

## THE INFLUENCE OF LEADERSHIP, WORK TRAINING AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. TITAN WIJAYA, NORTH BENGKULU

Adji Mucharom<sup>1</sup>, Islamuddin<sup>2</sup>

<sup>12</sup>Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Bengkulu

[ajimuharam300@gmail.com](mailto:ajimuharam300@gmail.com)<sup>1</sup>, [islamuddin@umb.ac.id](mailto:islamuddin@umb.ac.id)<sup>2</sup>

Corresponding email: [ajimuharam300@gmail.com](mailto:ajimuharam300@gmail.com)

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### INFORMASI ARTIKEL

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### ABSTRACT

*This study aims to determine the influence of leadership, job training, and the work environment at PT. Titan Wijaya, North Bengkulu. This is a descriptive quantitative study. The subjects of this study were employees of PT. Titan Wijaya, North Bengkulu, located on Jl. Kota Bani, North Bengkulu, Bengkulu. The sampling method employed was non-probability, specifically accidental sampling. The number of respondents in this study was 40. Data analysis techniques included multiple linear regression analysis and hypothesis testing using the t-test and F-test. The results of this study indicate that Leadership has a positive effect on Employee Performance, Job Training has a positive effect on Employee Performance, Work Environment has a positive effect on Employee Performance, and Leadership, Job Training, and Work Environment together have a significant effect on Employee Performance at PT. Titan Wijaya, North Bengkulu.*

### INTRODUCTION

As a key element, human resources will determine the success of a company's activities. Human resource management (HRM) is a branch of management that focuses on optimizing human capital. The task of HRM is to effectively manage personnel to achieve a satisfied and productive workforce. In this globalization era, many companies are required to maximize employee performance. Thus, companies must identify the

factors influencing employee performance. An organization is a complex entity that strives to allocate human resources fully to achieve a goal. If an organization is able to achieve its stated goals, it can be said to be effective. PT. Titan Wijaya is a joint venture company established by Titan Infra Energy and its partners. As one of the leading coal producers in Indonesia, the company has a coal concession located in the Bengkulu area. Through its dedication and high commitment, PT. Titan Wijaya realizes that its business operations can provide broader benefits, including for the surrounding community and environment. By involving local communities in development programs, the company strives to consistently improve their quality of life and well-being.

Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. According to (Maharani et al., 2021), performance is the quality and quantity of work achieved by an individual in carrying out their duties in accordance with their responsibilities. Leadership is the ability to convince and organize a group of people to achieve maximum results without conflict and through good cooperation (Lolowang, Troena, Djazuli, & Siti Aisjah, 2019). According to (Kusuma & Hamdani, 2018), leadership is the leader's efforts to direct, encourage, and manage parts within an organization to achieve organizational goals and improve employee capacity. In addition to leadership, training is also essential for new and existing employees so that these employees can perform better and work according to the standards set by the company. The work environment means all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and good work arrangements as individuals and as a group. Sedarmayanti further stated that environmental conditions are considered good or suitable if humans can carry out their activities optimally, healthily, safely, and comfortably. According to (Dan et al., 2020), the work environment is the environment in which employees carry out their daily work.

Based on the results of observations that researchers have conducted on March 17, 2025, Monday at 10:00 with Mr. Samsudin as the leader of PT. Titan Wijaya explained that employee performance has been good in all respects, especially in doing work on time and also being able to perform several tasks simultaneously, supported by effective leadership to employees such as always interacting and building chemistry with each employee so that employees can improve their performance. According to Mr. Tio Saputra, an employee of PT. Titan Wijaya explained that employee performance every month always decreases, this can be seen from the performance of employees who cannot complete their work on time. According to Mr. Sudarsono as an employee of PT. Titan Wijaya said that the lack of job training provided by the Company to new employees and old employees so that employees are able to work well using the new system used, so that many employees have not been able to provide their best performance due to the lack of training.

Based on the description above, the researcher is interested in conducting research with the title **"The Influence of Leadership, Job Training and Work Environment on Employee Performance at PT. Titan Wijaya North Bengkulu"**.

## LITERATURE REVIEW

### Employee Performance

According to Gultom (2014), performance is a work result achieved by someone in carrying out the tasks assigned to him which is based on skills, experience and sincerity as well as time. This performance is a combination of three important factors, namely the ability and work interest of a worker, acceptance and explanation, delegation and tasks and roles as well as the level of motivation of a worker.

