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**THE EFFECT OF EDUCATION LEVEL, WORK ENVIRONMENT AND  
COMPETENCY ON THE SATISFACTION AND PERFORMANCE OF  
CLASS II B PRISON EMPLOYEES BONDOWOSO REGENCY**

***PENGARUH TINGKAT PENDIDIKAN, LINGKUNGAN KERJA DAN  
KOMPETENSI TERHADAP KEPUASAN DAN KINERJA PEGAWAI  
LAPAS KELAS II B KABUPATEN BONDOWOSO***

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**ABSTRACT**

The purpose of this study was to examine and analyze the effect of education level, work environment, and employee competence on the performance of the Class II B prison employees in Bondowoso Regency with job satisfaction as an intervening variable. The population in this study was 68 Lapas Class II B employees, Bondowoso Regency. The sampling technique is saturated/census sampling. So that the number of samples in this study is the entire population. The analysis technique used is Structural Equation Modeling (SEM) which is processed using the WarpPLS 6.0 application. The results showed that the level of education, work environment, and competence of employees have a significant influence on job satisfaction. education level, work environment, employee competence, and job satisfaction have a significant influence on employee performance. Indirectly the level of education, work environment, and employee competence have a significant influence on performance through job satisfaction as an intervening variable.

Keywords: education, work environment, competence, job satisfaction, performance

**INTRODUCTION**

Human resource management is an effort to manage human resources owned in order to achieve the goals of an organization or company, as well as to be placed in the right position and position (Jahari and Sutikno, 2008; Siagian, 2013). In order to support the achievement of the goals of an organization or company, thus the implementation and tasks assigned are different and carried out effectively and efficiently by the right people. Therefore, human resource management has an important role to form a person to have the ability to carry out the tasks to be given and must have high motivation to carry out these tasks. Therefore, to form quality human resources, investment in education needs to be increased (Atmanti, 2005).

Pendidikan memiliki peran penting dalam mewujudkan proses pembelajaran untuk mengembangkan potensi diri baik dalam keterampilan, kecerdasan, pengendalian diri, kepribadian, maupun kemampuan lain yang dimiliki (Aprianto dan Khairunnisa, 2013).

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Menurut Wirawan (2016) jenjang pendidikan adalah kegiatan seseorang dalam mengembangkan kemampuan, sikap, dan bentuk perilaku, baik untuk kehidupan di masa yang akan datang dimana melalui organisasi tertentu maupun tidak terorganisir. Selanjutnya melalui pendidikan nilai dan etika akan tertanam dalam diri seseorang sehingga akan membentuk kepribadian seseorang yang nantinya akan mempengaruhi hasil kerja.

A person can have a good performance if it is supported by a good working environment. This can stimulate morale to work more productively and produce a more efficient work system design. The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned, such as cleaning, music, lighting, and others (Sunoto, 2010). Sedarmayati (2010) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. Robbins (2010) explains that the work environment is a force that has the potential to affect the performance of a person or organization. Robbins also explained that the work environment is divided into two, namely the general environment and the special environment. The general environment is more on influences from outside that can affect the organization, for example, due to social and technological conditions. While the special environment is part of the environment itself which is directly related to the goals and objectives of the organization or company.

With regard to the development of human resources, one must pay attention to the competence of one's performance. Competence in question is a skill or ability that must be possessed by a person or employee of a company that can be seen from the ability to provide consistently good performance. On the other hand, competence is also defined as skills, skills possessed by a person, and highly educated. According to Priansa (2017), competence is a trait that underlies the effectiveness of a person's performance in carrying out his work. Competence has become a part of every individual and based on these competencies, one can see the personality and how a person performs (Triastuti, 2019). According to Agustian et al., (2018) that competence is an individual's ability and attitude to do a job or task.

If a person's performance is good and supported by a good work environment, job satisfaction will be achieved. Job satisfaction occurs when someone feels a reward or appreciation for the work done (Wibowo, 2017). Job satisfaction also has an important role in encouraging one's work. One person to another will have different levels of job satisfaction and different impacts. This shows that it is important to carry out work management.

Work management is an activity that aims to improve the performance of employees and companies or organizations. According to Mangkunegara (2010) and Wibowo (2010), performance is defined as the result of work both in quality and quantity in accordance with the responsibilities given. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance. According to Rivai (2012), the real behavior shown by everyone for the achievements produced is one form of performance. Meanwhile, Simanjuntak (2010) explains that one form of performance is an achievement in carrying out tasks.

