

WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: A DYADIC STUDY IN A STATE-OWNED TECHNICAL UNIT

Willson Gustiawan¹⁾, Raihana Mardhiyyah
Syofyan²⁾ and Benny Chandra³⁾



AFFILIATION:

Politeknik Negeri Padang

CORRESPONDENCE:

willson@pnp.ac.id¹⁾

ARTICLE HISTORY

Received:

July 5, 2025

Revised:

September 8, 2025

Accepted:

November 24, 2025



THIS ARTICLE IS AVAILABLE IN:

<http://ejournal.stiepena.ac.id/index.php/fe>



This work is licensed under a Creative
Commons Attribution-ShareAlike 4.0
International (CC BY-SA 4.0)

Abstract: Employee performance remains a critical determinant of organizational success, particularly in operational units of state-owned enterprises where efficiency and precision are essential. Among the many influencing factors, the work environment—both physical and non-physical—has drawn increasing attention as a strategic element of human resource development. This study aims to examine the relationship between work environment and employee performance at PT Kereta Api Indonesia (Persero) Divisi Regional II Sumatera Barat, focusing on UPT Balai Yasa Padang as a technical operations unit. Using a quantitative approach and a dyadic data collection method, the study involved 32 respondents through saturated sampling. Employees assessed their work environment, while supervisors evaluated employee performance, thereby minimizing common method bias. Data were collected via structured questionnaires adapted from validated instruments and analyzed using Spearman Rank Correlation. The findings reveal a moderate yet statistically significant positive correlation ($r_s = 0.482$, $p = 0.005$) between the perceived quality of the work environment and employee performance. These results emphasize the importance of ergonomic, communicative, and psychologically safe work conditions in shaping productivity and accountability. Methodologically, the study contributes to organizational research by demonstrating the value of role-based dyadic assessments. The conclusion underscores the need for integrated environmental and supervisory improvements as part of performance management strategies in operationally intensive sectors.

Keywords: work environment, employee performance, dyadic method, technical operations, state-owned enterprise

INTRODUCTION

In today's increasingly competitive organizational climate, employee performance has become a key determinant of institutional success. Among various influencing factors, the work environment has drawn extensive attention in human resource studies due to its significant and multidimensional impact on individual productivity (Suryadi & Yusuf, 2022; Yuliantari & Prasasti, 2020). A conducive work environment—both physical and non-physical—not only supports employees' physical well-being but also enhances their psychological comfort, motivation, and sense of belonging in the workplace (Fidiawati, Laely, & Rukmini, 2024).

PT Kereta Api Indonesia (Persero), a state-owned enterprise operating in the transportation sector, plays a critical role in delivering safe, timely, and professional rail services across Indonesia. As part of its operational landscape, the Division Regional II in West Sumatra (Divre II Sumbar) oversees various technical and service functions, including the Unit Pelaksana Teknis (UPT) Balai Yasa Padang, which is responsible for railway maintenance and operations. Despite efforts such as office renovations and regular inspections (Setiawan, 2025), several issues persist—such as insufficient control of machine noise, unequal access to workplace facilities, and inadequate communication between hierarchical levels (Arisandy, 2025).

These organizational challenges mirror those reported in prior studies, where poor environmental conditions—including noise, poor ventilation, or limited interpersonal support—were found to negatively affect employee output and satisfaction (Aniversari, 2022; Nurjanah & Soliha, 2024). Conversely, when employees experience a positive work atmosphere, their motivation and performance tend to improve significantly (Liyas, 2020; Fauzi et al., 2022).

Theoretical Background and Literature Review

The work environment (*lingkungan kerja*) is broadly defined as the physical, psychological, and social conditions surrounding employees during the execution of their tasks. Oktavia and Fernos (2023) conceptualize it as a sum of physical facilities (lighting, temperature, noise), social interactions, and psychological climate that can either support or hinder employee performance. A healthy work environment typically features clear communication, adequate tools, safety, comfortable space, and harmonious work relationships (Fidiawati et al., 2024; Mulyadi et al., 2021).