According to Angelica (2017), a person's performance can be measured based on five indicators resulting from the work in question. These five indicators are:

1. Quality
2. Quantity
3. Timeliness
4. Attendance at work
5. Cooperative attitude within the organization

### Leadership

According to (Kusuma & Hamdani, 2018) leadership is the leader's efforts to direct, encourage, and manage parts within an organization to achieve organizational goals and improve employee capacity. Leadership is the ability to influence people to achieve organizational goals. Rifai (2016) states that leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture.

According to (Martoyo, 2016), leadership indicators are divided into 3, namely:

1. Communication Skills
2. Listening Skills
3. Assertiveness

### Job Training

Job training is a process that includes a series of actions (efforts) that are carried out deliberately in the form of providing assistance to the workforce carried out by professional training personnel in a time unit that aims to improve the work abilities of participants in certain work fields in order to increase effectiveness and productivity in an organization. Rochman et al., (2022) define "Training is the process of teaching new or existing employees the basic skills they need to carry out their jobs". According to Handoko (2019), training is intended to improve mastery of various skills and techniques for carrying out specific, detailed, and routine work.

According to Noviantoro (2019), indicators of effective training programs provided by companies to their employees can be measured through:

1. Training Material (Training Content)
2. Training Method
3. Instructor/Trainer Attitude and Skills
4. Training Duration
5. Training Facilities

## Work Environment

The work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. The work environment can be defined as the forces that influence both directly and indirectly, the performance of an organization or company (Terry, 2016). Meanwhile, according to (Soetjipto, 2015) states that the work environment is everything or elements that can directly or indirectly influence an organization or company that will have a good or bad impact on employee performance and job satisfaction.

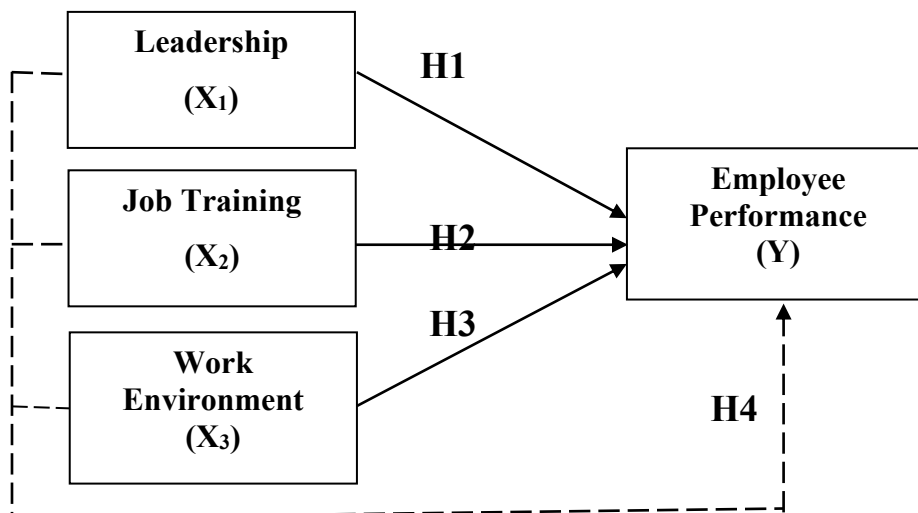
According to (Jerry et al., 2017), several indicators related to the work environment are as follows:

1. Work Equipment
2. Employee Services
3. Working Conditions
4. Personal Relationships

## Theoretical Framework

Based on the description above, it is clear that leadership, job training, and the work environment will influence employee performance. This influence can be seen in the following chart:

**Figure 1**  
**Theoretical Framework**



## Hypothesis

To develop a hypothesis, researchers rely on relevant theories, journals, and research findings. A hypothesis is defined as a tentative assumption or tentative answer to a problem that needs to be empirically tested to determine whether the statement (assumption/answer) is acceptable or not. The hypotheses in this study are:

- H1 : It is suspected that there is an influence of leadership on the performance of employees of PT. Titan Wijaya Bengkulu Utara.
- H2 : It is suspected that there is an influence of job training on the performance of employees of PT. Titan Wijaya Bengkulu Utara.
- H3 : It is suspected that the work environment has an influence on the performance of employees at PT. Titan Wijaya Bengkulu Utara.
- H4 : It is suspected that there is an influence of leadership, job training, and work environment on employee performance at PT. Titan Wijaya Bengkulu Utara.

