Intervening Variable*

The results of this study indicate that work motivation plays a significant role in mediating the completeness of the company's facilities on the quality of work. So, the completeness of the company's facilities strongly influences the quality of work when employees have strong work motivation. Despite the completeness of the company's facilities on the quality of work, however, work motivation plays its role positively as an intervening variable on the other hand. Here it tells us that work motivation is vital in producing good work quality. Therefore, the managers shall consider the findings in improving employees' quality of work.

## V. CONCLUSION AND RECOMMENDATION

Based on the results of research and analysis carried out using Partial Least Square, the following conclusions: Work comfort has a positive and significant influence on work motivation. It means that better work comfort will increase the employees' work motivation. Work comfort does not have a positive and insignificant effect on work quality. The completeness of company facilities has a positive and significant effect on work motivation. It means that more complete company facilities will increase employees' work motivation. The completeness of company facilities has a positive but insignificant effect on employees' work quality. It means that the completeness of the company's facilities cannot fully improve the employees' work quality. Work motivation has a positive and significant effect on employees' work quality. It means that the better the work motivation, the better the employees' work quality. Work motivation does not significantly mediate the effect of work comfort on employees' work quality. Meanwhile, work motivation significantly mediates the effect of completeness of company facilities on employees' work quality.

The last conclusions are fascinating. It is a novelty of this research. This study confirms that even though the completeness of company facilities positively affects employees' work quality, it is insignificant. Collaboration in maintaining employees' comfort and working facilities completeness is crucial in producing quality work for

employees. Furthermore, work motivation plays a crucial role in mediating that relationship. The company management may consider it for enhancing employees' performance in the future making strategy.

Based on the results of the analysis, some suggestions are as follows: The results show that work comfort does not significantly affect work quality. Employees will feel comfortable if the work matches their interests. Therefore, even if the study results show an insignificant effect, the company must consider providing employees with jobs that match their interests. Employees who feel uncomfortable at work will interfere with concentration and focus. Related to the study results, which showed that the completeness of the company's facilities had no significant effect on the quality of work, it did not mean that the company could ignore it. Employees consider the availability of facilities very important. It means that many of the employees want complete facilities because these complete facilities can help employees in completing their work. From the survey results, employees said they would be more productive with a place to live. It is understandable because many employees have to pay and incur additional costs. The provision of housing, often referred to as a mess for employees, needs to be considered by the company so that employees become efficient.

Further research needs to follow up on the weaknesses of this study. The insignificant results need to test to find out the causes. Therefore, studies should consider various populations of employees and prepare and run an interview to understand what is behind the scenes of respondents. While this study rejects hypotheses one and three, company management should consider using something other than the work comfort and the completeness of working facilities to increase employees' work motivation as the Two Factors Motivation Theory of Frederick Herzberg.

## REFERENCES

- Achmad, N. (2016). Pelaksanaan proses belajar mengajar di fakultas abc. *University Research Colloquium*, 3(1), 1–11.
- Al-Musadieq, M., Raharjo, K., Solimun, S., & Fernandes, A. R. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against hr performance. *Journal of Management Development*, 37(6), 452–469. <https://doi.org/10.1108/jmd-07-2017-0239>
- Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2018). Pengaruh fasilitas kerja, disiplin kerja dan kompensasi terhadap motivasi kerja implikasinya pada prestasi kerja pegawai negeri sipil badan kepegawaian pendidikan dan pelatihan Provinsi Aceh. *Jurnal Magister Manajemen*, 2(1), 1–10.
- Ankli, R. E., & Palliam, R. (2012). Enabling a motivated workforce exploring the sources of motivation. *Emerald Group Publishing Limited*, 26(2), 7–10. <https://doi.org/10.1108/14777281211201169>
- Araimi, A. A. A. (2013). Exploratory study on employees motivation in the omani private banking sector. *International Journal of Organization Theory & Behavior*, 16(2), 208–220. <https://doi.org/10.1108/ijotb-16-02-2013-b003>
- Arianto, D. A. N. (2013). Pengaruh kedisiplinan, lingkungan kerja, dan budaya kerja terhadap kinerja pengajar yayasan pendidikan luar biasa Kabupaten Demak. *Jurnal Economia*, 9(2), 191–200. <https://doi.org/10.21831/economia.v9i2.1809>
- Astutu, L., & Octaviani, V. (2019). Faktor kenyamanan kerja pekerja rumah tangga di Perumnas Betungan Kota Bengkulu. *Jurnal Professional*, 6(2), 18–22. [doi.org/10.37676/professional.v6i2.941](https://doi.org/10.37676/professional.v6i2.941)
- Christi, P. W. E., Topan, M. A., & Purnomo, A. B. (2018). Faktor-faktor yang mempengaruhi tingkat kenyamanan Pasar Anyar di Kota Tangerang. *Jurnal Penelitian dan Karya Ilmiah Lembaga Penelitian Universitas Trisakti*, 3(2), 57–62.
- Chua, S. J. L., Ali, A. S., & Lim, M. E. L. (2016). Physical environment comfort impacts on office employee's performance. *MATEC Web of Conferences*, 1–4. <https://doi.org/10.1051/mateconf/20166600124>
- Damayanti, S. (2016). Faktor-faktor yang berhubungan dengan motivasi kerja pegawai tetap di rumah sakit umum daerah Kabupaten Penajam Paser Utara Kalimantan Timur. *Jurnal ARSI*, 2(2), 139–149. <http://dx.doi.org/10.7454/arsi.v2i2.2196>
- Groen, B., Hoekstra, B., & van Sprang, H. (2019). Impact of employee satisfaction with facilities on self-assessed productivity support. *Journal of Facilities Management*, 17(5), 442–462. [doi.org/10.1108/JFM-12-2018-0069](https://doi.org/10.1108/JFM-12-2018-0069)
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate data analysis. Eighth Edition*. Hampshire, UK: Cengage.

