



## THE IMPACT ON REPAYMENT, ENVIRONMENT AND MOTIVATION TO STAFF PERFORMANCE AT CATTLE FARMER COOPERATIVE IN KUNINGAN

Nani Suryani<sup>1)</sup>; Robi Awaluddin<sup>\*2)</sup>; Ayus Ahmad Yusu<sup>3)</sup>

<sup>1)</sup>University of Kuningan

<sup>\*2)</sup> University of Siliwangi

<sup>3)</sup>IAIN Syekh Nurjati

Email: <sup>1)</sup>[nanias491@gmail.com](mailto:nanias491@gmail.com) ; <sup>\*2)</sup>[awaluddin.robi@unsil.ac.id](mailto:awaluddin.robi@unsil.ac.id)

<sup>3)</sup> [ayusahmadyusuf@gmail.com](mailto:ayusahmadyusuf@gmail.com)

<sup>\*</sup>Corresponding

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### ABSTRACT

*This scientific paper aim is to examine and analyze the effect of repayment, environment and Motivation on Employee Performance at Karya Nugraha Jaya Kuningan multipurpose cooperative. The descriptive-quantitative is the methode that adopt in this paper. The population in this study were all employees of the Karya Nugraha Jaya multipurpose cooperative Kuningan which consist of 77 staff. Survey by questionnaire instrument was the data collection technique and run by ordinary last square regretion for data analysis.. The result showed that repayment, environment and work motivation continuously had a positive and significant impact on staff performance. in particular, repayment, environment and motivation each have a significant positive effect to performance of workers.*

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## INTRODUCTION

Karya Nugraha Jaya Kuningan multipurpose business cooperative is a business entitiy engaged in dairy farming, prior to the establishment of a legal entity Karya Nugraha Jaya Kuningan multipurpose cooperative was a dairy farming group whose members joined the KUD Dewi Sri. In 1994 KUD Dewi Sri condition was erratic in meeting the needs of members and their livestock, especially in the payment of milk and

the availability of feed. In 1997 the group of cattle breeders continued to grow and on September 1 1998 the group of dairy farmers was officially established and incorporated, the Karya Nugraha Jaya multipurpose cooperative became one of the mainstays of dairy farmers in Kuningan regency in marketing their pure milk products and very benefited by both its members and the surrounding community.

The institutional success strongly affected employee's performance, because of the performance of employees in a good company is very influential on the sustainability of the company in achieving its goal, namely seeking the maximum profit. For this reason, it is important for leaders to continue to strive to improve the performance of their employees, human resources actually essential asset of a institution, which is the key to have successful goal to be achieved, so they able to work more productive and the company can continue to grow. Workers performance is strongly determined by the resources owned, because wether the quality of potential staff resources in the company was good then the level of performance in the company is easily to increased, in contrast if the level of quality was in not sufficient condition it will affect poor performance which has an impact on the sustainability. Therefore, for companies that want to be successful, it is essential to encourage their human resources.

Tabel 1      Production Plan Of The Multipurpose Cooperative Of Karya Nugraha Jaya Kuningan Period January -December 2020

Year	Month	Target (Liter)	Production Actual (Liter)
2020	January	1.050.000	1.014.505
2020	February	1.050.000	945.891
2020	March	1.050.000	976.167
2020	April	1.050.000	918.369
2020	May	1.050.000	964.557
2020	June	1.050.000	1.005.017
2020	July	1.050.000	1.105.700
2020	August	1.050.000	1.097.583
2020	September	1.050.000	1.078.095
2020	October	1.050.000	1.083.736
2020	November	1.050.000	1.027.905
2020	December	1.050.000	1.071.326

Data source : Karya Nugraha Jaya Multipurpose Cooperative Kuningan January – December 2020 period.

According to finding research from table 1 above, it able be visualized that there are fluctuations milk production by the Karya Nugraha Jaya Multipurpose Cooperative. From January to may decrease slightly followed from June to December increase fluctuacely, February, March, April, May, June, July, and November. This is influenced by the performance of employees who are less than optimal so that the performance of the cooperative is not achieving the target and not achieving the production target is a

problem for the Karya Nugraha Jaya Multipurpose Cooperative which expects optimal employee performance. If this problem is not immediately addressed by the cooperative, it can experience greater losses, due to the decrease in the cooperative's income which has an impact on losses and can threaten the sustainability of the cooperative. Cooperatives must find solutions or actions to improve employee performance so that they can run optimally.

