

Factors Affecting the Environment and Work Competencies in Improving Employee Performance at PT. Source of Bintang Rezeki Semarang

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Abstract

Employee performance is a key factor for company success in achieving organizational goals, especially in the labor-intensive garment industry. This study aims to analyze the influence of work environment and work competence on employee performance at PT. Source of Bintang Rezeki Semarang. The research method uses a quantitative approach with an explanatory survey design. The research population consists of all employees of PT. Sumber Bintang Rezeki Semarang totaling 120 people with a sample of 92 respondents determined using the Slovin formula. The sampling technique uses proportionate stratified random sampling. Data were collected through structured questionnaires with a Likert scale of 1-5 and analyzed using multiple linear regression. The results show that work environment has a positive and significant effect on employee performance ($\beta=0.342$, $p=0.000$), work competence has a positive and significant effect on employee performance ($\beta=0.485$, $p=0.000$), and both variables simultaneously have a positive and significant effect on employee performance ($F=42.378$, $p=0.000$) with the ability to explain variance of 54.4%. Work competence has a more dominant influence than work environment on employee performance. This study provides implications that companies need to prioritize employee competence development through continuous training programs while paying attention to work environment improvements to achieve optimal performance improvement.

Keywords: Work Environment; Work Competence; Employee Performance; Garment Industry; Multiple Linear Regression

INTRODUCTION

Employee performance is a fundamental element that determines the success of an organization in achieving its strategic goals. In the era of globalization and increasingly fierce business competition, companies are required to optimize all their resources, especially human resources as the most valuable assets. The garment industry as one of the labor-intensive manufacturing sectors is highly dependent on the quality of human resources to maintain its competitiveness and productivity (Martini et al., 2024).

Employee performance cannot be separated from various factors that affect it, both internal and external factors. Based on previous research, there are two main factors that consistently show a significant influence on employee performance, namely the work environment and work competence (Wulandari & Hasanah, 2025; Zhenjing et al., 2022). A conducive work environment can create an atmosphere that supports employee productivity, while adequate work competencies ensure employees have the necessary abilities to complete their tasks optimally.

The work environment encompasses all physical and non-physical conditions that exist around the workplace that can affect employee performance. Research conducted by Shaari et al. (2022) showed that the physical work environment contributed 23.7% to the improvement in performance, while the non-physical work environment had a greater impact of 51.1%. This indicates that non-physical aspects such as interpersonal relationships, communication, and organizational culture have a more dominant role in influencing employee performance compared to physical aspects such as lighting, temperature, and spatial planning. Similar findings were also put forward by Raziq and Maulabakhsh (2015) which shows that there is a significant positive relationship between the work environment and job satisfaction which has a direct impact on employee productivity in various sectors.

Another study conducted by Nusraningrum et al. (2024) in the logistics sector in Jakarta proves that a green work environment can improve employee performance through motivation and engagement mediation with an explainable variance rate of 77.5%. Similar findings were also put forward by Berberoglu (2018) in the context of a general hospital in Northern Cyprus, which showed a strong positive correlation between organizational climate and perceived performance ($r = 0.671$, $p < 0.05$). In the context of the manufacturing industry, Josephine and Harjanti (2010) Proving that the work environment has a significant effect on employee performance through work motivation as an intervening variable in the plastics industry, which shows the consistency of the influence of the work environment in various industrial sectors.

On the other hand, work competence also plays an important role in determining employee performance. Competence can be defined as a combination of knowledge, skills, and attitudes that individuals have to carry out their work effectively and efficiently (Shet et al., 2019). The research conducted by Martini et al. (2020) Identify that the competency dimension that has the most effect on performance is work commitment with a coefficient of $\beta = 0.76$, followed by the dimensions of knowledge ($\beta = 0.57$), skills ($\beta = 0.50$), and work attitude ($\beta = 0.48$).

The findings of the research of Vijh et al. (2022) The information technology industry strengthens this argument by showing that the three dimensions of competence (knowledge, skills, and work attitudes) have a significant influence on performance, with employee commitment playing a mediator role that strengthens the relationship between competence and performance. A similar study was also conducted by Martini et al. (2024) in the weaving industry in Bali which proves that work competence has a significant effect on employee performance ($\beta = 0.297$, $p = 0.008$) and product competitiveness ($\beta = 0.282$, $p = 0.007$).

Although research on the influence of the work environment and work competencies on employee performance has been carried out, there are still research gaps that need to be filled. First, most previous research was conducted partially, i.e. only testing the influence of one independent variable on employee performance. Second, research that combines these two variables in one model is still limited, especially in the context of the garment industry in Indonesia. Third, there have not been many studies that have explored the simultaneous influence of work environment and work competence on employee performance in medium-scale garment companies in Central Java.

