THE IMPACT OF WORK CONFLICT, WORK ENVIRONMENT, AND SELF-AWARENESS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EMPLOYEES OF PROF. DR. CHAIRUDDIN PANUSUNAN LUBIS EDUCATIONAL HOSPITAL

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

[1,2,3] Management Sciences / Universitas Sumatera Utara, Medan

Correspondent E-mail : sartika.ningsih83@gmail.com, ritha.dalimunthe@usu.ac.id, parapat@usu.ac.id

Abstract

Hospitals are considered as one of the organizations or health facilities that have an important role in improving the degree of public health. In an effort to provide comprehensive health services, an evaluation of the performance and satisfaction of hospital employees is needed. This study aims to find out and analyze the influence of work conflicts, work environment, and self-awareness on employee performance through job satisfaction of employees of Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital. This research is an associative research and the type of data used is quantitative data. The population in this study is an employee of the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital. The number of samples in this study is 120 respondents. The data analysis used is structural equation modeling. The results of this study show that work conflicts directly have a negative and significant effect on job satisfaction and employee performance. Meanwhile, the work environment and self-awareness directly have a positive and significant effect on the work and performance of employees. Indirectly, work conflicts have a negative and significant effect on employee performance through job satisfaction. Meanwhile, the work environment and self-awareness indirectly have a positive and significant effect on employee performance through job satisfaction.

Keywords: ***Work Conflict, Work Environment, Self-Awareness, Employee Performance, Job Satisfaction.***

1. INTRODUCTION

Human resources have a very important role in an organization, both profit and non-profit organizations. Human resources are one of the factors that are directly involved in carrying out organizational activities and play an important role in increasing organizational productivity in achieving the goals that have been set. In a company, employees are the main asset that is an active actor in every activity of the company. Employees have different feelings, thoughts, desires, status, educational background, age and gender, which are brought into the organization.

Hospitals are considered as one of the organizations or health facilities that have an important role in improving the degree of public health. A hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. Therefore,

THE IMPACT OF WORK CONFLICT, WORK ENVIRONMENT, AND SELF-AWARENESS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EMPLOYEES OF PROF. DR. CHAIRUDDIN PANUSUNAN LUBIS EDUCATIONAL HOSPITAL

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

hospitals are required to provide quality services that are highly determined by the human resources in them (Wahyudi, 2018).

One of the influential employee behaviors in hospitals is the performance of the hospital employees themselves. Job *performance* is a behavior of employees involved in work. In achieving good performance, the organization must strive to improve the performance of employees as well as possible, because employee performance greatly affects the performance of the team or work group, and can affect the overall performance of the organization. According to Matriadi, et al., (2019), there is always a meaningful variation or diversification that can trigger new research questions related to job performance.

The object of this research is the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital. Where this hospital is one of the leading hospitals in Indonesia located in Medan, North Sumatra. Where the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital provides high-quality health services with modern facilities and qualified medical personnel. The total number of employees at the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital is 526 employees, the details of which can be seen in table 1.1 as follows:

Table 1. Number of Employees Based on Assignment Qualification Category

| Assignment Qualifications	Civil servants (people)	Crime Scene (person)	Crime Scene-TT (people)	Number of People
Medical Personnel	136	69	47	252
Other Health Workers	13	57	27	97
Non-Medical Education Personnel	15	127	35	177
Total	164	253	109	526

Source: MSDM Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis (2024)

The role of employees to realize a quality hospital is very important for all employees, both medical employees and non-medical employees. In achieving good performance, the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital must strive to improve the performance of employees as well as possible, because employee performance greatly affects the performance of the team or work group, and can affect the performance of the organization as a whole. The following is an assessment of the performance of employees of the Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis which uses the achievement values of Employee Work Goals (SKP) and Work Behavior regulated in Government Regulation Number 30 of 2019.

