

The Influence of Leadership Style and Work Environment on Employee Performance at PT Bank Arta Kedaton, Bandar Lampung

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Abstract

This study was conducted at PT Bank Arta Kedaton to examine the extent to which leadership style and work environment influence employee performance effectiveness. The research employed a quantitative method, with data collected through questionnaires. The findings revealed that leadership style has a significant influence in enhancing employee productivity. Meanwhile, the work environment also contributes positively to work efficiency. Further statistical analysis indicated that the work environment tends to have a greater influence compared to leadership style. Several aspects, such as the availability of facilities, strong interpersonal relationships, and comfortable working conditions, play an important role in improving employee motivation and work outcomes. Therefore, the strategic recommendation for the company is to optimize visionary leadership styles and establish an ergonomic and collaborative work environment in order to achieve better business objectives.

Keywords: Leadership Style, Work Environment, Employee Performance

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ITRODUCTION

Human resources are valuable assets that serve as the primary driving force in carrying out all organizational activities. Employees play a crucial role in helping organizations achieve their objectives; therefore, human resources must be managed effectively and strategically. Organizational success is highly dependent on employee performance, as employees contribute directly to the achievement of corporate goals and operational sustainability (Prabowo, 2019). Consequently, organizations are required to optimize all available resources and capabilities in order to maintain productivity and operational efficiency. In this context, organizational performance is reflected through the collaborative efforts of individuals and teams within the company (Wahyu, 2024).

Maintaining high levels of employee performance is essential for ensuring organizational effectiveness, operational efficiency, and overall corporate productivity (Darmawan, 2023; Putra et al., 2019). According to Wahyu (2024), leadership authority is one of the important factors influencing employee performance, particularly in relation to communication patterns and the delegation of instructions within an organization. Furthermore, Stephen P. Robbins (2021) emphasized that employee performance is a critical aspect of organizational

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sustainability because it determines the quality of outcomes achieved by the company. Performance can be understood as the measurement of an employee's work results, which are expected to reach optimal standards.

Leadership is considered one of the most important determinants of organizational effectiveness. Effective leadership enables organizations to operate efficiently and achieve strategic goals. Yuliana et al. (2021) stated that efficient communication is highly essential for achieving organizational objectives and improving company performance. Competent leadership can transform stagnant organizations into productive and competitive entities, while ineffective leadership may reduce employee motivation, decrease performance levels, and increase job dissatisfaction (Arsyad, 2025).

In addition to leadership, the work environment also plays a significant role in influencing employee productivity and performance. Research conducted by Girdwichai and Sriviboon, as cited in Siburian et al. (2021), as well as Dwi Astuti (2022), demonstrated that a comfortable, safe, and supportive work environment can significantly enhance employee performance. Similarly, Prawira Yoga (2024) argued that a conducive work environment fosters employee comfort and confidence, enabling employees to perform their duties more effectively. Moreover, Yuli and Sopi (2020) identified several important aspects that contribute to an ideal work environment, including workplace facilities, interpersonal relationships among employees, and organizational values.

In this study, a phenomenon was identified at PT Bank Arta Kedaton. The researcher conducted preliminary observations involving 20 employees regarding leadership style, work environment, and employee performance within the company. The results of the observation are presented in Figure 1 below.

Figure 1. Phenomena of Leadership Style, Work Environment, and Employee Performance

No	Statement Item	Observation	Percentage
1	Leadership directions are not yet consistent in work implementation	12 Employees	60%
2	Communication between leaders and employees is still ineffective	9 Employees	45%
3	The work environment feels less comfortable during busy working hours	11 Employees	55%
4	Work facilities do not optimally support employees' tasks	8 Employees	40%
5	Work targets affect the quality of employee performance	12 Employees	60%

Source: PT Bank Arta Kedaton

LITERATURE REVIEW

Leadership Style

According to Dwi Astuti (2022), leadership refers to a pattern of behavior demonstrated by an individual in influencing the actions of others, particularly subordinates. Yuliana et al. (2021) emphasized that within an organizational context, the position of a leader plays a vital role because it significantly influences the achievement of organizational goals. An effective leader should possess broad competencies and knowledge, including managerial and strategic skills, positive behavior, the ability to influence and direct others, courage in decision-making, responsibility, effective communication skills, wisdom, protectiveness, and the ability to motivate employees. In addition, leaders are expected to establish personal approaches or human relations with their subordinates, as explained by Yuanita and Padmanty (2022). Furthermore, according to Kartono, as cited in Harahap and Khair (2020), leadership is the ability to persuade and direct others, including subordinates or team members, toward achieving broader organizational objectives.