Meanwhile, employee performance (*kinerja karyawan*) is generally understood as the output or achievements of an employee in accordance with the responsibilities assigned. It encompasses various dimensions such as work quality, efficiency, punctuality, and teamwork (Margareta, Halin, & Wulandari, 2024; Pamungkas & Widowati, 2020). According to Nurhidayah, Lestari, and Putra (2023), employee performance is often influenced by internal motivation and external environmental factors, including management style, tools, and work culture.

Numerous studies have examined the relationship between these variables. For instance, Akromusyuhada and Algani (2024) found that work environment and motivation significantly affected employee performance at PT Kereta Api Logistik. Similarly, Algani and Akromusyuhada (2024) confirmed the role of communication and managerial support in enhancing performance. Research by Liyas (2020) on Bank Danamon showed that physical comfort, noise control, and interpersonal dynamics are critical to optimal employee functioning. However, while many of these studies validate the influence of the work environment, most were conducted in administrative or urban corporate settings.

This reveals a research gap, particularly in infrastructure-based or operationally intensive units like UPT Balai Yasa, where physical and non-physical working conditions may differ markedly from office-based environments. Moreover, few studies have focused on regional branches of PT KAI, particularly in West Sumatra. As such, the current study aims to contribute a context-specific analysis within a unique operational setting.

Based on the reviewed literature and conceptual framework, this study proposes a model in which the work environment serves as the independent variable, while employee performance acts as the dependent variable. The work environment is examined through two key dimensions: physical and non-physical. The physical dimension includes factors such as noise levels, air ventilation, lighting conditions, and workplace safety—elements that directly affect the physiological comfort of employees. Meanwhile, the non-physical dimension encompasses

interpersonal and organizational aspects, including communication patterns, supervisory relationships, and teamwork dynamics.

Employee performance, as the dependent variable, is assessed through several indicators that reflect both the quantity and quality of work. These include the standard of output produced, the volume of work completed, punctuality, a sense of responsibility, and the ability to cooperate effectively with colleagues. The hypothesized relationship between the two variables is expected to be positive and significant, indicating that improvements in the physical and non-physical work environment contribute to better individual performance outcomes.

To empirically test this model, the study employs the Spearman Rank Correlation technique, which is appropriate for measuring the strength and direction of monotonic relationships between ordinal variables. This method allows the study to capture the degree to which variations in the work environment are associated with changes in employee performance levels within the operational context of PT Kereta Api Indonesia's UPT Balai Yasa Padang.

Conceptual Framework and Hypothesis Development

Drawing upon the theoretical framework developed by Sinambela (2020) and the operational model proposed by Gita Wijaya Krisna & Satrya (2023), this study categorizes the work environment into physical (lighting, noise, air circulation, tools) and non-physical (communication, relationships, work culture) dimensions. Employee performance is measured across quality, quantity, responsibility, cooperation, and timeliness indicators.

The hypothesized relationship posits that: "A more supportive and structured work environment, both in its physical and non-physical components, positively correlates with higher employee performance."

This hypothesis is grounded in human motivation theory, workplace ergonomics, and socio-organizational behavior models. It aligns with findings from Fauzi et al. (2022) and Rahmatullah (2021), who argue that the environment is a core determinant of individual workplace outcomes.

METHODS

This study adopts a quantitative research approach aimed at examining the relationship between the work environment and employee performance within a defined organizational setting. The quantitative method allows for objective measurement and statistical analysis, providing empirical evidence to support or refute the proposed hypothesis (Ali et al., 2022; Sugiyono, 2020). Through this approach, the study seeks to identify patterns, correlations, and potential causal inferences between variables.

The research was conducted at Unit Pelaksana Teknis (UPT) Balai Yasa Padang of PT Kereta Api Indonesia (Persero), Division Regional II West Sumatra. The total population of this unit comprises 32 employees, all of whom were included in the study through saturated sampling. This technique was deemed appropriate due to the relatively small and manageable population size, ensuring comprehensive representation without selection bias (Sinambela, 2020).

Data collection was carried out using a structured questionnaire, which was adapted from previously validated instruments developed by Oktavia and Fernos (2023). The questionnaire was designed to capture two core constructs: employee perceptions of their work environment and employee performance outcomes.