Table 2. Performance Assessment

It	Valuation	Value
1	Excellent	1. Score with the number 110-120 2. Creating new ideas and/or new ways of improving performance that benefit the organization or the State
2	Good	Obtained score 90-120
3	Enough	Obtained score 70-90
4	Missing/*Missconduct*	The score obtained is 50-70
It	Valuation	Value
5	Very Less	Values obtained below 50

Source: MSDM Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis (2024)
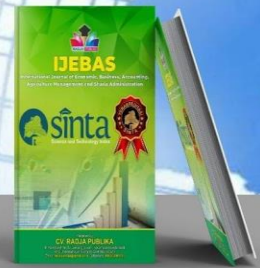
Based on the results of employee work objectives (SKP), the results of the Performance Assessment of Employees of the Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis can be displayed in Table 3 as follows:

Table 3. **Distribution of Employee Performance Appraisals**

Category	Distribution Employee Performance Assessment With Organizational Performance Achievements	Percentage
Very Less	0	0.0
Less/ *Misconduct*	0	0.0
Category	Distribution Employee Performance Assessment With Organizational Performance Achievements	Percentage
Needs Improvement	85	16.2
Good	288	54.7
Excellent	153	29.1
Sum	526	100

Source: MSDM Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis (2024)

Based on Table 3, it can be seen that the results of the performance assessment of the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital in 2023 that the category needs improvement or is sufficient by 85 (16.2%) employees which shows that the performance of employees has not been maximized when viewed as a whole even though more than half are good and very good. Therefore, it is necessary to know more about the problems related to performance faced by employees of the dr. Chairuddin Panusunan Lubis Teaching Hospital.

Dr. Chairuddin Panusunan Lubis Teaching Hospital experienced several employee performance problems, including employees not using their working time optimally such as arriving late and leaving early before working hours ended, this happened due to a lack of awareness of the importance of discipline at work. In addition, conflicts arise between employees and employees, employees and patients or employees and patients' families. Conflicts that often occur are caused by miscommunication between employees and patients or patients' families. This causes employee relationships that do not go well with patients or patients' families, as a result of which employees often do not understand each other and have different opinions, this leads to quarrels or disputes.

Another problem is the lack of job promotions carried out by the dr. Chairuddin Panusunan Lubis Teaching Hospital, while in reality, there are employees who want to develop their education forced to be delayed. This is reinforced by the statement of Wilson Bangun (2019) stating that employee performance appraisal is a process carried out by organizations to evaluate or see the success of employees in carrying out their duties. Performance appraisal can also be carried out by comparing performance results achieved with work standards within the company. Manager performance will be an effort and ability to do work that can be seen from the application of the resources produced (Syamsuri, et al., 2022).

THE IMPACT OF WORK CONFLICT, WORK ENVIRONMENT, AND SELF-AWARENESS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EMPLOYEES OF PROF. DR. CHAIRUDDIN PANUSUNAN LUBIS EDUCATIONAL HOSPITAL

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

2. RESEARCH METHODS

This research was conducted at the dr. Chairuddin Panusunan Lubis Teaching Hospital located on Jl. Dr. Mansyur No. 66, Medan Baru District, Medan City, the research period started from September 2023 to May 2024. In order to collect research data, researchers will collect data through the Questionnaire Distribution Technique. The sample selection in this study was carried out using the non-probability sampling method. Sekaran and Bougie (2017) explain that *non-probability sampling* is a method in which individuals in a population do not have an innate probability of being selected. In other words, the respondents selected as the sample of this study were randomly selected without certain criteria.

