



THE EFFECTS OF WORK FATIGUE AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN SMEs IN CIREBON CITY

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Abstract

This study examines the influence of job fatigue (burnout) and the work environment on employee performance in coffee shop SMEs in Cirebon City. The research was motivated by the rapid growth of SMEs and the importance of effective human resource management in businesses with high work intensity. An associative quantitative approach was applied using questionnaires distributed to 97 coffee shop employees selected through purposive sampling. The data were analyzed using multiple linear regression, validity and reliability tests, and classical assumption tests with SPSS version 26. The findings showed that all research instruments were valid and reliable. Regression analysis produced the equation $Y = 42.649 + 0.029X_1 + 0.486X_2$. Partial hypothesis testing revealed that job fatigue had no significant effect on employee performance, with a t-count of 0.534 and significance value of 0.594. In contrast, the work environment had a positive and significant influence on employee performance, with a t-count of 6.888 and significance value of 0.000. The adjusted R square value of 0.325 indicates that both variables explained 32.5% of employee performance variation. Overall, the work environment contributed more strongly to performance improvement than job fatigue. Therefore, SME managers should prioritize supportive workplace conditions to enhance employee productivity and organizational sustainability.

Keywords: Job Fatigue; Work Environment; Employee Performance; SMEs; Coffee Shop; Cirebon



INTRODUCTION

Small and Medium Enterprises (SMEs) have become one of the main drivers of Indonesia's regional economy. Along with the rapid expansion of SMEs, maintaining employee performance has become an increasingly important managerial challenge, particularly in labor-intensive service businesses where employees interact directly with customers. Coffee shops represent one of the fastest-growing SME subsectors in Indonesia, characterized by high service intensity, long working hours, and continuous customer interaction, making employee performance a critical determinant of business sustainability.

Table 1. Cirebon City SME Data for 5 Years

Subdistrict	Year (Unit)				
	2020	2021	2022	2023	2024
Prosecutor's Office	137	467	229	259	309
Kesambi	165	138	348	230	307
Multiplication	95	154	229	197	213
Weak Stomach	150	174	204	225	243
Harjamukti	260	305	462	405	472
Total	807	1,238	1,472	1,109	1,544

Source: Department of Cooperatives, Small and Medium Enterprises, Trade and Industry, Cirebon City

According to the Cirebon City Department of Cooperatives, SMEs, Trade and Industry, the number of SMEs increased from 807 units in 2020 to 1,544 units in 2024 (Table 1). This growth indicates not only an expansion of business opportunities but also increasing competition among SMEs. Consequently, coffee shop owners are required to maintain consistent employee performance despite demanding working conditions. The rapid increase in the number of SMEs suggests that human resource management is becoming a strategic issue rather than merely an operational concern (Saputri et al., 2022).

Employees in coffee shop SMEs often work under high workloads, irregular shifts, and continuous customer interaction. These working conditions may lead to job fatigue (burnout), which reduces employees' physical and emotional capacity to perform effectively. At the same time, a supportive work environment may help employees maintain productivity despite work pressure. Therefore, understanding how these two factors influence employee performance is important for SME sustainability.



Several previous studies have investigated factors influencing employee performance. Saputri et al. (2022) found that job fatigue negatively affects employee performance, while Leiter and Maslach (2016) explained that prolonged burnout reduces employees' motivation and work effectiveness. Meanwhile, Sedarmayanti and Rahardian (2018) as well as Mardiyanto (2021) reported that a supportive work environment significantly improves employee performance through better physical and social working conditions. Although these studies provide important evidence, they were primarily conducted in large organizations or different business sectors. Empirical studies that simultaneously examine the effects of job fatigue and the work environment on employee performance in coffee shop SMEs are still limited, particularly in Cirebon City. Therefore, the findings of previous studies cannot be directly generalized to this context, creating a research gap that this study seeks to address.

To date, research on work burnout and the work environment has been extensively conducted, but generally focuses on large-scale companies. Studies that simultaneously link these two variables to analyze their impact on employee performance in the context of SMEs, particularly in the coffee shop subsector, are still very limited. Specifically in Cirebon City, there has been no comprehensive research that empirically examines how work burnout and the quality of the work environment interact and shape employee performance in coffee shop SMEs. Based on the explanation above, the issues raised in this study are formulated as follows: Does workload (burnout) impact employee performance in SMEs in Cirebon, and does the work environment influence employee performance in SMEs in Cirebon? The purpose of this study is to examine the impact of workload (burnout) on employee performance and to investigate the influence of the work environment on employee performance in SMEs in Cirebon.