The work environment variable was operationalized into two dimensions: physical and non-physical. Sample items under the physical work environment include: "*The lighting in my workspace is sufficient to carry out my tasks comfortably*" and "*Noise levels in the workplace do not disturb my concentration.*" For the non-physical environment, representative items include: "*There is effective two-way communication between supervisors and subordinates*" and "*I feel supported by my colleagues in completing daily tasks.*" These items aimed to assess how employees interpret their surroundings in terms of comfort, safety, and social support.

The employee performance variable, on the other hand, was measured through items such as: "*The employee completes work tasks on time,*" "*The employee consistently produces work of high quality,*" and "*The employee shows responsibility in handling work assignments.*" These indicators align with key performance criteria such as timeliness, quality, cooperation, and accountability (Margareta et al., 2024; Nurhidayah et al., 2023).

A distinctive methodological contribution of this study lies in its use of the dyadic method for data collection. Rather than relying solely on self-assessment, this study employed a two-part

questionnaire distributed in a dyad format: Form A was completed by supervisors, who rated their subordinates' performance across predefined criteria; Form B was filled by employees, who evaluated the quality of their work environment.

This dyadic approach reduces common method bias and improves the validity of the data by separating the sources of independent and dependent variables (Podsakoff et al., 2003; Wang et al., 2014). In organizational behavior research, dyadic data collection is recognized for its ability to capture more objective intersubjective evaluations, particularly in studies involving relational dynamics and performance appraisals (Goody, Gavin, & Ashkanasy, 2009). By aligning performance ratings with supervisory evaluations, the study enhances the robustness of its findings and offers a more nuanced understanding of how the work environment influences measurable outcomes.

This methodological rigor sets the present research apart from many prior studies in similar contexts, which often depend on single-source self-reported surveys. As such, the dyadic structure employed here not only strengthens internal validity but also offers a model for future studies exploring interpersonal or environmental effects in hierarchical organizational settings.

For the purpose of data analysis, the study employed the Spearman Rank Correlation technique to evaluate the strength and direction of the association between the two variables. This non-parametric method was selected due to its suitability for ordinal data and its robustness in measuring monotonic relationships. The correlation results were further interpreted using the coefficient of determination to estimate the degree of influence that the independent variable exerts on the dependent variable.

In this framework, the independent variable is the work environment, conceptualized as a composite of physical and non-physical workplace conditions. The dependent variable is employee performance, measured through a multi-dimensional lens reflecting both quantitative and qualitative aspects of work outcomes. Together, these operational definitions provide a structured foundation for testing the proposed hypothesis within a practical and empirical context.

FINDING AND DISCUSSIONS

Descriptive Profile of Respondents

The demographic profile of the 32 respondents participating in this study shows a predominance of male employees (75%), with the majority aged between 31–40 years (47%). Most respondents held technical positions (53%) and had between 6 to 10 years of work experience (44%), while the most common education level was Diploma III (59%). This demographic distribution is representative of the operational workforce in UPT Balai Yasa Padang, reflecting a mid-career, vocationally trained employee base engaged in technical functions.

Instrument Reliability and Validity

Before conducting hypothesis testing, the internal consistency and construct validity of the instrument were evaluated. The Cronbach's Alpha for the work environment and employee performance scales were 0.881 and 0.874, respectively, exceeding the widely accepted threshold of 0.70 for research instruments (Nunnally, 1978). All questionnaire items were confirmed to be valid, with r-values ranging from 0.433 to 0.789 for work environment, and 0.502 to 0.812 for performance. These results confirm that the instrument demonstrates strong reliability and acceptable convergent validity for the study constructs.

Correlation Analysis Results

To test the research hypothesis, a Spearman Rank Correlation analysis was conducted to measure the strength and direction of the association between perceived work environment and supervisor-rated employee performance.

Table 1. Correlation Analysis

Variable Pair	Spearman's rho (rs)	Sig. (2-tailed)
Work Environment × Employee Performance	0.482	0.005

The results indicate a moderate positive correlation ($r_s = 0.482$) with a significant p-value ($0.005 < 0.05$), confirming that there is a statistically significant association between the two variables.

