



The Impact of the Work Environment on Employee Performance at the Public Works and Spatial Planning Office of Southwest Aceh Regency

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ABSTRACT

This study aims to analyze the influence of the work environment on employee performance at the Public Works and Spatial Planning Office of Southwest Aceh Regency. The research method used a quantitative approach with a simple linear regression technique, involving 53 respondents who were selected through total sampling. The results of the study showed that the work environment had a positive and significant effect on employee performance with a significance value of $0.000 < 0.05$. A comfortable work environment, adequate facilities, and harmonious working relationships have been proven to be able to increase employee productivity and responsibility in carrying out their duties. Thus, improving the quality of the work environment is an important factor in supporting organizational effectiveness.

INTRODUCTION

Human resources are the main asset in every organization, including government agencies. Employee performance is a key factor in determining the success of an organization in achieving the goals that have been set. According to (Malayu, H. S. & Hasibuan, 2017), performance is the result of work achieved by a person in carrying out his duties in accordance with the responsibilities given. Therefore, improving employee performance is the main focus in organizational development efforts.

In the context of public organizations, employee performance is not only measured based on productivity, but also on the effectiveness and efficiency of services to the community. The Public Works and Spatial Planning Office (PUPR) has a strategic role in infrastructure development and regional spatial planning. Therefore, the performance of employees in this service environment has a great influence on the success of the implementation of local government programs (Harahap et al., 2020).

One of the factors that has a significant effect on employee performance is the work environment. A good work environment is able to create a comfortable, safe, and conducive atmosphere for employees in carrying out their duties. According to (Sedarmayanti, 2018), the work environment includes everything around the employee that can influence him or her in carrying out the work.

The work environment is not only limited to physical aspects such as spatial layout, lighting, and room temperature, but also includes non-physical environments such as relationships between employees, communication with superiors, and organizational work culture. (Judge & Robbins, 2013) emphasizing that psychological aspects in the work environment often have more influence on performance than physical factors alone.

At the Public Works and Spatial Planning Office of Southwest Aceh Regency, the work effectiveness of employees is highly dependent on the available working environment conditions. A well-organized office, adequate facility support, and harmonious working relationships will increase employee morale and motivation. Conversely, an uncomfortable work environment can reduce productivity and the quality of work results.

The importance of the work environment in supporting employee performance encourages the need for an in-depth study of the extent to which these conditions have an influence on local government agencies. According to (Anwar Prabu, 2017), a conducive work environment can trigger the emergence of a sense of responsibility and commitment to work, which ultimately has implications for improved performance.

In the context of local government, the main challenges that are often faced are limited work facilities, lack of supervision, and low coordination between fields. This condition can hinder the effectiveness of the implementation of employee duties. Therefore, understanding the influence of the work environment on employee performance is a strategic step in improving human resource management in public agencies (Rivai, 2013).

In addition, psychological factors such as a sense of security, social support, and effective communication between superiors and subordinates also

contribute to improved performance. A healthy work environment creates a positive work atmosphere and can reduce work stress levels (Hermawan, 2022). In the long run, this condition will create employee loyalty and job satisfaction.

Southwest Aceh as one of the developing districts needs support from local government officials who have optimal performance. The PUPR Office plays a role in building facilities and infrastructure that support regional economic growth. Therefore, improving employee performance in this service is an important factor in the success of regional development (Rattu et al., 2022)

However, based on the results of initial observations, there are still several problems related to the work environment at the Southwest Aceh PUPR Office, such as uncomfortable office layout, limited work equipment, and internal communication that is not optimal. These conditions can have a negative impact on employee motivation and work morale.

These problems need to be further examined to find out the extent of the influence of the work environment on employee performance. Thus, this research is expected to be able to provide an empirical picture that can be used as a basis for improving employee management policies within the Southwest Aceh Regency Government ((Nurmasyitah & Najamudin, 2025).

According to (Robbins & Coulter, 2005), a good work environment must be able to provide physical and psychological comfort for employees. A comfortable environment not only increases work concentration, but also gives rise to a sense of belonging to the organization. Employees who feel valued and cared for will show higher performance.

In addition to physical and psychological factors, organizational structure and leadership style also affect employees' perception of the work environment. Participatory and communicative leadership can create an open and harmonious work atmosphere (Anggraennie et al., 2025). Therefore, leadership at the PUPR Office is also an important supporting factor in creating a conducive work environment.

Previous research has shown that there is a positive relationship between the work environment and employee performance. For example, research by (Inggesi et al., 2025) It was found that a good work environment contributes 45% to improving employee performance in local government agencies. This shows the importance of the role of the work environment in supporting performance effectiveness.