Work Environment

Krisnaldy (2019) highlighted the importance of management in optimizing the company's work environment. According to Akhmad (2022), the social, psychological, and physical aspects of the work environment significantly affect employee work efficiency. A similar view was expressed by Rima Ronia (2020), who defined the work environment as all external components that influence employee performance. Fachrezi and Khair (2020) further described the work environment as a workplace setting that shapes the implementation of tasks and responsibilities. Moreover, Latif et al. (2022) stated that a conducive work environment not only improves employee productivity but also increases work enthusiasm and positively affects workers' psychophysical conditions. Adequate environmental support can encourage employees to work voluntarily and comfortably, ultimately resulting in optimal productivity.

Employee Performance

According to Yuanita and Padmanty (2022), employee productivity is generally measured through indicators such as output, efficiency, and effectiveness in evaluating employee performance. Yuliana et al. (2021) defined performance as the willingness of individuals or teams to complete and improve tasks according to their responsibilities in order to achieve expected targets. Meanwhile, Veithzal and Sagala, as cited in Siburian et al. (2021), explained performance as the accumulation of an individual's achievements within a certain period related to the completion of assigned tasks and objectives. Wibowo, as cited in Arsyad (2025), viewed performance as work results that are strongly correlated with: (1) organizational strategic goals, (2) customer satisfaction levels, and (3) economic contributions. Harahap and Khair (2020) further emphasized that employee performance fundamentally represents employees' efforts in fulfilling their assigned job responsibilities. Employee performance is also influenced by factors such as skills, experience, integrity, and the availability of time.

METHODOLOGY

This study employed a quantitative research approach. The purpose of this method is to systematically measure the relationships among variables using numerical data and statistical analysis techniques. The quantitative approach is considered a scientific strategy that assumes facts can be classified, observed, measured, and analyzed objectively in relation to one another. This method was applied to a specific sample or population in order to collect numerical data. To ensure sample representativeness, sampling techniques are generally conducted

randomly. Quantitative or statistical analysis is then used to test the formulated hypotheses (Sugiyono, 2019).

Population and Sample

In research methodology, a population refers to the entire group of individuals, objects, or subjects that become the focus of a scientific study. According to Ghazali (2021), determining the research population serves as a boundary that defines the scope of the study and its findings. This study involved 91 employees of PT Bank Arta Kedaton.

Fernos (2023) defined a sample as a representation of the population along with its distinctive characteristics. This study implemented data collection through questionnaires. Considering the relatively small population size, a saturated sampling technique was applied, in which all members of the population were included as respondents (Sugiyono, 2019). Therefore, all 91 employees of PT Bank Arta Kedaton were selected as the research sample.

No	Variable Type	Variable Name	Variable Definition	Variable Indicators	Reference
1	Independent Variable (X1)	Leadership Style	Leadership style refers to the way a leader influences, directs, and guides subordinates in achieving organizational goals.	1. Ability to provide direction 2. Leadership communication 3. Decisiveness in decision-making 4. Motivation toward employees 5. Work supervision	Maulana (2022)
2	Independent Variable (X2)	Work Environment	The work environment refers to all conditions surrounding employees that may influence the implementation of work, both physically and non-physically.	1. Workplace lighting 2. Work atmosphere 3. Relationships among employees 4. Work safety 5. Work facilities	Ratnawati (2023)
3	Dependent Variable (Y)	Employee Performance	Employee performance refers to the work results achieved by employees in accordance with responsibilities and targets established by the company.	1. Quality of work 2. Quantity of work 3. Timeliness 4. Responsibility 5. Cooperation	Aziz (2020)

Data Collection

Data collection plays an important role in ensuring that the collected data are valid and reliable. In this study, the researcher employed a survey method through the distribution of questionnaires. The research data were collected using a Likert scale, in which respondents provided responses by selecting the available assessment categories. According to Sugiyono (2019), the Likert scale is an effective instrument for measuring respondents' attitudes, perceptions, and opinions regarding certain social phenomena. The data were then analyzed using multiple linear regression techniques with the assistance of SPSS version 27.0. The research stages were followed by several statistical tests, including validity testing, reliability testing, multiple linear regression analysis, partial testing (t-test), simultaneous testing (F-test), and coefficient of determination analysis (R^2).