The statistical results of this study present a comprehensive picture of how the work environment influences employee performance within a technical unit of a state-owned enterprise. First, the descriptive analysis confirms that the respondent profile is dominated by experienced technical staff in their productive years, with a majority having served more than five years—suggesting a relatively stable and mature workforce. Instrument testing confirmed strong reliability (Cronbach's Alpha > 0.87 for both variables) and construct validity, ensuring that the measurements accurately captured the intended latent variables.

The Spearman Rank Correlation coefficient ($r_s = 0.482$, $p = 0.005$) indicates a statistically significant, moderate positive correlation between the perceived work environment and employee performance. This means that as employees perceive their work environment more positively—whether in terms of physical factors such as lighting and noise or non-physical factors like communication and supervision—their performance tends to improve in tandem. Statistically, this moderate coefficient suggests that while the work environment is a meaningful contributor to performance, it is not the only determinant. The coefficient of determination ($r_s^2 \approx 0.23$) implies that approximately 23% of the variability in performance can be explained by the work environment, leaving room for other factors such as motivation, competence, leadership style, and organizational culture to exert influence.

These findings suggest that improvements in both the physical and non-physical aspects of the work environment are likely to contribute to better employee performance. The moderate strength of the relationship also reflects the multifaceted nature of performance, which is influenced by a combination of internal factors—such as motivation, skills, and discipline—and external factors, including environmental comfort, managerial support, and interpersonal relationships (Suryadi & Yusuf, 2022; Nurjanah & Soliha, 2024).

A noteworthy methodological innovation in this study is the use of a dyadic data collection approach, where employees assess the work environment and supervisors evaluate employee performance. This strategy enhances the objectivity of the data, as it avoids inflating the correlation due to common method variance (CMV), a frequent issue in studies that rely on single-source self-reporting (Podsakoff et al., 2003). The dyad structure mirrors the actual hierarchical relationships in organizations, and by aligning measurements with roles (e.g., superiors as performance raters), it reflects a more ecological and role-consistent assessment framework (Goody, Gavin, & Ashkanasy, 2009). Moreover, it captures the inherently relational nature of performance management, where how one is perceived by their superior often translates into real performance evaluations and career outcomes.

Beyond methodological rigor, the findings highlight the importance of creating a balanced work environment where both infrastructure (e.g., ergonomic layouts, ventilation, safety tools) and psychosocial factors (e.g., clear communication, trust in leadership, team support) are optimized. The results support Herzberg's Two-Factor Theory, where hygiene factors such as physical comfort and organizational policies may not motivate employees directly, but their absence can lead to dissatisfaction; while motivational factors—such as recognition and responsibility—are crucial for performance enhancement (Herzberg, 1966).

In the specific context of PT Kereta Api Indonesia, which operates in a technically demanding and high-risk environment, the study reinforces the need for integrated HR and operational policies that address environmental quality as a strategic lever for performance improvement. Investments in environmental upgrades should not be limited to physical renovations alone but should extend to fostering a culture of collaboration, constructive feedback, and mutual accountability.

Additionally, this study's moderate correlation suggests that improvements in work environment alone are necessary but not sufficient to achieve peak performance. Complementary initiatives such as leadership development, performance-based incentives, training programs, and employee engagement mechanisms should be concurrently pursued to create a synergistic effect on organizational outcomes.

Building on the statistical evidence and theoretical reasoning above, it is important to contextualize these findings within the broader body of literature. Doing so allows for a deeper understanding of how this study aligns with, diverges from, or extends existing research.

Comparison with Previous Studies

The results of this study reinforce findings from several prior investigations that consistently highlight the positive impact of work environment on employee performance. For example, Akromusyuhada and Algani (2024) found a significant relationship between environmental quality and employee output in the logistics division of PT Kereta Api Logistik, highlighting similar patterns in a parallel business unit within the same corporate family. Their work emphasizes that both ergonomic conditions and social factors—such as managerial support—are essential in shaping work outcomes.