Based on the theory of performance improvement above, in this study, the results of previous research references are similar to the results of research which show that there is an insignificant relationship or a research gap occurs, while the research was conducted by Hendrayani (2020) with the results of the research that showed that the level of education had an effect positive and insignificant effect on employee performance and work experience positive and significant effect on employee performance, while simultaneously the level of education and work experience has a positive and significant effect on employee performance. Further research was conducted by Badrun (2021) with the results of his research showing that there is no significant effect between competence and teacher performance which is proven, so the hypothesis stated in this paper is rejected.

Based on the performance improvement theory above and supported by empirical evidence which is the result of similar previous studies, the object of research chosen is the Class II B

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Bondowoso Prison, which is one of the correctional institutions under the Ministry of Law and Human Rights which is located in the heart of Bondowoso city, namely on Jl. Attorney General Soeprapto no. 5 Bondowoso. Class II B Bondowoso Penitentiary was established in 1920. It is one of the Dutch heritage prisons with a land area of 7,140 m<sup>2</sup> and a building area of 4860 m<sup>2</sup> with certificate No. 1654 and has several times changed its name and main task, namely the Bondowoso Kalas III Penitentiary in 1986, 1987 to 2004 it changed its name to the Bondowoso State Detention Center which served as a place of detention for prisoners in accordance with the Criminal Procedure Code and in 2004 with an increased workload. in accordance with the Decree of the Minister of Justice and Human Rights No. M.01. was upgraded and turned into the Bondowoso Penitentiary. Bondowoso prison building has facilities and infrastructure, including 2 Residential Blocks with a total capacity of 250 people, houses of worship for Muslims, meeting rooms, polyclinics, work activity buildings, library rooms, and office spaces.

Correctional Institutions are places of guidance for criminals (prisoners) and correctional students in Indonesia. The Penitentiary is a Technical Implementation Unit under the Directorate General of Corrections, Ministry of Law, and Human Rights (formerly the Ministry of Justice). The Penitentiary is a place for fostering prisoners based on the correctional system. The purpose of this institution is to strive to realize an integrative punishment, namely by conducting coaching and restoring a good and useful community life unit. Thus, the Penitentiary carries out rehabilitation, re-education, resocialization, and protection, both for prisoners and the community in the correctional system.

The prison system that focuses on the element of deterrence and focuses on the prisoners as individuals are seen as incompatible with the personality of the Indonesian nation based on Pancasila and the 1945 Constitution. For the Indonesian people, thoughts about the function of punishment are no longer merely aspects of punishment and deterrence but also a rehabilitation and social reintegration effort in fostering law violators known as the correctional system.

Correctional Institutions have the task of carrying out prisons for prisoners/students. In order to carry out the tasks referred to above, the Correctional Institution carries out the functions of conducting training for prisoners/students; providing guidance, preparing facilities and managing work results; conducting social/spiritual guidance for prisoners/students; carrying out maintenance of security and order of correctional institutions; do business and household affairs. Based on the Decree of the Minister of Justice and Human Rights of the Republic of Indonesia No: M. 01- PR-07-10 of 2001 concerning the Organization and Work Procedure of the Ministry of Justice and Human Rights of the Republic of Indonesia, it is explained that the Head of Correctional Institutions (Kalapas) has the task of coordinating security administration activities. and procedures and administrative management covering personnel, financial, and household matters in accordance with applicable regulations in order to achieve the goal of convicting prisoners, protege, or prison residents.

Table 1. Class IIB Prison Performance Report at Bondowoso District

No	The field of work for the Guidance of Prisoners/Students	Program Realization (Target 100%)	2017	2018	2019	2020	2021
a.	Sub-Section of Registration and Community Guidance	100%	87%	90%	75%	76%	74%
b.	Sub-Section for Care of Prisoners/Protege	100%	84%	83%	78%	81%	88%
c.	Work Activities Sub-Section	100%	74%	79%	77%	81%	80%

Source: Bondowoso prison (2022).

The Guidance Section for Prisoners / Students and Work Activities consists of: Sub-Section

for Registration and Community Guidance; Sub-Section for Care of Prisoners/Students; and Sub-Section Work Activities. Based on the data in Table 1.1 Identification of Problems in Class IIB Bondowoso Prisons, especially in the Work Sector of the Guidance of Prisoners/Students and Work Activities, it shows that the realization of the work implementation program has not yet reached the expected target, this shows that the performance of employees in carrying out the tasks and functions that have been assigned. regulated based on the Decree of the Minister of Justice and Human Rights of the Republic of Indonesia No: M. 01-PR-07-10 of 2001 concerning the Organization and Work Procedure of the Ministry of Justice and Human Rights of the Republic of Indonesia, is still not optimal. So researchers get the phenomenon of performance is a "Lack of effectiveness of employee performance in carrying out their duties and functions". Based on the above phenomenon, the researchers tried to raise several factors that are assumed to be important to minimize problems and improve employee performance in carrying out their duties and functions, while the factors that were appointed as solutions in this study were referred to as the level of education, work environment and employee competence on job satisfaction. employees that have an impact on the performance of Bondowoso Prison employees.