## RESEARCH METHODS

### Place and Time of Research

This research was conducted at PT. Titan Wijaya Bengkulu Utara, located on Jl. Lintas Barat Sumatera, Air Petai, Putri Hijau District, North Bengkulu Regency, Bengkulu. The research period began in March 2025 and will continue until completion.

### Types of research

This study employs a quantitative descriptive design because it describes the current situation systematically and factually with the aim of explaining and solving the problem being studied. This research is included in quantitative research. According to (Sugiyono, 2015), quantitative research is research that uses quantitative methods, namely a research method that aims to describe social phenomena or symptoms quantitatively or explain how social phenomena or symptoms that occur in society are interconnected.

### Population and Sample

The population in this study was all employees of PT. Titan Wijaya North Bengkulu. The sample consisted of 40 employees of PT. Titan Wijaya, North Bengkulu. The sample is a portion or representative of the population studied (Arikunto, 2014). The sampling technique in this study was total sampling. Total sampling is a sampling technique where the number of samples is equal to the population (Sugiyono, 2013).

### Data collection technique

There is always a relationship between data collection methods and the research problem being addressed. The data collection methods used in this study are as follows:

1. Observation

Observation is a method or way of analyzing and systematically recording behavior by directly observing or observing individuals or groups (Jamaluddin, 2015).

2. Questionnaires

According to (Sugiyono, 2015), a questionnaire is a data collection technique that involves providing a series of written questions to obtain information from respondents, in the form of reports about themselves or things they know.

## **Data Analysis Techniques**

### **Test Research Instruments**

The research instrument was carried out at the Bukit Bintang tourist attraction using a questionnaire, this is a tool used to collect data or information that is useful for answering research problems, the instrument is a tool during research that uses a method.

### **Validity Test**

A validity test is a test used to measure the validity of a questionnaire. This study used SPSS Statistics 24 with a significance level of 5%. If the calculated  $r$  is positive and  $r$  is greater than  $r$  table, then the item is valid. However, if the calculated  $r$  is negative and  $r$  is less than  $r$  table, then the item is valid.

### **Reliability Test**

Reliability is a measuring tool for assessing a questionnaire, which is an indicator of a variable. A questionnaire is said to be reliable if a person's answers to the questions are consistent or stable over time. Reliability testing is carried out using Cronbach's Alpha. A Cronbach's Alpha coefficient  $> 0.60$  indicates the instrument's reliability. A Cronbach's Alpha coefficient  $< 0.60$  indicates a lack of instrument reliability. Furthermore, a Cronbach's Alpha value closer to 1 indicates a higher internal consistency reliability.

## **Classical Assumption Test**

### **Normality Test**

According to Sugiyono (2016), normality testing aims to determine whether residual values are normally distributed. A good regression model has a normal or near-normal distribution. Therefore, normality testing is not performed on each variable, but on the residuals. Normality Test Criteria:

1. If the  $p$ -value ( $P_v$ )  $< \alpha$  (0.05), it means the data is not normally distributed.
2. If the  $P$ -value ( $P_v$ )  $> \alpha$  (0.05), it means the data is normally distributed.

### **Multicollinearity Test**

The multicollinearity test in this study was conducted to determine whether there was a correlation between the independent variables in the regression model, as a good regression model should have no correlation between the independent variables. Multicollinearity can be observed and analyzed from the tolerance value and VIF (Variance Inflation Factor). The presence of multicollinearity is indicated by a tolerance value  $> 0.01$  or  $< 10$ .

### **Heteroscedasticity Test**

The heteroscedasticity test in this study aims to determine whether there is a regression of unequal variances from one observation's residuals to another observation, meaning that the inequality in question is the existence of an unequal pattern between one residual variant.



## Multiple Linear Regression

The data in this study were used to determine the influence between the independent variables, namely location (X1), facilities (X2), and promotion (X3), and one dependent variable, namely visitor attraction (Y). The analysis technique used to test the data was a multiple linear regression analysis model. This multiple regression model assumes a straight line or linear relationship between the dependent variable and each of its predictors. The multiple regression model can be seen as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

## Hypothesis Testing

### T-test (partial)

The T test is carried out using the provision that if the T count result > T table with a significance level of 5% or 0.05 then the independent variable has a significant influence on the dependent variable and if T count < T table then the independent variable does not a significant influence on the dependent variable.