There are several causes of a decrease in employee performance, but seen in several reference journals in the research the causes are Repayment, ENVIRONMENT and Motivation.

If analysed from the research background, the author will do the research in bringing up this theme "The Impact on Repayment, ENVIRONMENT and Motivation on Employee Performance (Survey on the Multipurpose Cooperative Karya Nugraha Jaya Kuningan)"

## **Theoretical Basis**

### ***Employee Performance***

According to (Wibowo, 2013) "performance is the aggregate of work that has an intensive relationship with organizational strategic goals, satisfaction, and contributes to the economic development. Thus, performance is about what organization done and how it does".

In addition (Sedarmayanti, 2016) explains "performance is amount of work that able to be achieved by community of people in organization, in relation with their respective authorities and responsibilities to achieve the aim of the organization, not violating the law and in accordance local value".

### ***Repayment***

Other opinion by (Sastrohadiwiryono, 2013) "repayment is a service fee or remuneration given by the company to employee because these job have contributed to the progress of the company goal set".

Moreover (Marwansyah, 2013) "repayment is a reward by directly or indirectly, financial or non-financial, that fair and appropriate to workers, because of contribution/service in achieving the company aims together".

### ***Environment***

According to (Siagian, 2014) environment is an environment where workers do their job. Followed by (Widodo, 2015) "The environment is an environment that workers whose able to do their duties with all the work facilities and infrastructure needed to carry out these tasks".

### ***Work Motivation***

Allegedly by (Rivai, 2013) "motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something that is visible that gives strength to encourage individuals to behave in achieving goals".

In other opinion (Robbins, 2006) "motivation is a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability of efforts to satisfy several 31 individual needs. Work motivation is something that will cause encouragement or enthusiasm work".

According to the description, the thinking framework able to be described in a paradigm research as follows

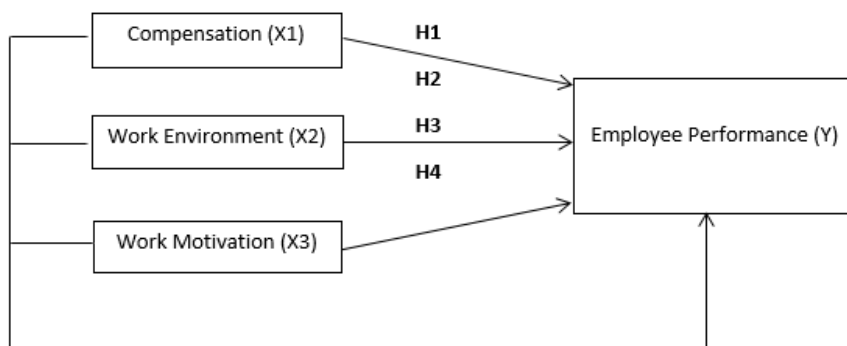


Figure 1  
Paradigma Penelitian

## Hypothesis

According to (Ahmad, 2010) "Hypothesis is a statement about the relationship among two or more variables in advance, the hypothesis is a temporary answer to the formulation of research problems based on existing theories". The hypothesis presented follows:

H1 : Repayment has a positive effect on employee performance.

H2 : The environment has a positive effect on employee performance.

H3 : Work motivation has a positive effect on employee performance.

H4 : Repayment, environment, and Work Motivation have an effect on employee performance.

## RESEARCH METHODS

### Method of Collecting Data

The method adopted by this research was quantitative research methods with a descriptive approach. (Arikunto, 2010) explains that "quantitative research is a research approach that is required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results", "then a descriptive approach is intended to describe the results of research on a phenomenon that is happening clearly and straightforward" (Nirmala et al., n.d.), The research object is located in Jl. Raya Cipari Cigugur, Kuningan Regency, West Java, during January to august 2021. The population of this study is 77 employees Furthermore, according to (Arikunto, 2007)) "the population is the entire research subject, the subject has certain quantities and characteristics that are determined to be studied and then conclusions are drawn". According to (Pradani, 2013)

"the sample is part of the number and characteristics possessed by the population". which was 41 employees from all population. The data model adopted by this research is primary data according to (Siregar, 2013) who stated that "primary data is data collected by researchers directly from the first source or object of research conducted". In collecting data this research uses two techniques, namely observation and survey by questionnaire.