## RESEARCH METHOD

This study uses a quantitative approach to understand the relationship between variables that shape employee performance and job satisfaction as an intervening variable. The population in this study were Class IIB Bondowoso prison employees, with a total of 68 employees. The sample in this study was Bondowoso Class II B Prison Employees. Social research uses an error rate or critical value of 5% (or 0.05). The greater the error rate, the smaller the number of samples used. It should be noted that the larger the sample size (closer to the population), the smaller the chance of generalization error and vice versa. The sampling technique used in this research is saturated sampling (census). Saturated sampling is a technique used in determining the sample where all members of the population are used as samples (Sugiyono, 2015). The number of samples used in this study was 68 people.

## RESULTS AND DISCUSSION

### Outer Model Evaluation

#### Validity test

This validity test is divided into two, namely convergent validity and discriminant validity. The convergent validity test was carried out in three stages, namely: indicator validity, construct reliability, and the average value of VIF (AVVIF). While discriminant validity can be passed to see the value of cross-loading. Based on the output results in Table 2, it can be concluded that the correlation that occurs has a cross-loading value above 0.5 and a p-value <0.001. So that discriminant validity meets the criteria. To assess the convergent validity of the latent variable indicator, the normalized combined loading value must be greater than 0.5 (Sholihin and Dwi, 2013).

Table 2. Combined loadings and cross-loadings

	X1	X2	X3	Z	Y	SE
X1.1	<b>0,747</b>	-0,253	-0,355	0,052	0,033	0,095
X1.2	<b>0,781</b>	-0,150	0,432	-0,082	-0,007	0,097
X1.3	<b>0,849</b>	0,343	-0,034	0,020	-0,024	0,092
X2.1	-0,743	<b>0,698</b>	0,140	-0,426	0,840	0,096

X2.2	0,324	<b>0,788</b>	-0,584	-0,126	-0,648	0,100
X2.3	-0,160	<b>0,729</b>	0,190	0,247	-0,481	0,095
X2.4	-0,045	<b>0,709</b>	-0,021	0,310	0,023	0,096
X2.5	0,514	<b>0,750</b>	-0,240	-0,120	0,549	0,095
X3.1	0,580	-0,356	<b>0,783</b>	-0,177	0,041	0,097
X3.2	-0,176	-0,229	<b>0,754</b>	-0,084	0,693	0,095
X3.3	-0,514	0,542	<b>0,719</b>	-0,107	0,085	0,096
X3.4	-0,056	0,013	<b>0,709</b>	0,077	-0,312	0,096
X3.5	0,188	-0,039	<b>0,769</b>	0,323	-0,443	0,095
X3.6	0,057	-0,137	<b>0,751</b>	0,113	-0,022	0,095
Z1	-0,018	-0,108	-0,098	<b>0,712</b>	0,022	0,096
Z2	0,259	0,076	0,433	<b>0,710</b>	-0,494	0,099
Z3	-0,075	0,044	-0,342	<b>0,794</b>	0,410	0,095
Z4	-0,171	0,008	0,015	<b>0,788</b>	0,072	0,095
Y1	0,184	-0,192	-0,335	-0,029	<b>0,734</b>	0,095
Y2	0,076	0,001	0,272	0,477	<b>0,697</b>	0,095
Y3	0,659	-0,262	-0,158	0,242	<b>0,733</b>	0,095
Y4	-0,122	-0,016	0,161	-0,287	<b>0,783</b>	0,097
Y5	-0,623	0,404	0,081	-0,272	<b>0,721</b>	0,096

**Reliability Test**

The next test is the reliability test. This test is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 6.0 data processing are as follows:

Table 3. Reliability Test

Variable	Composite reliability coefficients	Cronbach's alpha coefficients
Level of education	0,829	0,742
Work environment	0,781	0,749
Employee competence	0,703	0,706
Job satisfaction	0,759	0,707
Performance	0,143	0,774

The values of Composite reliability coefficients and Cronbach's alpha coefficients used are those that have values above 0.7. Based on Table 3 shows that the questionnaire instrument used has met the requirements of the reliability test.

**Inner Model Evaluation**

**Results of Data Analysis Model**

The next test is hypothesis testing. The PLS model with the addition of a job satisfaction variable as a mediating variable explains that the addition of a variable will provide an

additional contribution as an explanation of employee performance. The results of hypothesis testing can be seen in Figure 1.