### F test (simultaneous)

The F test is conducted by comparing the calculated F with the F table. If the calculated F > from the F table (H0 is rejected, Ha is accepted) then the significant model can be seen in the significant column in ANOVA. The model is considered significant if the significance value is less than the alpha level ( $\alpha = 0.05$ ), which is determined by the researcher himself, social sciences usually have a maximum Alpha of 10% or 5% or 1%). And conversely, if the calculated F < F table then the model is not significant, this is indicated in the significance column (%) which will be greater than Alpha.

## RESEARCH RESULTS AND DISCUSSION

### Test Research Instruments

#### Validity Test

**Table 1**  
**Validity Test Results**

Variable	Item Statement	Corrected Item Statement Total Correlation	R Table	Description
Employee Performance (Y)	1	0,702	0,312	Valid
	2	0,596	0,312	Valid
	3	0,702	0,312	Valid
	4	0,507	0,312	Valid
	5	0,471	0,312	Valid
	6	0,570	0,312	Valid
Leadership (X1)	1	0,708	0,312	Valid

	2	0,662	0,312	Valid
	3	0,537	0,312	Valid
Job Training (X2)	1	0,492	0,312	Valid
	2	0,674	0,312	Valid
	3	0,684	0,312	Valid
	4	0,462	0,312	Valid
	5	0,631	0,312	Valid
Work Environment (X3)	1	0,527	0,312	Valid
	2	0,458	0,312	Valid
	3	0,660	0,312	Valid
	4	0,591	0,312	Valid
	5	0,505	0,312	Valid
	6	0,660	0,312	Valid
	7	0,466	0,312	Valid
	8	0,527	0,312	Valid

From the table above, it can be concluded that the instrument items used to measure the variables in this study have a coefficient greater than the r table, namely 0.312, so that all the instrument items are declared valid.

### Reliability Test

**Table 2**  
**Reliability Test Results**

No.	Variable	Cronbach's Alpha	Description
1.	Employee Performance (Y)	0,720	Reliable
2.	Leadership (X <sub>1</sub> )	0,721	Reliable
3.	Job Training (X <sub>2</sub> )	0,777	Reliable
4.	Work Environment (X <sub>3</sub> )	0,780	Reliable

The table above shows that all variables have a Cronbach's Alpha value greater than 0.60. Therefore, it can be concluded that all variables in this study are reliable.

### Classical Assumption Test

#### Normality Test

**Table 3**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	0,68263251
Most Extreme Differences	Absolute	0,101
	Positive	0,101
	Negative	-0,071
Test Statistic		0,101
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		



b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the SPSS output table, it is known that the Asymp. Sig. (2-tailed) value of 0.200 is greater than 0.05. Therefore, according to the basis for decision making in the Kolmogorov-Smirnov normality test above, it can be concluded that the data is normally distributed.

### Multicollinearity Test

**Table 4**  
**Multicollinearity Test Results**

No	Variable	Tolerance	VIF	Description
1.	Leadership(X <sub>1</sub> )	0,700	1,428	Non-Multicollinearity
2.	Job Training (X <sub>2</sub> )	0,929	1,076	Non-Multicollinearity
3.	Work Environment (X <sub>3</sub> )	0,737	1,358	Non-Multicollinearity

Based on the table above, it can be seen that all variables have a tolerance value above 0.1 and a VIF value below 10, thus it can be concluded that the variables in this study are free from multicollinearity.

### Heteroscedasticity Test

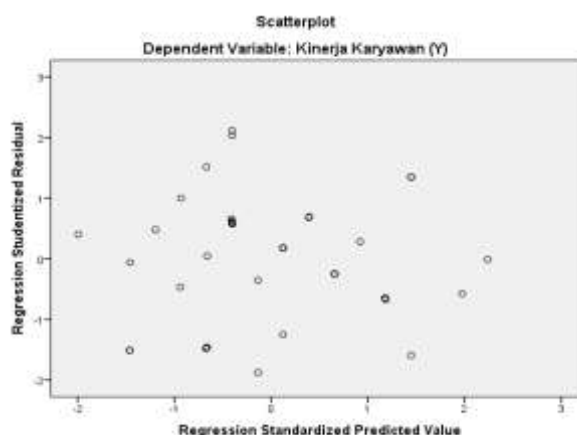


Figure 2: Heteroscedasticity Test Results

### Multiple Linear Regression Analysis

**Table 5**  
**Multiple Linear Regression**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,301	3,101		0,420
	Kepemimpinan (X1)	0,890	0,172	0,574	0,000
	Pelatihan Kerja (X2)	0,234	0,104	0,223	0,030
	Lingkungan Kerja (X3)	0,249	0,087	0,317	0,007

a. Dependent Variable: Kinerja Karyawan (Y)