PT. Sumber Bintang Rezeki Semarang as a company engaged in the garment sector faces challenges in maintaining and improving the performance of its employees. Initial observations show that there are indications of problems related to the condition of the work environment and the level of competence of employees that are not optimal. This is reflected in several phenomena such as productivity fluctuations, relatively high turnover rates, and inconsistent achievement of production targets. This condition indicates the need for comprehensive research to identify the factors that affect employee performance so that the right improvement strategy can be formulated.

Based on this description, this study aims to analyze the influence of the work environment and work competencies on employee performance at PT. Source of Bintang Rezeki Semarang, both partially and simultaneously. This research is expected to make a theoretical contribution to the development of human resource management science, especially in the context of the garment industry, as well as provide practical input for company management in an effort to improve employee performance through optimizing the work environment and developing employee competencies.

Based on this background description, this study seeks to answer several fundamental research questions. First, whether the work environment has a significant effect on employee performance at PT. Source of Bintang Rezeki Semarang. Second, whether work competence has a significant effect on employee performance in the same company. Third, whether the work environment and work competencies simultaneously have a significant effect on employee performance at PT. Source of Bintang Rezeki Semarang.

In line with the formulation of the problem, this study aims to analyze the influence of the work environment on employee performance, analyze the influence of work competence on employee performance, and analyze the influence of work environment and work competence simultaneously on employee performance at PT. Source of Bintang Rezeki Semarang. This research is expected to provide a comprehensive understanding of the dynamics of the relationship between the work environment, work competencies, and employee performance in the context of the garment industry, as well as provide

strategic recommendations for improving organizational performance through the optimization of human resource factors.

METHOD

This study uses a quantitative approach with a survey research design that is explanatory research to explain the causal relationship between research variables. The research population is all employees of PT. Source of Bintang Rezeki Semarang which totals 120 people. The sample size was determined using the Slovin formula with an error rate of 5%, so that a sample of 92 respondents was obtained. The sampling technique uses proportionate stratified random sampling based on division of work to ensure the representativeness of the entire population. Primary data was collected through a structured questionnaire on a Likert scale of 1-5 that was disseminated directly to respondents, while secondary data was obtained from company documentation and literature studies. The research instrument consists of three main variables, namely the work environment as the first independent variable (X1) with 14 indicators that include physical and non-physical aspects, work competence as the second independent variable (X2) with 15 indicators that include knowledge, skills, and attitudes, and employee performance as a dependent variable (Y) with 15 indicators that measure quality, quantity, punctuality, and effectiveness, independence, and work commitment.

Data analysis was carried out in stages, starting with a data quality test through a test of the validity and reliability of the research instrument, followed by a classical assumption test which included a normality test, a multicollinearity test, and a heteroscedasticity test to ensure that the regression model meets the requirements of the Best Linear Unbiased Estimator (BLUE). The main analysis uses multiple linear regression techniques with the equation model $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y is employee performance, X1 is the work environment, X2 is work competence, α is constant, β_1 and β_2 are regression coefficients, and e is the error term. Hypothesis testing was carried out using the t-test to test the partial influence of each independent variable on the dependent variable, the F-test to test the simultaneous influence of all independent variables on the dependent variable, and the analysis of the determination coefficient (R^2) to measure the model's ability to explain the variation of the dependent variable. The entire data analysis process uses SPSS software version 26 with a significance level of 5% ($\alpha = 0.05$) as the basis for statistical decision-making.

RESULTS and DISCUSSION

Result

Respondent Characteristics

This study involved 92 respondents of employees of PT. Source of Bintang Rezeki Semarang with diverse characteristics. Based on gender, respondents were dominated by women as many as 58 people (63.0%) and men as many as 34 people (37.0%), which reflects the characteristics of the garment industry which generally involves a lot of female workers. In terms of age, the majority of respondents were in the age range of 25-35 years as many as 42 people (45.7%), followed by 36-45 years old as many as 28 people (30.4%), 15 people under 25 years old (16.3%), and 46-55 years old as many as 7 people (7.6%). The education level of the respondents was dominated by 61 high school/vocational school graduates (66.3%), 18 (19.6%) Diploma (D3), and 13 (14.1%) Bachelor (S1). Based on the working period, most of the respondents had 1-3 years of work experience as many as 35 people (38.0%), followed by 4-6 years of work as many as 24 people (26.1%), less than 1 year as many as 18 people (19.6%), and more than 10 years as many as 15 people (16.3%). The distribution of respondents by division shows that the majority came from the Sewing/Sewing division as many as 28 people (30.4%), Production/Manufacturing as many as 22 people (23.9%), Quality Control as many as 15 people (16.3%), Cutting as many as 12 people (13.0%), and the rest are spread across the Finishing/Packing, Warehouse, and other supporting divisions divisions.