Validity Test

According to Ghazali (2021), the validity test aims to confirm the accuracy of a data collection instrument. This study implemented a two-tailed test with a significance level of $\alpha = 0.05$. An item was considered valid if the calculated r-value (r-count) was greater than the r-table value, which served as the minimum standard of

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correlation validity.

Reliability Test

Ghozali (2021) stated that the reliability test functions to evaluate the internal consistency of a questionnaire instrument in measuring research constructs. In this study, the researcher applied Cronbach's Alpha (α) coefficient as an indicator of measurement stability. Based on methodological standards, an instrument is considered reliable if it obtains a Cronbach's Alpha coefficient greater than 0.70, indicating an acceptable level of consistency.

Multiple Linear Regression Analysis

Multiple linear regression analysis, according to Ghozali (2021), provides a methodological framework for estimating the cumulative and partial effects of several independent variables on a dependent variable, with regression coefficients serving as parameters for measuring the intensity of relationships.

Partial Test (t-Test)

The t-test, both independent samples t-test and paired samples t-test, is a statistical analysis tool used to examine differences in mean values between two groups of data (Sugiyono, 2019). Essentially, this technique has several important objectives: (1) testing the validity of the null hypothesis that states equality of means between groups, (2) analyzing differences in average values between two separate groups (independent samples t-test), and (3) evaluating changes within the same group under different conditions (paired samples t-test).

In regression analysis, the partial t-test plays a vital role in testing the significance of the individual influence of each independent variable on the dependent variable. The decision criterion states that if the calculated t-value exceeds the critical t-value in the distribution table, it can be concluded that there is a significant effect. The application of this analytical method in various studies empirically proves that both leadership aspects and work environment factors contribute significantly to employee performance achievement.

Simultaneous Test (F-Test)

In the context of regression analysis, the F-test plays an important role as a tool for testing the statistical significance of the collective influence of several independent variables on the dependent variable. Ghozali (2021) explained that this technique is specifically designed to assess whether a group of predictors simultaneously contributes significantly to the model. The decision-making process is conducted by comparing the calculated F-value with the F-table value at a significance level of 0.05.

Coefficient of Determination Analysis (R^2)

According to Ghozali (2021), the coefficient of determination (R^2) serves as a goodness-of-fit evaluation tool for the model in explaining the dependent variable. Its value ranges from 0 to 1, reflecting the proportion of variance in the dependent variable that can be explained by the independent variables included in the model.

RESULT AND DISCUSSION

The validity test was conducted to ensure that the questionnaire was capable of accurately measuring the research variables. This process aimed to verify the accuracy and relevance of the data in relation to the research objectives. The validation technique used in this study was the correlation analysis between each item score and the total score. The obtained correlation values were compared with the r-table value of 0.297 (degree of freedom = 40, significance level = 5%) for a sample of 91 employees. Data processing was carried out using SPSS version 27.0, and the results are presented in the following tables.

Table 2 Validity Test Results of Leadership Style Variable (X1)

No	Variabel	Cronbach Alpha	Kriteria
1	Kepemimpinan	0,906	Reliabel
2	Lingkungan kerja	0,925	Reliabel
3	Kinerja Karyawan	0,924	Reliabel

Source: Processed SPSS version 27.0 data, 2026

Table 3 Validity Test Results of Work Environment Variable (X2)

No	r-hitung	Sig	r-tabel	kriteria
1	0,494	0,001	0,297	Valid
2	0,796	0,001	0,297	valid
3	0,831	0,001	0,297	Valid
4	0,760	0,001	0,297	Valid
5	0,838	0,001	0,297	Valid
6	0,801	0,001	0,297	Valid
7	0,754	0,001	0,297	Valid
8	0,774	0,001	0,297	Valid
9	0,800	0,001	0,297	Valid
10	0,840	0,001	0,297	Valid