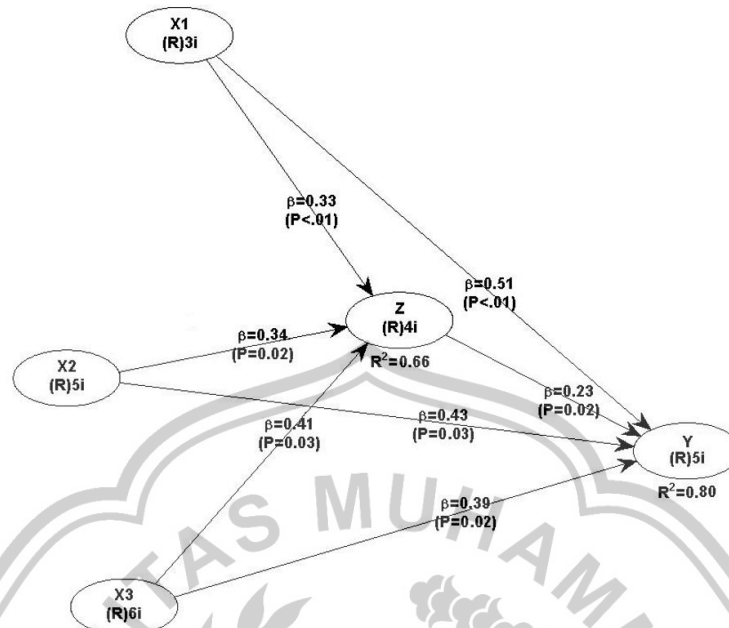


Figure 1 Hypothesis Model

#### Total Influence Path Coefficient Value

Based on the results of the calculation of the path coefficient, it is known that:

- The education level variable (X1) has a significant effect on employee performance (Y). The total effect of education level on employee performance is 0.584 with details of the direct effect of 0.509 and the indirect effect of 0.075.
- The work environment variable (X2) has a significant effect on employee performance (Y). The total influence of the work environment on employee performance is 0.507 with details of the direct effect of 0.430 and the indirect effect of 0.077.
- The employee competence variable (X3) has a significant effect on employee performance (Y). The total influence of employee competence on employee performance is 0.485 with details of the direct effect of 0.391 and the indirect effect of 0.094.

In accordance with the results described, it is known that the independent variable that has the strongest influence on the job satisfaction variable (Z) is the education level variable (X1), which is 0.327. Meanwhile, the independent variable that has the strongest influence on the employee performance variable (Y) is the level of education (X1), which is 0.509. And the independent variable that has an influence on the employee performance variable (Y) through the intervening variable job satisfaction (Z) is the employee competence variable (X3), which is 0.094.

#### Coefficient of Determination

Research by Hair et.al (2014) states that the value of the coefficient of determination is low if it has a value of 0.20. This shows that the two coefficients in this study have a coefficient value of more than 0.20, indicating that the model used is good. Analysis of Variant (R<sup>2</sup>) or Determination Test, which is to determine the influence of the independent variable on the dependent variable. Based on the r-square value, it shows that the level of education, work environment, and employee competence can explain the job satisfaction variable of 65.7%, meaning that it has a strong correlation, and the remaining 34.3% is explained by other

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constructs outside those studied in this study. While the level of education, work environment, employee competence, and job satisfaction were able to explain the performance variables of the Class IIB Penitentiary in Bondowoso Regency by 87.9% or categorized as a strong correlation, and the remaining 12.1% was explained by other constructs outside those studied in this study.

## Discussion

Based on the estimation results that have been carried out, it is known that the variable level of education significantly affects the level of job satisfaction of the employees of the Class IIB Penitentiary in Bondowoso Regency. This is also supported by the statements of respondents who gave positive responses to aspects of the education level of the Class IIB Penitentiary in Bondowoso Regency which were represented by knowledge in the assigned fields and responsibilities given to employees. This finding is in line with research conducted by Basori, et al (2017); Amrullah and Hermani DS (2018); Firdaus D (2019), which states that there is a significant influence between competence on job satisfaction.