- Hasibuan, M. (2016). *Manajemen sumber daya manusia*. Edisi Revisi. Jakarta: PT. Bumi Aksara.
- Hasibuan, T. (2018). Pengaruh kesejahteraan dan fasilitas terhadap motivasi kerja karyawan di PT. Timur Jaya Coldstorage Medan. *Jurnal Riset Manajemen & Bisnis*, 3(1), 9–16. <https://doi.org/10.30743/jrmb.v3i1.506>
- Irianto, E. H. (2020). Pengaruh iklim organisasi, kompetensi, dan motivasi kerja terhadap kinerja pegawai bpp aparatur Sukamadi. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 4(1), 40–48. <https://doi.org/10.31294/widyacipta.v4i1>
- Iridiastadi, H., & Yassierli. (2014). *Ergonomi: Suatu pengantar*. Bandung: PT Remaja Rosdakarya.
- Iswanto, Y. (2011). *Manajemen sumber daya manusia*. Jakarta: Universitas Terbuka.
- Karina, M. R., Sunuharyo, B. S., & Mukzam, M. D. (2013). Pengaruh lingkungan kerja terhadap kinerja. *Jurnal Administrasi Bisnis*, 2(1), 93–100.
- Kelatow, C. G., Adolfina., & Trang, I. (2016). Pengaruh evaluasi pekerjaan, gaji, dan fasilitas kerja terhadap kinerja pegawai pada rs. pancaran kasih Manado. *Jurnal EMBA*, 4(5), 303–408. <https://doi.org/10.35794/emba.v4i3.14122>
- Keliat, B. A., Windarwati, H. D., Pawirowiyono, A., & Subu, A. (2015). *International diagnosis keperawatan definisi dan klasifikasi 2015–2017*. Jakarta: EGC.
- Kreitner, R., & Kinicki, A. (2014). *Organizational behaviour*. Jakarta: Salemba Empat.
- Liewendahl, H. E., & Heinonen, K. (2020). Frontline employees motivation to align with value propositions. *Journal of Business & Industrial Marketing*, 35(3), 420–436. <https://doi.org/10.11-08/jbim-02-2019-0084>
- Luturlean, B. S., Prasetio, A. P., Firlu, A., Mikola, G. A., & Darmawan, M. A. (2018). Kepemimpinan transformasional, kepuasan kerja, dan komitmen afektif pada karyawan perusahaan bidang konstruksi milik pemerintah di Medan. *Jurnal Manajemen Indonesia*, 18(3), 209–221. <https://doi.org/10.25124/jmi.v18i3.1733>
- Mahardhika, R., Hamid, D., & Ruhana, I. (2013). *Pengaruh motivasi kerja terhadap kinerja karyawan* (Survei karyawan pada PT. Axa Financial Indonesia Sales Office Malang). *Jurnal Administrasi Bisnis*, 4(2), 1–10.
- Mangkunegara, A. (2013). *Manajemen sumber daya manusia perusahaan*. PT. Remaja Rosda Karya.
- Mungkasa, O. (2020). Bekerja dari rumah (working from home/WFH): Menuju tatanan baru era pandemi covid 19. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 126–150. <https://doi.org/10.36574/jpp.v4i2.119>
- Musriha. (2011). Influences of work behavior, work environment, and motivation in clove cigarette factories in Kudus, Indonesia. *Academic Research International*, 1(3), 303–314.
- Nisa, C. (2018). *Pengaruh fasilitas kerja dan lingkungan kerja terhadap kinerja karyawan PT. Indoking Aneka Agar-Agar Industri Medan*. (Skripsi). Universitas Medan Area. Retrieved from <http://repository.uma.ac.id/bitstream/123456789/9340/1/Chairun%20Nisa%20-%20fulltext.pdf>
- Nurfitri, N., & Irdil, I. (2020). The concept of student's comfort on Islamic boarding school. *Education and Social Sciences Review*, 1(1), 17–22. [doi.org/10.2921/07essr47900](https://doi.org/10.2921/07essr47900).
- Nurrohmah, K. (2015). *Pengaruh kondisi kerja, gaya kepemimpinan dan stress kerja terhadap kinerja karyawan CV. Nova Furniture di Boyolali*. Skripsi. Universitas Muhammadiyah, Surakarta, Indonesia. Retrieved from <http://eprints.ums.ac.id/32559/14/NASKAH%20PUBLIKASI.pdf>
- Ouakouak, M. L., & Zaitouni, M. G. (2020). Ethical leadership, emotional leadership, and quitting intentions in public organizations. *Leadership & Organization Development Journal*, 41(2), 257–279. <https://doi.org/10.1108/LODJ-05-2019-0206>
- Palvalin, M., van der Voordt, T., & Jylha, T. (2017). The impact of workplaces and self-management practices on the productivity of knowledge workers. *Journal of Facilities Management*, 15(4), 423–438. <https://doi.org/10.1108/JFM-03-2017-0010>
- Prakoso, R. D., Astuti, E. S., & Ruhana, I. (2014). Pengaruh lingkungan kerja terhadap motivasi kerja dan kinerja karyawan (Studi pada karyawan PT. Axa Financial Indonesia Cabang Malang). *Jurnal Administrasi Bisnis*, 14(2), 1–10.
- Pratiwi, N. J., Jamaluddin., Niswanti, R., & Salam, R. (2019). The influence of work facilities on employee performance at the regional financial management agency secretariat section of South Sulawesi Province. *Jurnal Administrare*, 6(1), 35–44. <https://doi.org/10.26858/ja.v6i1.9436>
- Robbins, S. P. & Judge, T. (2017). *Organizational behavior*. 17<sup>th</sup> Edition. Essex, England: Pearson Education Limited.