In addition, research conducted by (Agung Wahyu Handaru, Try Uromo, 2013) concludes that the work environment has a significant effect on job satisfaction and motivation, which ultimately increases employee productivity. These results reinforce the view that the work environment is one of the main factors that need to be considered in human resource management.

In the context of the Southwest Aceh PUPR Office, it is important to know what the current working environment conditions are, both from physical and non-physical aspects. This analysis will help identify obstacles and potential improvements that can be made to improve employee performance in the future.

High employee performance will have a direct impact on the effectiveness of the implementation of government programs in the field of infrastructure and

spatial planning. With a good work environment, employees will be more enthusiastic, innovative, and responsible in carrying out their duties (Madjidu et al., 2022). This is in line with the principle of good governance in public administration.

In addition to providing benefits for agencies, improving the quality of the work environment also has a positive impact on employee welfare. Employees who work in a supportive environment will have lower levels of stress, higher job satisfaction, and better working relationships between coworkers (Gofur, 2018).

This research is also expected to make an academic contribution by enriching the study of the influence of the work environment on the performance of public sector employees. In addition, the results of this research can be an input for local governments in formulating policies to improve the quality of the work environment in government agencies.

Based on the description above, this study aims to analyze the impact of the work environment on employee performance at the Public Works and Spatial Planning Office of Southwest Aceh Regency. It is hoped that the results of this research can be the basis for efforts to increase organizational effectiveness and improve personnel management systems within local governments.

LITERATURE REVIEW

Employee performance is a measure of individual effectiveness and efficiency in carrying out the tasks given by the organization. According to (Anwar Prabu, 2017), performance is the result of work both in terms of quality and quantity achieved by a person according to his or her responsibilities. In public organizations, employee performance is a benchmark for the success of services and the implementation of government policies.

One of the important factors that affect performance is the work environment. (Sedarmayanti, 2018) Explains that the work environment includes everything that is around employees, both physical such as facilities, lighting, and spatial layout, as well as non-physical such as social relationships, communication, and organizational culture. A conducive work environment can increase employee motivation, satisfaction, and productivity.

(Judge & Robbins, 2013) emphasizing that comfortable work environment conditions encourage employees to work more optimally, while an unsupportive work environment can cause stress and fatigue. In the context of the PUPR Office, the condition of the work environment greatly determines the success of the implementation of tasks, considering that work in the field of infrastructure requires precision and good coordination between employees.

According to the two-factor theory (Alshmemri et al., 2017), the work environment is included in the hygienic factors that do not directly motivate, but can degrade performance when ignored. Meanwhile, the theory of the organizational environment (Meithiana Indrasari et al., 2018) emphasizing that employee performance is influenced by the interaction between individuals and the environment, both in the form of physical support and social relationships in the workplace.

Previous research has generally shown a positive relationship between the work environment and performance. (Nainggolan et al., 2021) found that the work environment had a significant effect on the performance of employees of the Surabaya City Transportation Agency with a contribution of 45%.

Moreover (Nabilah et al., 2025) It also proves that physical work environment factors such as lighting and spatial planning have a positive effect on employee work effectiveness. The results of this study strengthen the view that (Sedarmayanti, 2018) that the comfort and regularity of the workspace support increased concentration and morale.

Based on the theory and results of the research, it can be concluded that the work environment, both physical and non-physical, has an important role in determining employee performance, even though there are differences in influence in certain contexts. Therefore, improving the quality of the work environment at the PUPR Office of Southwest Aceh Regency needs to be a serious concern in order to create employees who are more productive, disciplined, and oriented towards optimal public services.

METHODOLOGY

Types and Approaches to Research

This study uses a quantitative approach with an explanatory correlational design (examining the influence/relationship between variables). The main goal is to test the influence of the work environment on employee performance at the Public Works and Spatial Planning Office of Southwest Aceh Regency.

Research Location and Time

The research was carried out at the Public Works and Spatial Planning Office of Southwest Aceh Regency. The field implementation took place between April 1, 2025 – July 31, 2025 (main data collection in April–May 2025; processing and analysis in June–July 2025).

Population and Sample

1. Population: All employees of the PUPR Office of Southwest Aceh Regency who are actively carrying out office duties (the actual population is recorded in the official personnel list).
2. Sample: 53 employees. If the population is ≤ 53 , then the total sampling (full census) is used. If the population is > 53 , simple random sampling or stratified random sampling (based on work unit/level of position) is used to select 53 respondents to represent the organizational structure.
3. Inclusion criteria: Permanent employees or contract employees who have worked for at least 6 months in the service and are willing to fill out the questionnaire.
4. Exclusion criteria: Employees are on leave of absence, overseas assignments, or absent during the data collection period.