From calculations using SPSS version 24 for Windows, the regression equation is:

$$Y = 1,301 + 0,890(X_1) + 0,234(X_2) + 0,249(X_3)$$

### Analysis of the Coefficient of Determination

**Table 5**  
**Coefficient of Determination Values of Research Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,806 <sup>a</sup>	0,649	0,620	1,718
a. Predictors: (Constant), Lingkungan Kerja (X3), Pelatihan Kerja (X2), Kepemimpinan (X1)				
b. Dependent Variable: Kinerja Karyawan (Y)				

Based on the table above, it can be seen that the Adjusted R square value used to measure how far the model's ability to explain variations in the dependent variable is 0.620. This shows that 62% of Employee Performance (Y) at PT. Titan Wijaya North Bengkulu is influenced by variations in the three independent variables, namely Leadership (X1), Job Training (X2) and Work Environment (X3) on Employee Performance (Y), while the rest (100% - 62% = 38%) is explained by variables outside the variables of this study.

### Hypothesis Testing

#### Partial T-Test

**Table 6**  
**T-Test (Partial Test)**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,301	3,101		0,420
	Kepemimpinan (X1)	0,890	0,172	0,574	0,000

Pelatihan Kerja (X2)	0,234	0,104	0,223	2,258	0,030
Lingkungan Kerja (X3)	0,249	0,087	0,317	2,855	0,007
a. Dependent Variable: Kinerja Karyawan (Y)					

Based on the results of the t-statistic test in Table 4.14 above, it can be interpreted that:

1. The Influence of Leadership (X1) on Employee Performance (Y) The table above shows the results of the calculated t test > t table for the Leadership variable (X1) on Employee Performance (Y), namely  $5.172 > 2.026$ . This means that the first hypothesis in this study is accepted.
2. The Influence of Job Training (X2) on Employee Performance (Y) The table above shows the results of the calculated t test > t table for the Job Training variable (X2) on Employee Performance (Y), namely  $2.258 > 2.026$ . This means that the second hypothesis in this study is accepted.
3. The Influence of Work Environment (X3) on Employee Performance (Y) The table above shows the results of the calculated t test > t table for the Work Environment variable (X3) on Employee Performance (Y), namely  $2.855 > 2.026$ . This means that the third hypothesis in this study is accepted.

## F Test (Simultaneous)

**Table 7**  
**F Test (Simultaneous Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196,660	3	65,553	22,197	,000 <sup>b</sup>
	Residual	106,315	36	2,953		
	Total	302,975	39			
a. Dependent Variable: Kinerja Karyawan (Y)						
b. Predictors: (Constant), Lingkungan Kerja (X3), Pelatihan Kerja (X2), Kepemimpinan (X1)						

From the table above, it can be seen that the significance value of F is  $0.000 < 0.050$  and  $F_{count} > F_{table}$ ,  $22.197 > 2.85$ , from the results of data management, it can be concluded that all independent variables, namely variables (Leadership (X1), Job Training (X2) and Work Environment (X3)) simultaneously or together have a significant effect on the dependent variable, namely Employee Performance (Y). This means that  $H_0$  is rejected and  $H_a$  is accepted.

## CONCLUSION

Based on the research results and discussion on the influence of leadership (X1), job training (X2), and the work environment (X3) on employee performance (Y) at PT. Titan Wijaya, North Bengkulu, it can be concluded that:

1. Leadership has a positive effect on employee performance at PT. Titan Wijaya,

North Bengkulu.

2. Training has a positive effect on employee performance at PT. Titan Wijaya, North Bengkulu.
3. The work environment has a positive effect on employee performance at PT. Titan Wijaya, North Bengkulu.
4. Overall, leadership, job training, and work environment significantly and positively influence employee performance at PT. Titan Wijaya, North Bengkulu.

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