Based on these research gaps, this study aims to examine the effect of job fatigue and the work environment on employee performance among employees of coffee shop SMEs in Cirebon City. The findings are expected to enrich the human resource management literature while providing practical implications for improving employee performance in SMEs.

LITERATURE REVIEW

Employee performance

Employee performance represents the extent to which employees accomplish work objectives in terms of quality, quantity, timeliness, and responsibility. According to Mangkunegara (2013), performance reflects the



quality and quantity of work achieved by employees in carrying out their assigned duties. Likewise, Edison (2017) explains that employee performance can be evaluated through indicators such as work quality, target achievement, punctuality, and consistency in completing assigned tasks.

Employee performance is not determined solely by employees' individual capabilities. It is also influenced by psychological conditions and organizational factors. Employees who experience emotional exhaustion, excessive work pressure, or an unsupportive work environment are less likely to maintain optimal productivity. Conversely, employees working in supportive organizational conditions tend to demonstrate higher motivation, stronger commitment, and better job performance. Therefore, employee performance is considered an important organizational outcome that reflects the interaction between individual characteristics and workplace conditions.

Work Fatigue (Burnout)

Burnout refers to a psychological syndrome resulting from prolonged exposure to chronic work-related stress. Maslach and Leiter (2008) define burnout as consisting of three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion decreases employees' physical and mental energy, depersonalization causes employees to become detached from their work and colleagues, while reduced personal accomplishment lowers confidence in performing job responsibilities.

Rather than merely describing burnout as a state of fatigue, previous studies explain the mechanism through which burnout influences performance. Employees experiencing prolonged emotional exhaustion generally have reduced cognitive capacity, lower concentration, slower decision-making, and diminished motivation. These conditions decrease work effectiveness, increase the likelihood of errors, reduce service quality, and ultimately lower overall employee performance. The Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti (2007) also explains that excessive job demands consume employees' psychological resources, leading to burnout and eventually decreasing work performance unless balanced by adequate organizational resources.

Numerous empirical studies support this relationship. Risnawati (2016) found that higher levels of work fatigue significantly reduce employee performance. Similarly, Saputri et al. (2022) reported that job fatigue negatively affects employee productivity because exhausted employees have difficulty maintaining concentration, work quality, and consistency. Leiter and Maslach (2016) further argued that prolonged burnout contributes to decreased



motivation, increased absenteeism, and reduced organizational commitment, all of which ultimately impair employee performance.

Based on these theoretical explanations and empirical findings, burnout is expected to negatively influence employee performance.

H1: The higher the work fatigue, the lower the employee performance.

Work Environment

The work environment comprises physical and non-physical conditions surrounding employees while performing their work. Sedarmayanti and Rahardian (2018) describe the work environment as including workplace facilities, lighting, temperature, noise, safety, interpersonal relationships, communication, and organizational support. These conditions create the context in which employees perform their daily activities.

The influence of the work environment on employee performance can be explained through motivational and behavioral mechanisms. A supportive physical environment minimizes distractions, reduces physical fatigue, and enables employees to complete tasks more efficiently. Likewise, a positive social environment characterized by good communication, supportive supervisors, and harmonious relationships enhances employees' motivation, job satisfaction, and organizational commitment. Together, these conditions encourage employees to work more effectively and achieve higher performance.

Empirical evidence consistently supports this relationship. Maidiyanto (2021) demonstrated that a conducive work environment significantly improves employee performance by increasing employee motivation and work effectiveness. Sedarmayanti and Rahardian (2018) also found that both physical and non-physical workplace conditions positively influence employee productivity. Robbins and Judge (2019) further argue that organizations providing supportive work environments generally experience higher employee engagement, better work quality, and improved organizational performance.

These findings indicate that creating a healthy and supportive work environment enables employees to maintain higher productivity and consistently achieve organizational goals.

H2: The better the work environment, the higher the employee performance.

Conceptual Relationship among Work Fatigue, Work Environment, and Employee Performance

Employee performance is influenced by both internal psychological conditions and external organizational factors. Work fatigue represents an internal condition that gradually reduces employees' physical and psychological



resources, thereby limiting their ability to perform effectively. In contrast, the work environment represents an external organizational factor that either facilitates or constrains employees in accomplishing their work responsibilities.