In addition to *the non-probability sampling* method, convenience *sampling* techniques are also applied in this study. *Convenience sampling* is a sampling technique that relies on collecting information from individuals in a population who are willing to provide answers to research questions By following the guidelines that have been set, which is 5 to 10 times the number of indicators, and considering that this study has 25 indicators, the recommended number of samples submitted is 25 x 5, which is equivalent to 125 Employees of the Teaching Hospital dr. Chairuddin Panusunan Lubis. According to (Hair *et al*. 2022), *path models* are diagrams used to visually display hypotheses and variable relationships examined when SEM is applied. *The first order* model is analyzed using the model frame reference basis
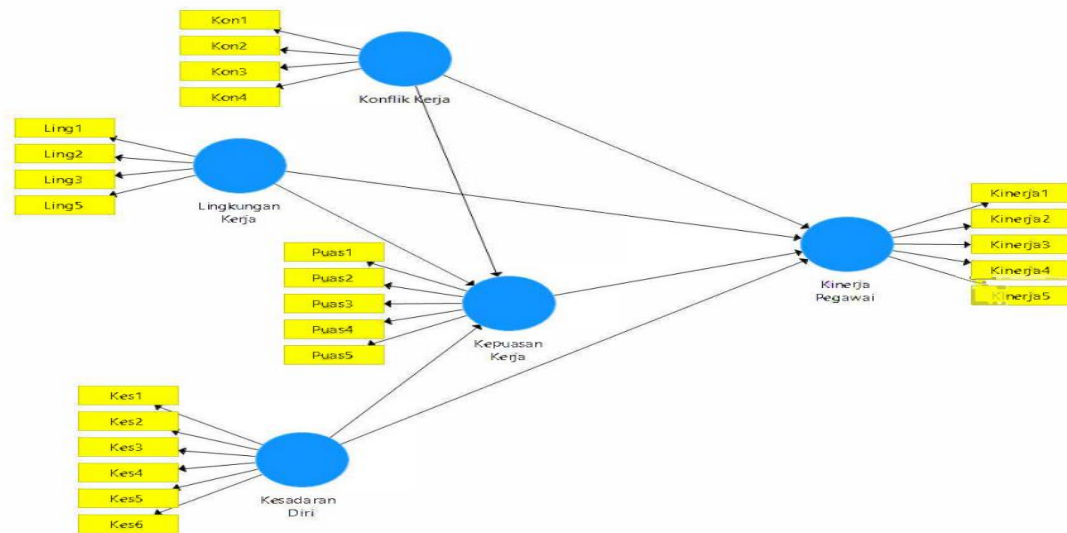

Figure 1. Structure of the Research Model

There are three criteria in the use of data analysis techniques with SmartPLS to assess *the outer* model, namely: *convergent validity, discriminant validity*, and *composite reliability*. The results of *convergent validity, discriminant validity*, and *composite reliability analysis were analyzed*. Testing the inner model or structural model is carried out to see the relationship between the variables, *R-Square* and *Q-square* values of the research model. The assessment of the model with SmartPLS begins by looking at *the R-Square* for each dependent *latent* variable.

To test *whether the measuring* instrument used meets the requirements of a good measuring instrument, data analysis is carried out based on the results of the collected data, data testing is first
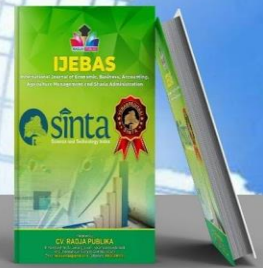
carried out through data validity and reliability tests. The validity test was carried out on 30 people using the SPSS program and was carried out on employees of H. Adam Malik Hospital.

3. RESULTS AND DISCUSSION

Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital provides high-quality health services with modern facilities and qualified medical personnel. One of the advantages of the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital is its role as a medical education center, which means that patients receive treatment from doctors who are always up-to-date with the development of medical science. In addition, the total number of employees at the Prof. Dr. Chairuddin Panusunan Lubis Teaching Hospital is 526 employees.

Table 5. Number of Employees Based on Assignment Qualification Category

Assignment Qualifications	Civil servants (people)	Crime Scene (person)	Crime Scene-TT (people)	Number of People
Medical Personnel	136	69	47	252
Other Health Workers	13	57	27	97
Non-Medical Education Personnel	15	127	35	177
Total	164	253	109	526

Source: MSDM Teaching Hospital Prof. Dr. Chairuddin Panusunan Lubis (2024)

There are two steps in analyzing and testing, the steps in question are *Outer Model* and *Inner Model* Testing (Hair *et al*. 2021).

3.1. Testing the Outer Model

In this model analysis, the relationship between latent variables and their indicators is specified (Hair et., al., 2021). There are three criteria in the use of data analysis techniques with SmartPLS to assess *the outer* model, namely: *convergent validity, discriminant validity*, and *composite reliability*.

3.1.1. Convergent Validity Test

In reflective constructs, *convergent* validity testing is carried out by looking at the *loading factor* value. The *value of the loading factor* is greater than 0.7. means very valid, *loading factors* of 0.5 and 0.6 mean moderate, and *loading factors* less than 0.5 are invalid and must be discarded

Table. 6. *Convergent* Validity Test with *Loading Factor* Results

Variable		Conflict	Environment	Awareness	Satisfaction	Performance
Work Conflict (X1)	Conflict1	0.749				
	Conflict2	0.856				
	Conflict3	0.880				
	Conflict4	0.846				
Variable		Conflict	Environment	Awareness	Satisfaction	Performance