In addition to the education level variable, the work environment variable and the competence of the Class IIB Correctional Institution employees in Bondowoso Regency also show the same direction and influence. Work environment variables and employee competence have a significant influence on job satisfaction variables. In this case, aspects that affect job satisfaction from the work environment include cleanliness, security, spatial planning, lighting, and air circulation. Based on the results of the survey, it shows that respondents are satisfied with the cleanliness of the workplace in the Class IIB Penitentiary in Bondowoso Regency, so that they can work well. This finding is in line with research conducted by Basori, et al (2017); Narasuci (2018); Narasuci (2018); Firdaus D (2019); Sari and Aziz (2019) which states that there is a significant influence between the work environment on job satisfaction. Meanwhile, aspects of employee competence include concern for superiors, fair treatment, information, interest in being promoted and level of satisfaction. In general, the competence of the Class IIB Penitentiary in Bondowoso Regency increased due to the aspect of interest in being promoted. The results of the study are in line with Sukma's research (2017); Putri and Frianto (2019) stated that there was a significant influence between employee competence on job satisfaction.

On the other hand, the variables of education level, work environment, and employee competence also have a significant influence on the performance variable of the Class IIB Penitentiary in Bondowoso Regency. Several aspects used in the assessment to measure the performance of the Class IIB Penitentiary in Bondowoso Regency are described as follows: the aspects used to measure the education level variables include knowledge, skills, traits, motives, and self-concept. Work environment variables include aspects related to the work environment to increase work productivity of the Bondowoso Regency Class IIB Correctional Institution employees. While the aspects that affect the competency variable of the Class IIB Penitentiary in Bondowoso Regency are related to efforts to increase employee productivity. Considering that this research is motivated by problems regarding the achievement of performance realization which is more or less caused by the education level factor that is not in accordance with the field of work. However, the results of this study prove that even with such conditions, the level of education has a significant effect on performance.

The results of this study based on the education level variable are in line with Hidayat's research (2017); Sujiati (2017); Rahim, et al (2017); Lisdiansyah (2018); Firdaus D (2019); Faizal (2019); Ardianti, et al (2018) stated that there was a significant influence between competence on performance. This finding contradicts the results of research by Basori, et al. (2017) and Utomo, et al. (2018), which state that the competency variable has no significant effect on performance. On the other hand, the results of this study are based on the influence of work environment variables in accordance with supporting theories and have the same results as research conducted by Wijaya (2017); Rahim, et al (2017); Eliyanto (2018); Narasuci (2018); Gamal (2018); Firdaus D (2019); Sari and Aziz (2019); Nur Adha, et al (2019); Ardianti, et al (2018); Utomo, et al (2018) stated that there was a significant influence between the work

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environment on employee performance. This finding contradicts the results of research by Basori, et al. (2017) which states that the work environment variable has no significant effect on performance. While the results of research based on employee competency variables are in accordance with supporting theories, while in this study there are significant similarities with previous research conducted by: Sukma (2017); Putri and Frianto (2019) stated that there was a significant influence between employee competence on employee performance.

The findings from the satisfaction variable indicate that the job satisfaction of the Class IIB Penitentiary in Bondowoso Regency has a significant effect on employee performance. This is due to aspects of job satisfaction related to physiological needs, self-actualization needs, social needs, self-esteem needs and security needs. Employees who are satisfied both because of the work environment and the suitability of competence with the field of work assigned are able to improve employee performance optimally. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with the previous research conducted by Basori et al (2017); Sujati (2017); Rahim, et al (2017); Eliyanto (2018); Narasuci (2018); Firdaus D (2019); Faizal (2019); Sari and Aziz (2019); Kurniawan, et al (2019); Ardianti, et al (2018); Utomo, et al (2018) stated that there was a significant effect between job satisfaction on employee performance. The results of this study contradict the results of Triastuti and Sulaiman's research (2017) which states that the variable job satisfaction has no significant effect on performance.

## CONCLUSION

Human resource management has an important role in managing every successful individual's work. Based on the discussion that has been described, the conclusions in this study indicate that the level of education, work environment, and employee competence have a positive and significant influence on employee performance and job satisfaction. The same result is shown by the job satisfaction variable which also has a positive and significant effect on employee performance.

The suggestions that can be given are based on the results of the study that the level of education has the most dominant influence on employee satisfaction and performance. However, based on the characteristics of the respondents, the level of high school education is the most dominant. This is because a prison employee will be trained for 6 months related to the technical work that will be developed by new employees. The variable that affects the lowest performance is job satisfaction. Special attention is needed from the Bondowoso Class IIB Prison to adjust the competencies, work environment, and employee competencies in order to grow employee satisfaction in optimizing their performance. There needs to be an evaluation of the level of education of employees in accordance with the positions held. So that there is no social jealousy or a tendency for disputes between employees to occur. For future research, it is suggested to consider other factors that also influence job satisfaction and employee performance such as leadership, job satisfaction, and work discipline. Future research can also expand the research orientation to a larger organizational scope or a wider population.

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