From the perspective of the Job Demands–Resources (JD-R) model, excessive job demands increase burnout, whereas adequate organizational resources, including a supportive work environment, help employees maintain motivation and performance despite work pressures. Consequently, burnout is expected to negatively influence employee performance, while a supportive work environment is expected to enhance employee performance. Based on this conceptual framework, this study examines the simultaneous effects of work fatigue (X1) and work environment (X2) on employee performance (Y) among employees of coffee shop SMEs in Cirebon City.

RESEARCH METHOD

This study employed a quantitative approach with an associative research design to examine the influence of work fatigue and the work environment on employee performance in coffee shop SMEs in Cirebon City (Sugiyono, 2019).

The target population consisted of employees working in coffee shop SMEs in Cirebon City, including baristas, cashiers, and servers. However, the exact population size could not be determined because no centralized database of coffee shop employees is available, and the number of employees varies across businesses due to staff turnover and operational changes. Therefore, this study treated the population as unknown.

Since the population size was unknown, the minimum sample size was determined using Cochran's formula for an infinite population with a 95% confidence level ($Z = 1.96$), an estimated population proportion ($p = 0.50$), and a margin of error of 10%. The calculation resulted in a minimum sample size of 96.04 respondents, which was rounded up to 97 respondents.

After determining the minimum sample size, respondents were selected using purposive sampling. This technique was chosen because not all individuals were relevant to the objectives of the study. The respondents had to meet the following criteria: (1) currently employed at a coffee shop SME in Cirebon City; (2) directly involved in daily operational activities as a barista, cashier, or server; (3) have worked for at least six months to ensure sufficient work experience; and (4) be willing to participate voluntarily in the research.

The sampling procedure was conducted in several stages. First, coffee shop SMEs operating in Cirebon City were identified through local business information. Second, the researcher contacted business owners or managers to



obtain permission for data collection. Third, employees who fulfilled the predetermined inclusion criteria were identified. Finally, questionnaires were distributed directly to eligible respondents until the required sample size of 97 respondents was achieved.

Primary data were collected using a structured questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument consisted of three variables. The work fatigue variable was measured using 22 indicators representing emotional exhaustion, depersonalization, and reduced personal accomplishment based on Maslach (2008). The work environment variable consisted of 22 indicators covering physical and non-physical workplace conditions adapted from Sedarmayanti (2018). Employee performance was measured using 18 indicators reflecting work quality, quantity, timeliness, and responsibility based on Edison (2017).

Operationally, work fatigue refers to employees' physical, emotional, and psychological exhaustion resulting from prolonged work demands. The work environment refers to employees' perceptions of the physical and social conditions of the workplace that support job performance. Employee performance refers to employees' ability to accomplish work responsibilities effectively in terms of quality, quantity, punctuality, and responsibility.

Before hypothesis testing, the questionnaire was evaluated through validity and reliability testing. Item validity was assessed using the Pearson Product Moment correlation, where items with significance values below 0.05 were considered valid. Instrument reliability was evaluated using Cronbach's Alpha, with coefficients greater than 0.70 indicating acceptable internal consistency (Ghozali, 2018).

The data were analyzed using multiple linear regression with the equation:

$$Y = a + b_1X_1 + b_2X_2$$

Prior to regression analysis, classical assumption tests were conducted, including the normality test using the Kolmogorov–Smirnov test and the multicollinearity test using Tolerance and Variance Inflation Factor (VIF). The residuals were considered normally distributed when the Kolmogorov–Smirnov significance value exceeded 0.05. Multicollinearity was considered absent when the tolerance value was greater than 0.10 and the VIF value was below 10. All statistical analyses were performed using SPSS version 26.



RESULTS AND DISCUSSION

Based on the research results, the characteristics of respondents in SME coffee shops in Cirebon City were dominated by male employees (52.6%) and the young age group (20-25 years old) at 59.8%. All research instruments used, in the form of questionnaires with a Likert scale, have been tested for validity (r count > 0.1996). This indicates that the measurement tools used are valid to reveal the variables studied, so that the collected data is worthy of further analysis. The dominance of young workers in this research object is relevant to the dynamics and demands of the coffee shop industry, which requires speed, accuracy, and high energy in service.

Table 2. Results of the Validity Test of the Research Instrument

Table with 5 columns: Statement, Work Fatigue, Work environment, Employee performance, and r Table. It lists 24 statements and their corresponding validity coefficients.