THE IMPACT OF WORK CONFLICT, WORK ENVIRONMENT, AND SELF-AWARENESS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EMPLOYEES OF PROF. DR. CHAIRUDDIN PANUSUNAN LUBIS EDUCATIONAL HOSPITAL

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

|					
Work Environment (x2)	Environment1	0.798			
	Environment2	0.630			
	Environment3	0.900			
	Environment4	0.859			
Self-Awareness (X3)	Awareness1		0.899		
	Consciousness 2		0.897		
	Awareness3		0.842		
	Awareness4		0.743		
	Awareness5		0.741		
	Awareness6		0.819		
Job Satisfaction (Z)	Satisfaction1			0.851	
	Satisfaction2			0.893	
	Satisfaction3			0.860	
	Satisfaction4			0.868	
	Satisfaction5			0.849	
Employee Performance (Y)	Performance1				0.844
	Performance2				0.881
	Performance3				0.884
	Performance4				0.852
	Performance5				0.821

Source : Data Processed (2024)

Based on Table 6, it is known that each variable indicator in this study has an *outer loading* value of > 0.6 which means moderate and is considered sufficient to meet the *convergent validity* requirements.

Table. 7. *Average Variance Extracted (AVE)* **Value**

	Average Variance Extracted (AVE)
Work Conflicts	0.696
Work Environment	0.645
Work Awareness	0.683
Job Satisfaction	0.747
Employee Performance	0.734

Source: Data Processed (2024)

Based on Table 7. above, it is known that the AVE values of the variables Work Conflict (X_1), Work Environment (X_2), Self-Awareness (X_3), Job Satisfaction (Z), and Employee Performance (Y) > 0.5 so that it also meets the validity requirements.
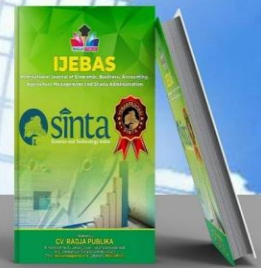
3.1.2. *Discriminant* Validity Test

One way that can be used to test the validity of *a discriminant* is with Fornell-Lacker. The Fornell-Lacker *discriminant* validity test states that if the root value of AVE > a correlation between constructs, then the validity of the discrimination is achieved (Ghozali, 2021).

Table 8. *Discriminant Validity* Results

	Satisfaction	Awareness	Employee Performance	Conflict	Milieu
Job Satisfaction	**0.864**				
Work Awareness	0.708	**0.826**			
Employee Performance	0.850	0.651	**0.857**		
Work Conflicts	0.435	0.680	0.340	**0.834**	
Work Environment	0.664	0.571	0.626	0.513	**0.803**

Source: Data Processed (2024)

Based on Table 8 above, it is known that the root value of AVE is greater than the correlation so that the construct is declared to have good discriminatory validity.

3.2. Testing the Inner Model

1. *R-Square*

Testing the structural model (*Inner Model*) is carried out by looking at *the value of R-Square* (R^2). *R-Square* can be used to explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a susceptive influence (Ghozali, 2021). Values of 0.75 (strong), 0.50 (*moderate*e), and 0.25 (weak) (Hair *et al*. 2011).

Table 9. *R-Square* Results

	R Square	R Square Adjusted
Job Satisfaction	0.618	0.609
Employee Performance	0.745	0.737

Source : Data Processed (2024)

Based on Table 9 above, it can be seen that the *R Square Adjusted* value explains the variation in the construct of Employee Performance (Y) which can be explained by the variation in the construct of Work Conflict (X_1), Work Environment (X_2), Self-Awareness (X_3), and Job Satisfaction (Z) of 60.9 percent.

2. Path *Coefficient* Evaluation

Table 10. *Path Coefficient* Results

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Conflicts -> Job Satisfaction	-0.183	-0.165	0.083	2.211	0.027
Work Conflicts -> Employee Performance	-0.290	-0.283	0.070	4.148	0.000
Work Environment -> Job	0.419	0.415	0.108	3.896	0.000

THE IMPACT OF WORK CONFLICT, WORK ENVIRONMENT, AND SELF-AWARENESS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EMPLOYEES OF PROF. DR. CHAIRUDDIN PANUSUNAN LUBIS EDUCATIONAL HOSPITAL