Descriptive Analysis of Variables

The results of the descriptive analysis showed that the respondents' perception of the three research variables was in the good category. The work environment variable (X1) obtained an average value of 3.78 with a standard deviation of 0.62, which indicates that employees assess the working environment conditions at PT. The source of Bintang Rezeki Semarang is quite good but there is still room for improvement. In the physical work environment dimension, the highest value indicator is

workplace safety (4.12), while the lowest value indicator is the workspace air temperature (3.45). For the non-physical work environment dimension, relationships between colleagues scored the highest (4.05), while organizational culture that encourages creativity scored the lowest (3.52). The work competency variable (X2) obtained an average score of 3.85 with a standard deviation of 0.58, indicating that employees have good competence in carrying out their work. The dimension of attitude and work behavior obtained the highest score with an average of 4.02, followed by interpersonal ability (3.88), and knowledge and skills (3.65). The employee performance variable (Y) obtained an average value of 3.92 with a standard deviation of 0.55, indicating that the employee's performance is at a good level. The dimensions of independence and commitment obtained the highest score (4.08), followed by punctuality and effectiveness (3.89), as well as the quality and quantity of work (3.79).

Data Quality Test Results

Table 1. Validity and Reliability Test Results

Variable	Number of Items	Range r-count	r-table	Cronbach's Alpha	Information
Work Environment (X1)	14	0,423 - 0,758	0,205	0,876	Valid & Reliable
Work Competencies (X2)	15	0,398 - 0,742	0,205	0,889	Valid & Reliable
Employee Performance (Y)	15	0,441 - 0,785	0,205	0,892	Valid & Reliable

The results of the validity test showed that all question items in the questionnaire had an r-count value greater than the r-table (0.205), so all items were declared valid. Reliability tests using Cronbach's Alpha yielded values above 0.7 for all three variables, indicating that the research instrument had a high level of consistency and reliability.

Classical Assumption Test Results

Table 2. Classical Assumption Test Results

Test Type	Result	Criterion	Conclusion
Normality (Kolmogorov-Smirnov)	Sig. 0.089	> 0.05	Normally distributed data
Multicollinearity VIF X1	1,456	< 10	Multicollinearity does not occur
Multicollinearity VIF X2	1,456	< 10	Multicollinearity does not occur
Multicollinearity Tolerance X1	0,687	> 0.1	Multicollinearity does not occur
Multicollinearity Tolerance X2	0,687	> 0.1	Multicollinearity does not occur
Heteroscedasticity (Glejser)	Sig. X1: 0.234; X2: 0.167	> 0.05	Heteroscedasticity does not occur

The results of the classical assumption test show that the research data meet the requirements for multiple linear regression analysis. The normality test using the Kolmogorov-Smirnov produced a significance value of 0.089 which is greater than 0.05, indicating normally distributed data. The multicollinearity test showed that the VIF value of both independent variables was below 10 and the tolerance value was above 0.1, so that multicollinearity did not occur. The heteroscedasticity test using the Glejser test produced a significance value above 0.05 for both variables, indicating that heteroscedasticity did not occur.

Multiple Linear Regression Analysis Results

Table 3. Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients B	Standardized Coefficients Std. Error	t	Sig.
(Constant)	0,654	0,298		2,194
Work Environment (X1)	0,342	0,085	0,386	4,024
Work Competencies (X2)	0,485	0,091	0,511	5,330

Based on the results of multiple linear regression analysis, the following regression equations were obtained: $Y = 0.654 + 0.342X1 + 0.485X2$. This equation shows that a constant value of 0.654 indicates that if the variables of work environment and work competence are zero, then employee

performance has a value of 0.654. The work environment regression coefficient (X1) of 0.342 indicates that every one unit increase in the work environment will increase employee performance by 0.342 units assuming other variables are constant. The work competency regression coefficient (X2) of 0.485 indicates that every increase in one unit of work competency will increase employee performance by 0.485 units assuming other variables are constant.