Source: Data processed in 2026



Based on Table 2, all questionnaire items have corrected item-total correlation values exceeding the minimum criterion ($r > 0.199$), indicating that each indicator is valid for measuring the intended construct. Since all items met the validity requirement, no questionnaire items were eliminated, and the instrument was considered appropriate for subsequent statistical analysis.

Meanwhile, the results of the reliability test for the variables of work fatigue, work environment, and employee performance can be seen in the following table:

Table 3.

Results of the Reliability Test of the Research Instrument

No	Variables	Cronbach's Alpha
1	Work Fatigue	.842
2	Work environment	.805
3	Employee performance	.764

Source: Data processed in 2026

Based on the results in Table 3, the reliability test shows that the work fatigue variable (X1) has a Cronbach's Alpha value of 0.842, the work environment variable (X2) of 0.805, and the employee performance variable (Y) of 0.764. All of these research instruments are considered reliable and trustworthy as measuring tools, with a Cronbach's Alpha value of more than 0.70 (Ghozali, 2018). In addition, this study also includes traditional assumption tests, such as multicollinearity and normality tests, with the analysis results presented in Table 4:

Table 4.

Results of Normality and Multicollinearity Tests

Variables	Tolerance	VIF
Work Fatigue	0.997	1,003
Work Environment	0.997	1,003

Source: Data processed in 2026

The multicollinearity test is conducted by looking at the Tolerance and Variance Inflation Factor (VIF) values. The applicable provisions in this test are, if the Variance Inflation Factor VIF value is > 10 and the tolerance value is < 0.1 then there is Multicollinearity, whereas if the VIF value is < 10 and the tolerance value is > 0.1 then there is no Multicollinearity. The results of the multicollinearity test show that the Work Fatigue and Work Environment variables have a Tolerance value of 0.997, which is greater than 0.1, and a VIF value of 1.003 for each variable, which is still below 10. Therefore, it can be concluded that there is no multicollinearity in this regression. Meanwhile, the normality test shows that



the results of the One-Sample Kolmogorov-Smirnov at the Asymp. Sig. value are 0.200 greater than the significance value of $0.200 > 0.05$. Thus, it can be concluded that the residual data in this study are normally distributed.

Meanwhile, the multiple regression results obtained from the calculations are shown in Table 5 below:

Table 5.
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	42,649	8.103		5,263	.000
Total X1	.029	.055	.045	.534	.594
Total X2	.486	.071	.578	6,888	.000
Adjusted R Square	R 0.325				
F Statistics	24.149 and Sig. 0.000				

Source: Data processed in 2026

Based on information from Table 5, the Adjusted R Square value was recorded at 0.325, equivalent to 32.5%, indicating that related variables such as workload and work environment were able to explain 32.5% of changes in employee performance. This indicates that both variables contribute to employee performance. Conversely, 67.5% of the variation in employee performance was influenced by external factors not accounted for in this study. These factors include work motivation, leadership approach, reward system, organizational culture, and other important variables that have not been studied and therefore could be areas for future research.

Based on the regression model shown in Table 6, the regression equation can be written as follows: $Y = 42.649 + 0.029X1 + 0.486X2$. The calculated F value is 24.149, which exceeds the F value of the table, with a significance level of $0.000 < 0.05$, so this regression model is considered significant and appropriate to explain employee performance fluctuations in this study.

The results indicate that work fatigue (X1) has a positive but statistically insignificant effect on employee performance ($\beta = 0.029$; $p = 0.594$). The positive coefficient should not be interpreted as evidence that fatigue improves performance because the relationship is statistically insignificant. Instead, it suggests that the effect of work fatigue may be offset by other factors operating in the workplace. Within the SME coffee shop context, employees may continue



to maintain their performance despite experiencing fatigue due to adaptive coping strategies, teamwork, operational flexibility, or organizational support. Consequently, work fatigue alone is insufficient to explain variations in employee performance.

The results of the second work environment hypothesis (X2) show a significance value of 0.000, which is lower than 0.05, so the work environment has a positive and significant effect on employee performance. The contribution of the work environment to employee performance is 0.486, greater than work fatigue. A conducive, safe, and comfortable work environment can create a work atmosphere that increases employee productivity, focus, and motivation. Therefore, the hypothesis that states that the better the work environment, the higher the employee performance is accepted.