Similarly, Margareta, Halin, and Wulandari (2024) identified organizational culture and interpersonal communication as major determinants of employee performance within PT KAI Divre III Palembang. Their findings suggest that even in geographically and operationally distinct divisions, the non-physical aspects of the work environment—such as mutual respect, safety culture, and communication clarity—play a pivotal role in fostering employee commitment and efficiency.

These parallel findings support the generalizability of the work environment–performance relationship across different units of PT Kereta Api Indonesia, despite contextual variation in tasks and structures. However, the present study offers added value and methodological distinction by applying a dyadic assessment design and targeting a technical operations unit (UPT Balai Yasa), which is often underrepresented in existing HR-focused research that predominantly emphasizes administrative or managerial settings.

Furthermore, while previous studies generally rely on single-source self-reports, the dyad approach used in this study mitigates common method variance and captures performance evaluations from the supervisor's perspective—arguably a more behaviorally anchored and operationally relevant appraisal (Podsakoff et al., 2003). This methodological nuance not only enhances internal validity but also aligns with the principle of role-based data attribution, where environmental perception and performance accountability are measured by those directly involved.

Practical Implications and Limitations

From a managerial and policy standpoint, the results of this study suggest several actionable implications. First, improving physical work conditions, such as lighting adequacy, noise reduction, ventilation, and spatial layout, can significantly enhance employees' comfort and focus, particularly in operational units with high exposure to environmental stressors. Second, enhancing non-physical elements—including transparent communication, team-based collaboration, and trust in supervision—can foster a psychologically safe work climate that supports accountability and sustained effort.

Given that performance is co-determined by multiple organizational and individual factors, interventions should be holistic. For instance, environmental audits may be conducted regularly to assess both tangible and intangible dimensions of the work environment. Additionally, structured feedback loops—where employees and supervisors can jointly evaluate work conditions—may encourage participative problem-solving and mutual accountability. These strategies resonate with modern human resource development approaches that emphasize both physical ergonomics and psychosocial dynamics as levers of performance improvement (Rahmatullah, 2021; Fauzi et al., 2022).

Despite its contributions, the study is not without limitations. The relatively small sample size ($N = 32$) and its single-unit focus restrict the generalizability of the results to other business units or industrial contexts. Furthermore, the cross-sectional nature of the data prevents the establishment of causal relationships. Future research should therefore consider adopting multi-site comparative designs across PT KAI's regional divisions to assess variations in environmental effects, and ideally employ longitudinal methods to examine how sustained changes in work environment influence performance over time.

Lastly, integrating additional variables—such as job satisfaction, organizational commitment, or burnout—as mediating or moderating factors may offer a more nuanced understanding of the mechanisms through which the work environment impacts employee behavior. Such extensions would help build a more comprehensive framework for strategic workforce management in high-stakes technical settings.

CONCLUSION

This study explored the relationship between the work environment and employee performance in the operational setting of PT Kereta Api Indonesia (Persero), Division Regional II West Sumatra. Conducted at UPT Balai Yasa Padang, the research revealed a statistically significant and moderately strong positive correlation between employees' perceptions of their work environment and supervisor-assessed performance outcomes. These findings support the argument that improvements in the quality of both physical aspects—such as lighting, ventilation, and noise control—and non-physical factors—such as communication, supervision, and teamwork—can meaningfully enhance employee productivity and accountability.

Theoretically, the study contributes to the literature on organizational behavior and human resource management by affirming the multidimensionality of the work environment and its influence on performance outcomes. Furthermore, the methodological design—particularly the use of a dyadic approach involving separate respondents for independent and dependent variables—offers a novel empirical contribution. This design improves internal validity, minimizes common method bias, and reflects a more role-consistent measurement framework that aligns with real-world hierarchical dynamics in organizations. As such, this research not only confirms prior conceptual linkages but also advances methodological rigor in the study of work environments.

From a managerial perspective, the study underscores the importance of treating the work environment as a critical component of performance strategy, particularly in technical and operational units. Improving physical infrastructure and fostering an organizational culture grounded in openness, supervision, and collaboration are essential for unlocking employee potential. Supervisors and HR managers should consider institutionalizing structured feedback mechanisms and environmental audits to continuously monitor and enhance work conditions. These initiatives, when sustained and integrated into broader HR systems, can reinforce employee engagement, morale, and long-term organizational performance.