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

Satisfaction					
Work Environment -> Employee Performance	0.431	0.432	0.104	4.158	0.000
Self-Awareness -> Job Satisfaction	0.593	0.589	0.115	5.148	0.000
Self-Awareness -> Employee Performance	0.603	0.601	0.105	5.723	0.000
Job Satisfaction -> Employee Performance	0.691	0.691	0.078	8.905	0.000
Indirect Effect					
Work Conflict -> Job Satisfaction -> Employee Performance	-0.126	-0.115	0.062	2.039	0.042
Work Environment -> Job Satisfaction -> Employee Performance	0.290	0.285	0.077	3.768	0.000
Self-Awareness -> Job Satisfaction -> Employee Performance	0.410	0.408	0.100	4.111	0.000

Source: Data Processed (2024)

Based on Table 10. above, it can be seen that all *T-statistics* values > 1.96 (t-table for p = 0.05) and significance values < 0.05 so that it can be said that the whole construct is in line with the research hypothesis.

Table. 11. *Path Coefficient* Results Direct and Indirect Influence

Hypothesis	Hypothesis Statement	Path Coefficient	P-Values	Information
H1	Work Conflicts have a negative and significant effect on Job Satisfaction	-0.183	0.027	Accepted
H2	Work Environment has a positive effect on Job Satisfaction	0.419	0.000	Accepted
H3	Self-Awareness has a positive effect on Job Satisfaction	0.593	0.000	Accepted
H4	Work Conflicts have a negative effect on Employee Performance	-0.290	0.000	Accepted
H5	Self-awareness has a positive effect on Employee Performance	0.603	0.000	Accepted
H6	The Work Environment has a positive effect on Employee Performance	0.431	0.000	Accepted
H7	Job Satisfaction has a positive effect on Employee Performance	0.691	0.000	Accepted
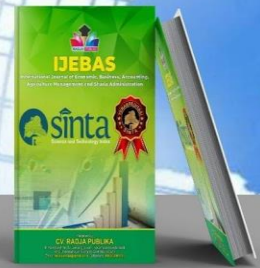
H8	Significant Job Satisfaction can Mediate the Influence of Work Conflicts on Employee Performance	-0.126	0.042	Accepted
H9	Significant Job Satisfaction can Mediate the Influence of the Work Environment on Employee Performance	0.290	0.000	Accepted
H10	Job Satisfaction can Mediate the Effect of Self-Awareness on Employee Performance	0.410	0.000	Accepted

Source : Data Processed (2024)

Based on Table.11, it can be seen that:

Direct Effect) :

1. Work Conflict has a direct effect on job satisfaction with a coefficient of -0.183 with Statistics (2.211) > t table (1.658) and significant (0.027) < 0.05.
2. Work Conflict has a direct effect on employee performance with a coefficient of -0.290 with t-Statistics (4.418) > t table (1.658) and significant (0.000) < 0.05.
3. Work Environment has a direct effect on job satisfaction with a coefficient of 0.419 with t-Statistics (3.896) > t table (1.658) and significant (0.000) < 0.05.
4. The Work Environment has a direct effect on employee performance with a coefficient of 0.413 with t-Statistics (4.158) > t table (1.658) and significant (0.000) < 0.05.
5. Self-awareness has a direct effect on job satisfaction with a coefficient of 0.593 with t-Statistics (5.148) > t table (1.658) and significant (0.000) < 0.05.
6. Self-awareness has a direct effect on employee performance with a coefficient of 0.603 with t-Statistics (5.723) > t table (1.658) and significant (0.000) < 0.05.
7. Job satisfaction has a direct effect on employee performance with a coefficient of 0.691 with t-Statistics (8.905) > t table (1.658) and significant (0.000) < 0.05.

Indirect Effect

1. Work Conflict has an indirect effect on employee performance through job satisfaction with a coefficient of -0.126 with t-Statistics (2.039) > t table (1.658) and significant (0.042) < 0.05.
2. Work Environment has an indirect effect on employee performance through job satisfaction with a coefficient of 0.290 with t-Statistics (3.768) > t table (1.658) and significant (0.000) < 0.05.
3. Self-awareness has an indirect effect on employee performance through job satisfaction with a coefficient of 0.410 with t-Statistics (4.111) > t table (1.658) and significant (0.000) < 0.05.