Based on multiple linear regression analysis, it appears that the work environment contributes more significantly to employee performance than work fatigue (Robbins et al., 2019). In this context, companies should prioritize creating and maintaining an ideal work environment as a primary step to increasing employee productivity. Although work fatigue has not been shown to be significant, its management remains crucial for maintaining the continuity of employee performance and overall well-being (MP Leiter & Maslach, 2016).

The Effect of Work Fatigue (X1) on Employee Performance (Y) at UKM Coffee Shops in Cirebon City

The findings indicate that work fatigue does not significantly influence employee performance in coffee shop SMEs. This suggests that employees are able to maintain their work performance despite experiencing physical or emotional exhaustion. One possible explanation is that employees in SMEs often perform multiple roles and become accustomed to fluctuating workloads, enabling them to adapt more effectively to job demands.

From the perspective of the Job Demands–Resources (JD-R) Model proposed by Bakker and Demerouti (2007), the negative impact of job demands such as fatigue may be mitigated when employees possess sufficient job resources, including supportive supervisors, teamwork, and flexible work arrangements. These resources function as protective factors that reduce the detrimental consequences of burnout on performance.

Coping mechanism theory further explains this finding by suggesting that individuals actively employ behavioural and psychological strategies to manage occupational stress. Employees who use adaptive coping strategies, such as seeking social support, problem-solving, and emotional regulation, are more



likely to preserve their performance despite experiencing work fatigue. In SME settings, these coping strategies are often facilitated by close interpersonal relationships, open communication, and flexible organizational practices. Consequently, burnout does not necessarily translate into lower employee performance.

These findings differ from Leiter and Maslach (2014), who reported that burnout significantly reduces employee performance. The discrepancy may stem from differences in organizational context. Previous studies mainly examined large organizations with rigid structures, whereas coffee shop SMEs generally operate with greater flexibility, allowing employees to receive more immediate social support and autonomy in completing their tasks.

The Influence of the Work Environment (X2) on Employee Performance (Y) at UKM Coffee Shops in Cirebon City

A supportive workplace environment, both physical (such as a clean work area, adequate lighting, and safe facilities) and non-physical (such as balanced social ties, support from management, and fair company rules), can significantly improve employee performance. Stress and fatigue can be reduced in a comfortable and safe workplace, which helps workers focus and maintain motivation to complete their work. Furthermore, a supportive work environment, such as easy access to necessary equipment and information, can increase employee motivation and efficiency, which in turn results in better work results. In this regard, the results of this study emphasize the importance of organizational initiatives, particularly for small and medium enterprises (SMEs) in Cirebon City, to actively develop and maintain a supportive workplace.

The findings of this study are consistent with Maidiyanto (2021), who reported that a supportive work environment significantly improves employee productivity. Similar results were also found by Sedarmayanti and Rahardian (2018), who demonstrated that physical comfort and positive interpersonal relationships contribute to higher employee effectiveness. These findings suggest that, in SMEs, work environment factors become particularly important because employees rely heavily on teamwork and direct communication during daily operations. Therefore, improving workplace conditions may provide more immediate performance benefits than focusing solely on reducing work fatigue.

CONCLUSION

The findings of this study indicate that workplace fatigue does not significantly impact the performance of SME employees in Cirebon City. Work



fatigue involving excessive workloads or long working hours has not had a substantial impact on employee productivity and effectiveness. Although employees may experience fatigue, other factors such as incentives, intrinsic motivation, personal responsibility, and adequate work environment support enable them to continue performing optimally. Therefore, companies should not focus too much on reducing workplace fatigue as a top priority, but instead consider other aspects such as providing balanced tasks, providing adequate rest, and creating a work culture that encourages work-life balance.

The work environment has been shown to have a positive and significant impact on employee performance in Small and Medium Enterprises (SMEs) in Cirebon City. A suitable work environment, both in terms of physical conditions such as cleanliness, safety, and comfort, as well as non-physical aspects such as harmonious relationships and effective communication, contributes to increased employee motivation, discipline, and productivity. When the work environment is supportive, employees tend to be more enthusiastic in completing tasks and achieving organizational targets. The implication of this finding is that companies need to pay attention to work environment management through improving facilities, fostering interpersonal relationships, and promoting a positive atmosphere. Furthermore, organizations can enhance the impact of the work environment by involving employees in the process of planning a conducive workspace, so that it has a more dominant influence on performance than factors such as work fatigue.

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