(Source: Processed SPSS version 27.0 data, 2026)

Table 4 Hasil Uji Validitas Kinerja Karyawan (Y)

No	r-hitung	Sig	r-tabel	kriteria
1	0,703	0,001	0,297	Valid
2	0,765	0,001	0,297	Valid
3	0,878	0,001	0,297	Valid
4	0,694	0,001	0,297	Valid
5	0,871	0,001	0,297	Valid
6	0,852	0,001	0,297	valid
7	0,853	0,001	0,297	Valid
8	0,810	0,001	0,297	Valid
9	0,704	0,001	0,297	Valid
10	0,627	0,001	0,297	Valid

(Source: Processed SPSS version 27.0 data, 2026)

The tables above indicate that each statement item in the research instrument or questionnaire has a calculated correlation value (r-count) greater than the critical value (r-table). Based on the test results, all indicators measuring variables X and Y were statistically valid. This finding indicates that the research instrument met the

required validity criteria and was therefore appropriate for use in the data collection process.

Reliability Test Results

The reliability of the research instrument was evaluated using Cronbach's Alpha coefficient analysis for each research variable. The computation results generated through SPSS showed that all variables obtained Cronbach's Alpha values greater than 0.70, thereby fulfilling the reliability criteria proposed by Nunnally. This condition confirms that the research instrument was consistent and reliable for collecting research data. The reliability test results are presented below.

Multiple Linear Regression Analysis

This study analyzed the influence of leadership style and work environment on employee performance using multiple linear regression analysis. The main statistical findings are presented in the following table.

Table 5 Multiple Linear Regression Test Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	-0.281	4.552	-	-0.062	0.951
Leadership Style (X1)	0.492	0.114	0.411	4.307	0.001
Work Environment (X2)	0.528	0.008	0.573	6.018	0.001

(Source: Processed SPSS version 27.0 data, 2026)

Based on the regression analysis results shown above, the following regression equation was obtained:

$$Y = -0.281 + 0.492X_1 + 0.528X_2$$

The interpretation of each coefficient in the regression equation is as follows:

1. The constant value of -0.281 indicates that if the variables of leadership style (X1) and work environment (X2) are assumed to be constant or equal to zero, the employee performance variable (Y) would have a value of -0.281.
2. The regression coefficient of leadership style (X1) is 0.492, meaning that every one-unit increase in leadership style, while the work environment variable remains constant, will increase employee performance by 0.492 units. This indicates a positive relationship between leadership style and employee performance.
3. The regression coefficient of work environment (X2) is 0.528, meaning that every one-unit increase in the work environment variable, while leadership style remains constant, will increase employee performance by 0.528 units. This result also indicates a positive relationship between work environment and employee performance.

Partial Test (t-Test)

The t-test was conducted to determine whether each independent variable individually influences the dependent variable. The partial hypothesis testing results are presented below.

Table 6 Partial Hypothesis Test Results (t-Test)

Variable	t-count	t-table	Sig.	Description
Leadership Style	4.307	2.022	0.001	Positive and Significant
Work Environment	6.018	2.022	0.001	Positive and Significant

Based on Table 1.6, the study demonstrates that the independent variables have significant relationships with the dependent variable. The partial t-test results indicate that the leadership style variable obtained a t-count value of 4.307, which is greater than the t-table value of 2.022, with a significance value of $0.001 < 0.05$. This finding proves that leadership style has a positive and significant effect on employee performance. Similarly, the work environment variable obtained a t-count value of 6.018, which is also greater than the t-table value of 2.022, with a significance value of $0.001 < 0.05$. Therefore, it can be concluded that the work environment has a positive and significant effect on employee performance.

The Influence of Leadership Style on Employee Performance

The findings of this study revealed that leadership style has a significant positive effect on employee performance. Statistical analysis showed that the calculated t-value (4.307) was significantly higher than the t-table value (2.022), with a significance level of 0.001 ($\alpha < 0.05$). This result confirms the existence of a strong and meaningful relationship between leadership style and employee performance. The positive regression coefficient indicates a direct linear relationship, meaning that improvements in leadership style are followed by corresponding improvements in employee performance.