### Descriptive Analysis

Research finding about how description of repayment (variable X1), environment (variable X2), motivation (X3) and performance of staff (Y) is calculated using the percentage technique as follow :

$$SK = ST \times JB \times JR$$

Information :

SK = Criteria Score

ST = Total Score

JB = Number of Grains

JR = Number of Respondents

## RESULTS AND DISCUSSION

### Results

Based on table 2 shows that the Kolmogorov-smirnov normality test on research variables repayment (X1), environment (X2), motivation (X3) and performance of staff (Y). on the research variable Repayment (X1), ENVIRONMENT (X2), Work Motivation (X3) dan employee performance (Y). The results show that the residual variable data has an asymp.sig (2-tailed) value of 0.959 the value is above > 0.05 therefore it able to resulted that the residual data is normally distributed.

Tabel 2 One-Sample Kolmogorov-Smirnov Test

		"Unstandardized Residual"
N		77
Normal Parameters <sup>a,b</sup>	"Mean	0E-7
	Std.	
	Deviation	1.52591318
Most Extreme Differences	Absolute	.058
	Positive	.046
	Negative"	-.058
Kolmogorov-Smirnov Z		.508
Asymp. Sig. (2-tailed)		.959
a. Test distribution is Normal.		
b. Calculated from data.		

Tabel 3 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Cinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	10.759	4.649	"	2.314	.023		
Repayment	.181	.086	.206	2.102	.039	.737	1.357
environment	.235	.055	.416	4.251	.000	.737	1.357
Motivation	.244	.095	.250	2.585	.012	.755	1.325

a. "Dependent Variable: Employee Performance"

From the data illustrated, it concluded all variables namely payment, environment, and motivation have a value of tolerance above  $> 0.1$  and VIF value of three variables  $< 10$  then it was able to result that there was no multicollinearity in both model regression.

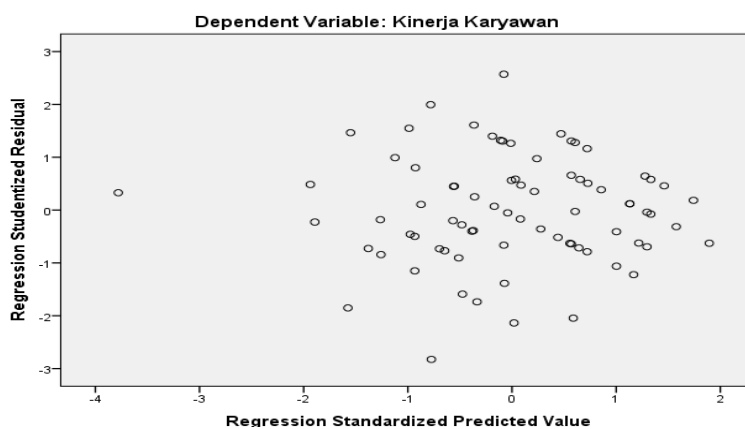


Figure 2  
Heteroskedastisity

According to the picture, it is able to analyze that scatterplot does not have a clear movement and the spread of points above and below 0 on axis of Y, therefore it is able to result in research variables are free from heteroscedasticity.

Tabel 4 Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696 <sup>a</sup>	.485	.464	1.557	1.375

Predictors: (Constant), Work Motivation, Environment, Repayment

Dependent Variable: Employee Performance

According to the visualized data, it shows the value of DW is 1,375. This value compared with a significant table value of 5% (0,050 with n= 77. K = 3 so that the result is  $du = 1,7117$  while the DW value  $>$  from limit of  $du$  and  $<$   $(4-du) = 4 - 1,7117 = 2,2883$ . Resulted that there no autocorrelation.

Tabel 5 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.759	4.649		2.314	.023
1 Repayment	.181	.086	.206	2.102	.039
ENVIRONMENT	.235	.055	.416	4.251	.000
Work Motivation	.244	.095	.250	2.585	.012

a. Dependent Variable: Employee Performance

According to the table, interpretation for multiple linear regression test is obtained:

$$Y = 10.759 + 0.181 X_1 + 0.235 X_2 + 0.244 X_3$$

The equation, can be analyzed:

1. The value of constant 10,759 mean effect of repayment variables occurred, environment work and work motivation on performance of staff has a fixed value of 10,759. If repayment = 0, environment = 0 and work motivation = 0 Based.
2. on the above calculation, it shows that the thing variable (X1) repayment is greater than Itabel ( $t_{count} = 2.102 > Itabel = 1.665$ ) meaning the repayment variable significantly a positive effect on the performance of staff. Therefore, repayment grows according to one unit, and the staff's performance value has a tendency to increase by 0.181 units.
3. According to the calculation above, illustrated that the thing variable (X2) 3. environment is greater than Itabel ( $t_{hitung} = 4.251$  Itabel = 1.665) meaning that the variable environment has a good effect on the performance of staff. So if the variable of environment effect on the staff performance will increase by one unit, the value of employee performance will be increased 0.235.
4. According to the model, thing variable (X) of motivation is greater than the table ( $t_{count} = 2.585$  tube 1.665) "mean that the variable of motivation has a positive effect on employee performance." So if work motivation affects employee performance, it will increase by one unit, and the value of staff performance will be increased by 0.244.