Hypothesis Test Results

Table 4. Hypothesis Test Results

Hypothesis	Variable		t-count	T-Table	Sig.	Decision
H1	Work Environment	→	4,024	1,987	0,000	Ha accepted
H2	Work Competencies	→	5,330	1,987	0,000	Ha accepted

Table 5. F Test Results and Coefficient of Determination

Type	F-count	F-Table	Sig.	R	R Square	Adjusted R Square
Regression	42,378	3,10	0,000	0,737	0,544	0,534

The results of the t-test showed that the first hypothesis (H1) was accepted because the t-calculated value of the work environment (4.024) was greater than the t-table (1.987) with a significance of $0.000 < 0.05$, which means that the work environment has a positive and significant effect on employee performance. The second hypothesis (H2) is also accepted because the t-value of work competency calculation (5.330) is greater than the t-table (1.987) with a significance of $0.000 < 0.05$, which means that work competence has a positive and significant effect on employee performance. The results of the F test showed that the third hypothesis (H3) was accepted because the F-count value (42.378) was greater than the F-table (3.10) with a significance of $0.000 < 0.05$, which means that the work environment and work competencies simultaneously had a positive and significant effect on employee performance. A determination coefficient value (R^2) of 0.544 or 54.4% indicates that the variables of work environment and work competence are able to explain the variation in employee performance by 54.4%, while the remaining 45.6% is explained by other variables that are not studied in this model.

Discussion

The Influence of Work Environment on Employee Performance

The results of the study show that the work environment has a positive and significant effect on employee performance at PT. Sumber Bintang Rezeki Semarang with a regression coefficient of 0.342 and a significance level of $0.000 < 0.05$. These findings confirm the first hypothesis that the work environment has a positive effect on employee performance. The standardized beta coefficient of 0.386 shows that the work environment makes a substantial contribution to improving employee performance in this garment company.

This finding is in line with previous research conducted by Shaari et al. (2022) which found that the physical work environment contributed 23.7% and the non-physical work environment contributed 51.1% to the improvement of employee performance. In the context of PT. Sumber Bintang Rezeki Semarang, a conducive work environment creates an atmosphere that supports employee productivity, especially in the garment industry that requires high concentration and effective coordination between divisions. Research by Nusraningrum et al. (2024) It also reinforces these findings by showing that the work environment can improve performance through motivation and engagement mediation with an explainable variance of up to 77.5%. The study conducted by Forson et al. (2021) The education sector in Ghana also confirmed that job design and work environment significantly predict teachers' motivation ($\beta = 0.49, p < 0.01$), which ultimately impacts their performance.

The descriptive analysis showed that the workplace safety aspect obtained the highest rating (4,12), which indicates that the management of PT. Sumber Bintang Rezeki has succeeded in creating a safe work environment for employees. This is especially important in the garment industry which involves the use of production machines and cutting equipment that require high safety standards. However, the aspect of workspace air temperature obtained the lowest score (3.45), which indicates the

need to improve ventilation systems and temperature regulation to improve employee comfort, especially in production areas that tend to be hot due to machine operations.

In the dimension of the non-physical work environment, the relationship between colleagues obtained the highest score (4.05), indicating that the work culture at PT. Sumber Bintang Rezeki supports collaboration and harmony between employees. These findings are consistent with Berberoglu's research (2018) which showed a strong positive correlation between organizational climate and performance ($r = 0.671$). In contrast, organizational cultures that encourage creativity obtained the lowest score (3.52), indicating that companies need to further encourage employee innovation and creativity, which is crucial in the garment industry to deal with changing trends and market demand.

The Effect of Work Competency on Employee Performance

The results of the study prove that work competence has a positive and significant effect on employee performance with a regression coefficient of 0.485 and a significance level of $0.000 < 0.05$. These findings confirm the second hypothesis and show that work competence has a greater influence than the work environment on employee performance, as shown by a standardized beta value of 0.511. This indicates that investment in employee competency development will have a more significant impact on performance improvement than just improving the work environment.

This finding is in line with the research of Martini et al. (2024) which shows that work competence has a significant effect on employee performance ($\beta = 0.297$, $p = 0.008$) in the weaving industry in Bali. Research by Vjih et al. (2022) It also reinforces these results by showing that all three dimensions of competence (knowledge, skills, and work attitudes) have a significant influence on performance with employee commitment as mediators. In the context of the garment industry, competence is a critical factor because it involves specific technical skills, ranging from cutting, sewing, quality control, to finishing that requires adequate expertise and experience.

Descriptive analysis showed that the dimension of attitude and work behavior obtained the highest score (4.02), which reflects that employees of PT. Sumber Bintang Rezeki has a good work ethic, high discipline, and a positive attitude in facing job challenges. These findings are consistent with the research of Martini et al. (2020) which identifies that work attitude ($\beta = 0.48$) is one of the dimensions of competence that has a significant effect on performance. The dimension of interpersonal ability (3.88) also showed good value, indicating that employees were able to communicate and collaborate effectively, which is crucial in a garment production process that involves coordination between divisions.