At PT Bank Arta Kedaton, ethical and decisive leadership has been identified as an important factor in improving employee productivity. Effective communication within the organization enables employees to perform their duties according to the instructions provided by leaders. According to Harahap and Khair (2020), a leader's ability to provide direction and motivation in achieving organizational targets is essential for maintaining employee enthusiasm at work. Furthermore, the ability to make accurate decisions in various situations is considered a crucial competency for every leader. Atikah (2019) explained that providing clear guidance, supporting employee development, and serving as a positive role model are highly effective in increasing employee morale and performance.

The results of this study are consistent with previous research conducted by Devi Fitria Wulandari (2021), M. Chairul Anshar (2024), and Sri Irwana (2024), which demonstrated that an appropriate leadership style is capable of significantly improving team performance.

The Influence of Work Environment on Employee Performance

The statistical analysis results indicated that the work environment has a positive and significant effect on employee performance ($t = 6.018 > t\text{-table} = 2.022$; $p = 0.001 < \alpha = 0.05$). The positive regression coefficient reflects a direct linear relationship, where improvements in the work environment are associated with increases in employee performance.

These findings reflect the actual conditions at PT Bank Arta Kedaton, where strong teamwork and collaboration have become important supporting factors. Several aspects of the work environment that influence employee performance include adequate lighting, comfortable air temperature, minimal noise levels, and complete work facilities. In addition, constructive interpersonal relationships, both vertically between management and employees and horizontally among colleagues, create an optimal working ecosystem.

According to Siburian et al. (2021), employees who perceive their work environment as supportive tend to be more focused, creative, and productive. A positive work environment also contributes to employee loyalty, reduces absenteeism, and improves employee retention (Krisnaldy, 2019). Furthermore, Irwana (2024) emphasized that the work environment is a critical factor affecting employees' psychological conditions and productivity in carrying out organizational operations. Research by Astuti (2022) demonstrated that a work environment characterized by comfort, safety, and ergonomic support can improve job satisfaction, reduce stress levels, and optimize employee work output.

In the organizational context, creating an optimal work environment is considered a fundamental requirement for achieving expected performance targets. Empirical evidence from studies conducted by Hanipa (2021) and Wijoyo (2024) also confirmed that the work environment has a positive and significant effect on employee performance

The Influence of Leadership Style and Work Environment on Employee Performance

The quantitative findings of this study ($F = 55.296$; $p < 0.05$) strengthen the proposition that effective leadership implemented within a stable and productive work environment creates positive synergy that significantly improves employee performance. Yuliana et al. (2021) stated that leadership reflects an individual's ability to influence individuals or groups in achieving organizational goals. A leader must ensure a balance between employee needs and organizational direction in order to achieve organizational objectives effectively.

Meanwhile, Putra et al. (2019) emphasized that a conducive and supportive work environment is a key factor in improving work efficiency and organizational productivity. The findings of this study revealed that 72.6% of the variation in employee performance could be explained by the interaction between leadership style and work environment, as reflected in the Adjusted R^2 value of 0.726. The remaining 27.4% was influenced by other external variables not examined in this study.

These findings reinforce the vital role of leadership in shaping an optimal work atmosphere to achieve organizational targets effectively. Previous studies

conducted by Sri Irwana (2024) and Ismail Noto Wijoyo (2024) also revealed that leadership style and work environment significantly influence employee performance. Therefore, this study confirms that the implementation of effective leadership, supported by a conducive work environment, can optimally improve employee productivity and overall work achievement.

CONCLUSION

The findings of this study indicate that effective leadership is capable of enhancing employee motivation, discipline, and work enthusiasm, which ultimately contribute to the improvement of organizational productivity. On the other hand, an ideal work environment is generally characterized by a comfortable working atmosphere, positive interpersonal relationships, and adequate workplace facilities and infrastructure. Based on these findings, the continuous development of effective leadership practices and the creation of an optimal work environment are considered key factors in improving the overall performance achievement of employees.

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