Tabel 6 Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 <sup>a</sup>	.485	.464	1.557

a. Predictors: (Constant), Work Motivation, Environment, Repayment

Finding result from SPSS, it shows the R Square determination coefficient is 485. This value of R comes from the correlation of coefficient (R), that  $0.696 \times 0.696 = 0.485$ . The magnitude of determination (R Square) is 0.485 or equal to 48,5%. It means about repayment variable (X1), environment (X2), motivation (X3) affect the employee performance variable (Y) by 48.5%, while the 51.5% is affected by variables outside the research used.

Tabel 7 t Test result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.759	4.649		2.314	.023
Repayment	.181	.086	.206	2.102	.039
Environment	.235	.055	.416	4.251	.000
Work Motivation	.244	.095	.250	2.585	.012

a. Dependent Variable: Employee Performance

Finding result running by SPSS 20.0 shows in table 4.18, the following result able to be obtain:

1. The value of repayment variable is 2.102, because the tcount value is  $2.102 > t_{table}$  1.665 with a significant of  $0.000 < 0.05$  value, it can be resulted that  $H_1$  is accepted. This means that repayment ( $X_1$ ) has a significant on employee performance (Y). All indicators of repayment involved to influence on the performance of staff, if the repayment variable increases then performance employees will go up.
2. The environment value variable is 4.251 because the thitme value is 4.251, the table is 1.665 with a significant value of  $0.000 < 0.05$ , resulting that  $H_2$  is not accepted. Resulted that the environment ( $X_2$ ) has a good impact on staff performance (Y). All indicators of environment influenced staff performance, if the ENVIRONMENT variable decreases, employee performance will also decrease.
3. The value of the work motivation variable is 2.585 base on value 2.585 Itabel 1.665 with a value of significant  $0.000 < 0.05$ , it can be concluded that  $H_2$  is accepted. It that motivation ( $X_1$ ) significant effect on the performance of staff (Y). All indicators of motivation variable work has an influence on staff performance, work variable of motivation increases then performance Activate employees will go up F Test (Simultaneous).

Tabel 8 Simultaneous F Test

Model	Sumof Squares	df	Mean Square	F	Sig.
Regression	166.469	3	55.490	22.891	000 <sup>b</sup>
Residual	176.959	73	2.424		
Total	343.429	76			



- 
- a. Dependent Variable: Employee Performance
  - b. Predictors: (Constant), Work Motivation, environment, Repayment

According to the calculation, the coefficient of F is 22.891. Next value Fcount is consulted with F table based on dk in the numerator (K)-2 and the denominator dk in the denominator, (k; n-k-1) then (2; 77-2-1)=74, then the F table is 3.12. According to the SPSS visualized, understand that the Fthing value of 22.891 Fable 3.12, it can be concluded that repayment, environment and motivation together significant simultaneous influence on the performance of staff.

## Discussion

### *Repayment Impact on Staff Performance*

Research finding visualize that repayment ( $X_1$ ) have an impact on staff performance (Y) at the Karya Nugraha Jaya Multipurpose Cooperative, Cigugur Kuningan. Where the value of tcount is 2.102, ttable is 1.665 and significant. These finding indicate that the repayment variable that includes work benefits, health insurance, and accident insurance "has an effect on employee performance". According to (Sastrohadiwiryono, 2013) "repayment for services or remuneration provided by the company to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set". The purpose of repayment according to Werther and Davis (Sinambela, 2016) is that "fairly high repayment is needed to attract employees. If these two things are met then the employee is satisfied. Satisfaction will trigger employees to continue to improve their performance so that company goals and employee needs will be achieved together". The results of this study are supported by (Muhammad Arif, Putri Endah Syaifani, Yudi Siswadi, 2019) entitled "Effect of Repayment and Discipline on Employee Performance" that there is a good and soar influence between repayment on staff performance by the assumption that the better the repayment is received by employees then employee performance will be better or increase. Research conducted by (Heriyanto, 2020) that "repayment has a positive and significant effect on employee performance". Repayment must be perceived as fair by employees and the amount of repayment is not much different from what is expected by employees if these two things are met then "employees feel satisfied, satisfaction will trigger employees to continue to improve their performance so that company goals will be achieved".