However, the dimension of knowledge and skills obtained a relatively lower score (3.65), indicating that there is room for improvement through training and development programs. This is in line with the findings of Shet et al. (2019) which emphasizes the importance of continuous competency development to achieve superior performance. In a dynamic garment industry with technological changes and rapid fashion trends, improving technical knowledge and operational skills is key to maintaining competitiveness.

Simultaneous Influence of Work Environment and Work Competencies on Employee Performance

The results of the F test showed that the work environment and work competencies simultaneously had a positive and significant effect on employee performance with an F-count value of 42.378 and a significance level of $0.000 < 0.05$. These findings confirm the third hypothesis and show that the two independent variables together exert a synergistic influence on employee performance improvement. The value of the determination coefficient (R^2) of 0.544 or 54.4% indicates that the research model has a fairly good predictive ability in explaining variations in employee performance.

These findings support the research of Wulandari and Hasanah (2025) which shows that both competence and the work environment have a significant positive influence on individual employee performance, and is even stronger when combined in the F-test with a value of 20.901. Research by Parashakti et al. (2020) It also reinforces these results by showing that work environment and competencies have a significant effect on employee performance in the health sector through motivational mediation. In the context of the garment industry, the synergy between a conducive work environment and adequate employee competence is a key formula to achieve optimal productivity. The same thing was also found by Wahyuni et al. (2021) in a study by the Karangasem Regency Regional

Financial and Asset Management Agency, which showed that competence and work environment have a significant positive effect on employee motivation and performance, with motivation acting as the perfect mediator for the influence of competence and partial mediator for the influence of the work environment.

The R^2 value of 54.4% can be categorized as a moderate to strong influence in the context of human resource management research. These results show that the strategy to improve employee performance at PT. The source of the Star of Suzuki needs to integrate these two aspects at the same time. Investing in improving the work environment without the development of employee competencies, or vice versa, will not yield optimal results. The remaining 45.6% that cannot be explained by this model indicates that there are other factors that also affect employee performance, such as motivation, leadership, compensation, or organizational culture that can be the focus of future research.

Theoretical and Practical Implications

Theoretically, this study enriches the human resource management literature by providing empirical evidence on the importance of a holistic approach in improving employee performance. This study confirms the theories developed by previous researchers and shows that in the context of the garment industry in Indonesia, work environment and competence factors remain the main determinants of employee performance. The finding that work competencies have a greater influence than the work environment provide new insights into resource investment priorities in labor-intensive industries.

Practically, the results of this study provide strategic guidance for the management of PT. Sumber Bintang Rezeki Semarang in designing policies to improve employee performance. Priority should be given to the development of employee competencies through continuous training programs, skills certification, and knowledge sharing between divisions. In the short term, companies need to improve ventilation systems and workspace temperature regulation, while in the long term they need to build an organizational culture that encourages more creativity and innovation. An integrated approach that combines improving the work environment with competency development will have an optimal synergistic impact on improving employee performance and company competitiveness.

CONCLUSION

Based on the results of the research and discussions that have been conducted, it can be concluded that the work environment and work competencies have been proven to have a positive and significant effect on employee performance at PT. Source of Bintang Rezeki Semarang. Partially, the work environment has a positive and significant effect on employee performance with a regression coefficient of 0.342 and a significance level of $0.000 < 0.05$, which shows that improving the condition of the work environment, both physical and non-physical, will contribute to improving employee performance. Work competence also has a positive and significant effect on employee performance with a regression coefficient of 0.485 and a significance level of $0.000 < 0.05$, with a more dominant influence than the work environment. Simultaneously, the two independent variables had a positive and significant effect on employee performance with an F-count value of 42.378 and were able to explain 54.4% of employee performance variations, indicating that an integrated approach between work environment optimization and employee competency development will have an optimal synergistic impact.

The practical implications of this study show that the management of PT. Sumber Bintang Rezeki Semarang needs to prioritize employee competency development through continuous training programs, especially in the aspects of technical knowledge and operational skills that still need improvement. At the same time, improvements to the work environment also need to be made, especially in the aspect of regulating the temperature of the workspace and developing an organizational culture that encourages creativity and innovation. This study provides empirical evidence that investment in human resources through a holistic approach that integrates improving the work environment and improving employee competencies is an effective strategy to improve organizational performance in the garment industry. For further research, it is recommended to explore other factors that affect employee performance such as motivation, leadership, and compensation systems, as well as expand the scope of research on other garment companies to improve the generalization of findings.

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