Nonetheless, this study is not without limitations. Its small sample size and focus on a single operational unit may constrain the generalizability of findings across broader organizational settings. The cross-sectional design also limits the ability to draw causal inferences about the dynamic interaction between environmental factors and performance over time. Future research should therefore consider extending the scope to include multiple divisions or comparable organizations, employing longitudinal designs to capture temporal changes and causal effects. Incorporating mediating or moderating variables—such as job satisfaction, psychological safety, or leadership style—could also provide a more nuanced understanding of how the work environment shapes performance in complex organizational systems.

In conclusion, this study highlights that creating a supportive, comfortable, and communicative work environment is not merely a matter of operational excellence, but a strategic imperative. When executed with clarity and alignment across organizational layers, such environmental improvements can serve as a foundation for sustainable employee performance and institutional resilience in Indonesia's state-owned enterprise sector.

REFERENCES

- Abdurrohman, I., Jamaludin, A., & Nandang. (2024). Pengaruh Kepemimpinan dan Lingkungan Kerja terhadap Kinerja Karyawan Pada PT. Cipta Mandiri Perkasa Karawang. *Journal of Economic, Business and Accounting*, 7, 3668-3681.
- Akromusyuhada, A., & Algani, M. R. (2024). Pengaruh Lingkungan dan Motivasi Kerja terhadap Kinerja Pegawai Kantor Pusat PT Kereta Api Logistik. *Media Riset Bisnis Ekonomi Sains dan Terapan*, 2, 71-81.

- Algani, M. R., & Akromusyuhada, A. (2024). Pengaruh Lingkungan dan Motivasi Kerja terhadap Kinerja Pegawai Kantor Pusat PT Kereta Api Logistik. *Media Riset Bisnis Ekonomi Sains dan Terapan*, 2, 71-81.
- Ali, M., Hariyati, T., Pratiwi, M. Y., & Afifah, S. (2022). Metodologi Penelitian Kuantitatif dan Penerapan Nya Dalam Penelitian. *Education Journal*, 2((2)).
- Aniversari, P. (2022). Pengaruh Stress Kerja, Lingkungan Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi Kasus pada Karyawan PT Aneka Gas Industri Lampung). *Jurnal Manajemen Bisnis Islam*, 3, 1-24.
- Arisandy. (2025, April 17). Assistant Manager.
- Direktorat Pembelajaran dan Kemahasiswaan. (2024). *Panduan Penggunaan Generative Artificial Intelligence (GenAI) pada Pembelajaran Perguruan Tinggi*. Jakarta: Direktorat Pembelajaran dan Kemahasiswaan Direktorat Jendral Pendidikan Tinggi, Riset, dan Teknologi Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi.
- Fauzi, A., Noor Fikri, A. W., Nitam, A. D., Firmansyah, A., Lestari, F. A., Widyananta, R. Y., ... Pradana, T. W. (2022). Peran Komunikasi dan Lingkungan Kerja terhadap Kinerja Karyawan dalam Organisasi di PT. Multi Daya Bangun Mandiri (Literature Review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3, 588-598.
- Fidiawati, D., Laely, N., & Rukmini, M. (2024). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan Bank Jatim Cabang Syariah Kediri. *Journal of Economic, Business and Accounting*, 7, 7634-7650.
- Gita Wijaya Krisna, M. A., & Honor Satrya, G. B. (2023). Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. BPR PARASARI. *E-Jurnal Manajemen*, 12, 1225-1244.
- Kurniasih, K. (2012). Kurniasih, K. (2012). Peran Public Relations PT Kereta Api Indonesia (Persero) Daop VI Yogyakarta Dalam Menginformasikan Kebijakan-Kebijakan Perkeretaapian. .
- Liyas, J. N. (2020). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Bank Danamon Indonesia, TBK CABANG SIMPANG PASAR BAWAH. *EQUILIBRIUM*, 8, 97-108.
- Margareta, P. S., Halin, H., & Wulandari, T. (2024). Pengaruh Budaya Kerja dan Lingkungan Kerja Non Fisik terhadap Kinerja Karyawan pada PT Kereta Api Indonesia (Persero) Divre Iii Plaju Palembang. *Jurnal Studi Multidisipliner*, 8, 567-585.
- Mulyadi, Purnomo, N., Sutrisno, Komarudin, & Suryani, N. (2021). Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT Sriwijaya Dinamika Perkasa Di Surabaya. *Jurnal Ekonomi Efektif*, 4, 16-26.
- Nurhidayah, S. A., Lestari, D. P., & Putra, G. K. (2023). Pengaruh Motivasi, Disiplin, dan Lingkungan Kerja terhadap Kinerja Karyawan PT. APF, TBK. *Jurnal Ilmiah Bidang Ilmu Ekonomi*, 21, 757-772.
- Nurjanah, S. N., & Soliha, E. (2024). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, dan Beban Kerja terhadap Kinerja Karyawan pada PT Indofood Kota Semarang. *Journal of Economic, Business and Accounting*, 7, 4363-4376.
- Oktavia, R., & Fernos, J. (2023). Pengaruh Lingkungan Kerja dan Budaya Organisasi terhadap Kinerja Pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kota Padang. *JURNAL ECONOMINA*, 2, 993-1005.