- Salani, M. 2013. *Kenyamanan kerja pada karyawan bagian produksi PT Dystar Colours Indonesia*. Skripsi. Universitas Gunadarma. Retrieved from <https://studylibid.com/doc/256046/jurnal-skripsi-kepuasan-kerja-pada-karyawan-bagian-produk>
- Setiyadi, Y. W., Wartini, S., & Wijayanto, A. (2016). Pengaruh kualitas kehidupan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Management Analysis Journal*, 5(4), 315–324. <https://doi.org/10.15294/maj.v5i4.12306>
- Sirait, G. (2013). Pengaruh fasilitas kerja terhadap kinerja pegawai SMA Negeri 8 Bengkong Batam. *CBIS Journal*, 1(2), 109–121.
- Sugiyono. (2016). *Metode penelitian kuantitatif, kualitatif dan r&d*. PT Alfabet.
- Suminar, A. C., Mukzam, M. D., & Ruhana, I. (2015). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja (Studi kasus pada karyawan bagian produksi PT Essentra Indonesia Sidoarjo). *Jurnal Administrasi Bisnis*, 26(2), 1–10.
- Suwatno & Priansa. (2011). *Manajemen SDM dalam organisasi publik dan bisnis*. Bandung: Alfabeta.
- Wibowo. (2010). *Manajemen kinerja*. Rajawali Pers.
- Widodo, T. (2010). Pengaruh lingkungan kerja, budaya organisasi, kepemimpinan terhadap kinerja (pegawai Kecamatan Sidorejo Kota Salatiga. *Among Makarti*, 3(5), 14–35. <http://dx.doi.org/10.52353/ama.v3i1.15>