Sampling Techniques

If the population is larger, the steps:

1. Compile a complete population list.

2. Do the numbering.
3. Use a random number generator (e.g. Microsoft Excel or a random number generator app) to select 53 unique numbers. If the population is divided by units (field/secretariat), use stratified sampling: a proportional allocation of the number of samples per strata.

Variables and Operationalization

1. Independent variable (X): Work environment – dimensions: (a) physical (facility ratio, lighting, temperature, noise), (b) nonphysical/psychological (relationships between employees, supervisor support, communication), (c) organization (policies, work structure).
2. Bound variable (Y): Employee performance – indicators: punctuality, quality of work, productivity, initiative, compliance with procedures.

Table 1. Brief Operationalization

Variable	Dimensions / Indicators	Measurement Scale
Work Environment (X)	Physical (facilities, lighting, temperature, cleanliness)	Likert 1-5
	Non-physical (social relationships, supervisory support, communication)	Likert 1-5
	Organization (procedures, policies, workloads)	Likert 1-5
Employee Performance (Y)	Productivity, Quality of work, Punctuality, Initiative	Likert 1-5 / objective assessment score when available

(All items are collected in a structured questionnaire; each indicator is measured by a few items).

Research Instruments

1. The questionnaire was structured on a Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree).
2. The questionnaire consisted of: demographic sections (age, education level, length of work, field of task) and statement items for each variable dimension.
3. Whenever possible, add performance objective data (e.g., task completion targets, attendance) as supporting variables.

Validity and Reliability Tests

1. Content validity: assessed by 2-3 experts/supervisors (supervisors/senior employees) to ensure that the items are in accordance with the construct.
2. Pilot test: carried out on 10 respondents (not part of the main sample) to test the readability and customization of items.
3. Reliability: calculated with Cronbach's alpha for each scale; A $\alpha \geq$ value of 0.70 is considered adequate.

RESEARCH RESULTS

Description of Research Data

This study involved 53 respondents consisting of employees of the Public Works and Spatial Planning Office of Southwest Aceh Regency. Respondents included various positions, namely secretary (1.88%), head of field (5.67%), head of subdivision (1.88%), executive (75.48%), and functional (15.09%). The questionnaire was distributed from April to July 2025, with the main variables of the study being *the work environment (X1)* and *employee performance (Y)*.

Variable Score of the Work Environment

The level of employee perception of the work environment is relatively **good**, which shows that most employees consider the work environment at the PUPR Office to be supportive of the implementation of duties.

Table 2. Work Environment Variable Questionnaire Score (X1)

Yes	Alternative Answers	a	b	c	d	e	Sum	%
1	Comfortable workspace conditions	20	26	7	0	0	53	100
2	Adequate work facilities	27	19	7	0	0	53	100
3	Adequate lighting and ventilation	23	27	3	0	0	53	100
4	Harmonious relationship between employees	20	20	13	0	0	53	100
5	Employers provide work support	31	20	2	0	0	53	100

Source: Data processed from questionnaire, 2025

These results illustrate that the majority of respondents agree with the conducive working environment conditions, although there are still a small number of employees who consider it not optimal, especially in terms of room comfort.

Results of Simple Linear Regression Analysis

To determine the influence of the work environment on employee performance partially, a regression test was carried out using SPSS 25.0.

Table 3. Results of Partial Test (t-Test) of Work Environment Variables on Employee Performance

Type	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.122	4.551	0.027	0.979	0.332
Work Environment (X1)	0.349	0.074	0.417	4.709	0.000

Source: SPSS Output Processed Data, 2025

The regression equations obtained are:

$$Y = 0,122 + 0,349X_1 + \varepsilon$$

The regression coefficient of the variable work environment (0.349) indicates a positive direction, meaning that every 1 unit increase in the work environment will increase employee performance by 0.349 units. A significance value of $0.000 < 0.05$ indicates that the work environment has a positive and significant effect on employee performance.

Simultaneous Test (F Test)

Although this study also examined other variables, the simultaneous results support that the work environment in conjunction with other variables (leadership and job satisfaction) has a significant influence on performance.

Table 4. Test F Results (Simultaneous)

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	51.430	3	17.143	35.329	0.000
Residual	23.777	49	0.485		
Total	75.208	52			

Source: SPSS Output Processed Data, 2025

The value of F_{cal} (35.329) is greater than that of F_{table} (2.790), with sig. $0.000 < 0.05$, so it is concluded that the regression model is feasible to be used to explain the relationship between variables.

Coefficient of Determination (R²)

Table 5. Determination Coefficient Test Results

Type	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.827	0.684	0.664	0.69660

Source: SPSS Output Processed Data, 2025

The R-Square value = 0.684 indicates that 68.4% of employee performance variations can be explained by the variables of work environment, leadership, and job satisfaction. Thus, the direct contribution of the work environment to improving employee performance is quite large and significant.