### *Effect of environment on Employee Performance*

The finding illustrated that the Environment ( $X_2$ ) had an effect on staff performance (Y) at Karya Nugraha Jaya Multipurpose Cooperative Kuningan. Where the value of tcount is 4.251 > ttable 1.665 and is significant. These results indicate that the variables of the environment with comfortable air circulation, lighting in the workplace, and the relationship between employees and superiors have a soar effect on the performance of staff.

According to (Widodo, 2015) "the environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure

needed to carry out these tasks". A good environment is able to support employees to work optimally.

The finding research of this study is supported by (Shodiq, 2020) that "the Environment has a positive effect on performance, where the environment variable about cleanliness in the company can provide a high morale boost". The environment is a condition or condition of the workplace that needs to be regulated so that it does not interfere with the work of employees and can improve performance and high productivity. Research conducted by (Triastuti, 2018) that "the environment has a positive effect on employee performance, where a conducive environment can have a direct effect on employees". On the other hand, an inadequate environment will reduce employee performance. The environment is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable. Based on this it can be said that the environment can affect employee performance, if the environment is good it will have a good impact on employee performance. On the other hand, if the environment is not good, the performance will decrease.

### *Effect of Work Motivation on the Performance of Staff*

The results showed that work motivation ( $X_1$ ) had an effect on employee performance (Y) at the Karya Nugraha Jaya Multipurpose Cooperative, Cigugur Kuningan, where the value of a thing was 2.585 for 1.665 and significant. These results indicate that the variables of work motivation that are rewarded, safety at work, equipment at work, and superiors providing guidance affect employee performance.

According to (Rivai, 2013) "motivation is a series of attitudes and values that influence employee performance". individuals achieve specific things according to individual goals These attitudes and values is something that is visible that provide the power to encourage individuals to behave in achieving goals. These attitudes and values are a force to encourage individuals to behave in achieving goals in improving performance.

The results of this study are supported by (CAH Purnomo, 2017) that "work motivation has an influence on the significant impact on employee performance which states that the better the company's treatment is related to employee work motivation, the efforts to improve employee performance have increased". The research conducted by (Mawar Sari, Fatkhathul Masrurroh 2018) shows that "work motivation has a positive and significant effect on employee performance". This explains that if the employee is motivated at work, then he will do his job seriously and as well as possible. Motivation was able to increase staff performance at an enterprise, namely awareness among employees about their responsibilities in a company which is reflected in the attitude of the work spirit.

Motivation able to be known as a force that arises from within and external person and arouses enthusiasm and perseverance to achieve goal. The role of motivation is significantly in affecting and directing staff towards their work behavior. Motivation is owned by every human being, therefore in some situation, there are some staff who work better comparing others.

### *The Effect of Repayment, Environment, and Motivation on Employee Performance*

Research finding from hypothesis testing obtained F count value of 22.891 > F table 3.12 with a significant value of 0.000, so this study proves the fourth hypothesis, so it able to result that repayment, environment, and motivation jointly affect to staff performance.

Factors affecting performance according to (Akbar, 2018) state that "worker performance is affected by some factors, namely: repayment, environment, organizational value, leadership and motivation, discipline, satisfaction, communication, and other". Meanwhile, (Mangkunegara, 2013) "performance is represent by three factors such as personal factors which include abilities and expertise, background and demographics, and psychological factors which include perceptions, attitudes, personality, learning, and motivation the last is organizational environmental factors". Therefore it resulted that the relationship between repayment, environment, and work motivation has an effect on employee performance. The results are also significant by showing that so far the cooperative has provided work benefits, health insurance, satisfactory incentives, a conducive environment, and supporting facilities.

This research finding produce that repayment, ENVIRONMENT, and motivation have joint effect on employee performance, the results of this study have similarities with the results of research conducted by (Ratnawati, 2018) with the results of "repayment, environment, and motivation work together or simultaneously on employee performance". The research conducted by (Tahmeem Sidiqqi, 2018) with the results "Impact of environment, repayment and motivation on the performance with the results jointly have positif and soar impact".

## CONCLUSIONS

Finally, the result showed that repayment, work circumstance and motivation continuously had a positive and significant impact on staff performance., in a particular result that repayment, job environment and work motivation each have a significant positive impact on staff performance.

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