4. CONCLUSION

Based on the results of this study, the following conclusions can be described:

1. Work Conflict has a negative and significant effect on the job satisfaction of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
2. The Work Environment has a positive and significant effect on the job satisfaction of employees of the Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
3. Self-awareness has a positive and significant effect on the job satisfaction of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.

Sartika Ningsih[1], Ritha F. Dalimunthe[2], Parapat Gultom[3]

4. Work Conflicts have a negative and significant effect on the performance of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
5. The Work Environment has a positive and significant effect on the work performance of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
6. Self-awareness has a positive and significant effect on the work performance of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
7. Job satisfaction has a positive and significant effect on the work performance of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra
8. Work Conflicts have a negative and significant effect on employee performance through job satisfaction of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
9. The work environment has a positive and significant effect on employee performance through the job satisfaction of employees of the Teaching Hospital Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.
10. Self-awareness has a positive and significant effect on employee performance through job satisfaction of employees of the Prof. dr. Chairuddin Panusunan Lubis, University of North Sumatra.

REFERENCES

Badrianto, Y., & Ekhsan, M. (2020). EFFECT OF WORK ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN PT. NESINAK INDUSTRIES. *Management, and Accounting*, *2*. http://e-journal.stie-kusumanegara.ac.id

Dalimunthe, R. F., Syahreza, D. S., Siregar, H., Ramadani, R., Siregar, M. B., & Putra, R. (2024). Building Competitive Advantage with Human Resource Transformation in Women's Small Entrepreneurs. *TEM Journal*, *13*(2), 1599.

Elizabeth, 2021. The Effect of Job Satisfaction on Employee Performance with Work Stress as a Mediation Variable. Journal of Managerial and Entrepreneurship, Volume III No. 3/2021 Page: 680-687

Ginanjar, R. A. (2013). The influence of the work environment on the performance of employees at the Education, Youth and Sports Office of Sleman Regency. Hanata Widya, 2(5).

Idris, Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, *8*(2), 735–750. https://doi.org/10.9770/jesi.2020.8.2(44)

Karaalioglu, Z. F., & Karabulut, A. T. (2019). The mediating role of job satisfaction on the relationship between perceived organizational support and job performance. Business & Management Studies: An International Journal, 7(2), 1022-1041.

Kurniati, H., Rinaldo, J., & Yanti, N. (2022). Pengaruh Stres Kerja Dan Konflik Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Puskesmas Salido Kabupaten Pesisir Selatan. *Jurnal Matua*, *4*(2), 397–414.

Matriadi, F., Salim, S. R. A., Dalimunthe, R. F., & Gultom, P. (2019). The influences of compensation and supply chain managemnet towards educatioan system: The mediating role of job motivation. International Journal of Supply Chain Management, 8(3), 183-191.

Rizal Nabawi. 2019. Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja
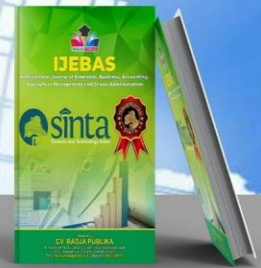
Terhadap Kinerja Pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen. ol 2, No. 2, September 2019, 170-183

Sedarmayanti. 2007. Manajemen Sumber Daya Manusia. Penerbit PT. Rafika Aditama, Bandung.

Siregar, Syofian. (2013). Metode Penelitian Kuantitatif dilengkapi dengan perbaSutndingan perhitungan manual & SPSS. Jakarta: KENCANA PRENADA MEDIA GROUP

Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.

Sugiyono. (2019). Metode Penelitian Kuantitatif Kualitatif (Sutopo (ed.); Kedua). Penerbit Alfabeta.

Surya Kelana, 2021. Pengaruh Semangat Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai. YUME : Journal of Management Volume 4 Issue 1 (2021) Pages 103 – 120

Syamsuri, A. R., Dalimunthe, R. F., Gultom, P., & Siahaan, E. (2022). New Paradigm: Hr Professional Transformation In Manufacturing Company. 23 (186), 2559.

Syalimono, 2019. Pengaruh Penempatan Pegawai, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen. Vol 2, No. 1, Maret 2019, 16-30

Yohana Lasmaria (2019) Pengaruh Konflik Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Siantar Simalungun, Maker: Jurnal Manajemen ISSN : 2502-4434 Vol. 5, No. 1, JUNI 2019

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, *10*. https://doi.org/10.3389/fpubh.2022.890400