DISCUSSION

The results of the study show that the work environment has a positive and significant effect on employee performance, which is evidenced by a regression coefficient value of 0.349 and a significance value of $0.000 < 0.05$. This means that the better the working environment conditions felt by employees, the higher the level of performance shown in the implementation of their duties and responsibilities at the PUPR Office of Southwest Aceh Regency.

These findings confirm that the work environment has an important role in determining employee effectiveness, both in terms of physical comfort and social relationships in the workplace. A well-organized work environment will create a conducive atmosphere, foster work morale, and reduce psychological pressure

that may arise during the work process. This is in accordance with the opinion (Sedarmayanti, 2018) which states that the work environment is the whole of tools, materials, and conditions around the workplace that affect the implementation of employee duties.

In addition, the results of this study are in line with the two-factor theory (Sobaih & Hasanein, 2020) which explains that the work environment is included in the hygiene factors, which are factors that do not directly increase motivation, but if ignored will cause job dissatisfaction. With a comfortable, safe, and supportive work environment, employees will feel valued and have the drive to work better. In the context of the PUPR Office, this can be seen from the high level of respondents' satisfaction with the condition of the workspace, facilities, and harmonious relationships between employees.

Psychologically, the results of this study are also in line with the theory of the organizational environment (Ansori et al., 2024), which states that a person's work behavior is influenced by the interaction between the individual and his or her environment. In this study, superior support, good communication, and positive working relationships create a supportive work atmosphere, thereby increasing employee morale and productivity. A good work environment not only supports individual performance, but also strengthens coordination between work units in achieving organizational goals.

These findings reinforce the results of research conducted by (Krisnawida et al., 2023), which found that the work environment had a significant effect on the performance of employees of the Surabaya City Transportation Office. The study concluded that comfort factors, work facilities, and social relationships are the main determinants of employee success in carrying out their duties. Similarly, research (Jumang, 2019) in Gowa Regency proves that a conducive work environment can increase motivation and job satisfaction which ultimately has an impact on improving performance.

The relationship between the work environment and employee performance is also strengthened by the opinion (Judge & Robbins, 2013), which explains that a supportive work environment can increase morale, reduce stress, and strengthen a sense of responsibility for work. Employees who work in good environmental conditions will exhibit positive behaviors such as discipline, thoroughness, and good cooperation, which will ultimately increase overall work productivity.

Based on the results of observations and research data, employees of the PUPR Office of Southwest Aceh Regency generally feel comfortable with the physical condition of the workspace and interpersonal relationships in the organizational environment. This illustrates that the work environment in the agency has functioned well as a performance support factor. However, there is still room for improvement in the aspect of facilities and space management to further support the effectiveness of employees' work in the field.

In terms of human resource management, the results of this study are in line with the opinion (Anwar Prabu, 2017) which states that employee performance is a result of work that is influenced by ability, motivation, and work environment. Thus, improving performance is not enough just to increase competence and

motivation, but also requires a conducive work environment to support productivity.

This research is also in line with the results of the research (Hakim, 2024) at the Jambi Provincial PUPR Office which shows that the physical and psychological work environment has a positive effect on employee performance with a contribution of 52%. This emphasizes that in the context of local government institutions, the improvement of work facilities, communication systems, and harmonious working relationships can have a direct impact on improving employee performance.

In general, the results of this study reinforce previous theories and empirical findings that the work environment has a real contribution to the performance of public sector employees. Physical comfort factors such as spatial layout, lighting, and air ventilation play an important role in creating work efficiency, while non-physical factors such as social relationships and supervisor support are the drivers of employee morale and morale.

Thus, it can be concluded that improving the quality of the work environment at the PUPR Office of Southwest Aceh Regency is a strategic step that needs to be taken in an ongoing manner to support organizational effectiveness. These efforts can be in the form of improving office layout, improving work facilities, effective communication training, and strengthening a collaborative work culture. These measures are believed to be able to improve employee performance and strengthen optimal public services at the regional level.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that the work environment has a positive and significant effect on the performance of employees at the Public Works and Spatial Planning Office of Southwest Aceh Regency. A comfortable work environment, adequate facilities, and harmonious working relationships have been proven to increase employee productivity and responsibility. Therefore, it is recommended that the leaders of the service continue to improve the quality of the work environment, both physically and non-physically, through the provision of adequate work facilities, ergonomic spatial layout, and the development of collaborative and service-oriented work relationships that are optimal and oriented.

ADVANCED RESEARCH

Further research is suggested to add other variables such as work motivation, leadership, and job satisfaction to gain a more comprehensive understanding of the factors that affect employee performance. In addition, future research can use qualitative methods to explore aspects of organizational behavior and dynamics in more depth.

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