- Pamungkas, A. S., & Widowati, S. Y. (2020). Pengaruh Kepemimpinan, Lingkungan Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi pada pegawai non medis Instalasi Sterilisasi di RS Dr. Kariadi Semarang). *Majalah Ilmiah Solusi*, 18, 147-160.
- Pramesti, A., Sutarman, A., & Ulza, E. (2021). Pengaruh Pelatihan dan Kompetensi Karyawan terhadap Kinerja Karyawan Di Lingkungan Unit Sintelis pada PT Kereta Api Indonesia (PERSERO) DAOP 1 JAKARTA. *Makro, Jurnal Manajemen & Kewirausahaan*, 6, 16-36.
- PT Kereta Api Indonesia (Persero). (2019.). *Www.kai.id*. Dipetik Desember 29, 2024., dari Situs Resmi PT. Kereta Api Indonesia: https://www.kai.id/corporate/about_kai/
- PT. Kereta Api Indonesia (Persero). (2020). Peraturan Direksi PT. Kereta Api Indonesia (Persero).
- Rachmadani, V. S. (2018). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Kasus pada PT Clipan Finance Indonesia Tbk. Kantor Pusat Cabang Jakarta).
- Rahmatullah, A. (2021). Pengaruh Lingkungan Kerja dan Kepuasan Kerja terhadap Prestasi Kerja Guru Di Sdit Plus Qurthuba Kecamatan Manggala Kota Makassar. 1 - 45.
- Rizki, A. A. (2023). Pengaruh Kemampuan dan Motivasi Kerja terhadap Kinerja Karyawan PT. Kai Logistik . *Jurnal Riset Manajemen*, 1, 278-290.
- Saputra, R., Lilianti, E., & Heryati. (2022). Pengaruh Pelatihan Kerja, Prestasi dan Motivasi Kerja terhadap Kinerja Pegawai pada PT. Kereta Api (Persero) Divre III Plaju Palembang. *Jurnal Manivestasi*, 4, 62-78.
- Setiawan, Y. (2025, April 17). Staf PT KAI Divre 2 Sumatera Barat.
- Sinambela, L. P. (2020). Penelitian Kuantitatif. *Jurnal Pengembangan Manajemen, Bisnis, Keuangan dan Perbankan*, 17, 21-36.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suryadi, I., & Yusuf, S. (2022). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan pada PT Prima Abadi Di Jakarta. *Jurnal Ekonomi Efektif*, 4, 223-229.
- Yuliantari, K., & Prasasti, I. (2020). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan pada LLDIKTI Wilayah III Jakarta . *Jurnal Sekretari dan Manajemen*, 4, 76-82.
- Zakiah, N. A., & Dwiridotjahjono, J. (2021). Pengaruh Motivasi, Disiplin, dan Lingkungan Kerja terhadap Kinerja Karyawan PT. Romi Violeta Sidoarjo . *Jurnal Studi Manajemen dan Bisnis*, 8, 56-63.