

The Influence of Work Environment and Teamwork on Employee Performance at the Palembang City Education Office

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ARTICLE INFO

Article History:

Submitted August 28, 2025
Revised November 28, 2025
Accepted March 16, 2026

Keywords:

Work Environment, Teamwork,
Employee Performance

Published by the Faculty of Economics
and Business, PGRI University of
Palembang

ABSTRACT

The purpose of this study is to analyze of Work Environment (X_1) and Teamwork (X_2) on Employee Performance (Y) at the Palembang City Education Office. The background of this research is based on the importance of a comfortable work environment and effective teamwork as supporting factors in improving employee performance. The work environment includes aspects such as lighting, noise, layout, and workplace atmosphere, while teamwork involves communication, mutual assistance, and the achievement of shared goals. This research employed a quantitative method with an associative approach. The research data was obtained through questionnaire distribution, which was then analyzed using the t-test to measure partial effects and the F-test to assess simultaneous

effects, with a significance level of 5%. The analysis results showed that the Work Environment variable (X_1) had a positive and significant effect on employee performance, as indicated by a significance value of 0,000, which was less than 0,05. In addition, the Teamwork variable (X_2) was also found to have a positive and significant effect on employee performance, with a significance value of 0,000, which is also less than 0,05. On the other hand, the simultaneous test results showed that both variables together had a positive and significant effect on employee performance, with a significance value of 0,000, which remained below 0,05. The conclusion of this study is that improving the quality of the work environment and strengthening teamwork will encourage better employee performance at the Palembang City Education Office. The practical implication of these findings is that institutions need to create a comfortable work atmosphere and foster productive collaboration among employees.

A. INTRODUCTION

Employee performance is a fundamental factor that determines the level of success of an organization, both in the private and public sectors. In the context of government agencies, employee performance has a more strategic role because it is directly related to one of the measures of performance of State officials lies in the quality of public services provided to the community. Effective, efficient, and responsive public services can only be realized if employees have optimal performance. Therefore, understanding the factors that affect employee performance is a type of fundamental need in an effort to increase the effectiveness of government organizations.

Various human resource management references emphasize that the work environment and teamwork are two aspects that play a big role in the achievement of employee performance. The work environment, both physical and non-physical, can be a determinant, namely affecting employee motivation, job satisfaction, and productivity. The physical work environment includes factors such as workspace comfort, availability of facilities, layout, and lighting and ventilation conditions. Meanwhile, the non-physical work environment is related to interpersonal relationships, leadership styles, organizational climate, and communication patterns that are established within the organization. When



employees feel physically and psychologically comfortable, they will be more motivated to work optimally.

In addition to the work environment factor, teamwork is also an important element that cannot be ignored. Solid teamwork allows for good coordination, effective task distribution, and collaboration in solving problems. According to organizational behavior theory, teamwork serves as a means of integrating individuals with organizational goals. Team members who are able to work together effectively not only increase individual productivity, but also make a significant collective contribution to the achievement of organizational targets. Thus, the quality of teamwork is an important factor to improve employee performance in various agencies, including in the aspect of education.

The Palembang City Education Office as part of a local government institution has a vital role in managing, planning, and implementing education policies. The demand for improving the quality of education services is increasing along with the growing need for quality education in the community. This puts the employees of the Education Office in a strategic position to ensure that every educational policy and program can run according to the purpose. However, the problem that is often faced is that there are still employees who have not shown optimal performance. Some indicators of performance problems include delays in job completion, low initiative, and lack of coordination between departments. This condition indicates that there are internal organizational factors, including the work environment and teamwork, that have not been running effectively.

In terms of the work environment, there are still limitations in supporting facilities and uncomfortable workspaces that have the potential to reduce employee work motivation. For example, the lack of adequate information technology facilities can hinder the speed of completion of education administration. In addition, non-physical aspects such as unharmonious relationships between superiors and subordinates along with ineffective communication patterns also have the potential to cause conflicts and reduce work morale. If this condition is left unchecked, the employee's performance will not reach the expected standard.

Meanwhile, in terms of teamwork, the challenge that arises is that not all employees are able to collaborate optimally in one team. Some employees tend to work individualistically, which ultimately hinders the achievement of common goals. Additionally, a lack of clarity of roles in a team can lead to overlapping tasks or even internal conflicts. This indicates the need to improve teamwork skills through better coordination, clear division of tasks, and the cultivation of a culture of cooperation within the agency.

This phenomenon is reinforced by the findings of several previous studies. Fitra, Susena & Monique (2024) found that the work environment and teamwork have a significant influence on employee performance at PT Bank Syariah Indonesia Bengkulu Branch. Similar results were also shown by Wiranti, Latif & Lenas (2023) who researched ASN and non-ASN employees at the Gowa KPH Office, that both the work environment and teamwork have a positive influence on employee performance. However, research by Audina, Hinggo & Setianingsih (2024) at the Sungai Mandau Health Center showed different results, where teamwork did not have a significant effect on employee performance, while the work environment still had a positive influence. These differences in findings suggest that the influence of teamwork on employee performance can vary depending on the organizational context.

Furthermore, Usman, Hendri & Suryadi (2021) emphasized that a good work environment has a great contribution to improving employee performance at the Palembang City Food Security and Livestock Service. This shows the relevance of the context to the conditions faced by the Palembang City Education Office, where the work environment and teamwork are both important determinants in achieving employee performance.

Thus, research on the influence of work environment and teamwork on employee performance at the Palembang City Education Office is relevant and important. This research is not limited to making a theoretical contribution to the development of human resource management science, but also making a real contribution in the form of recommendations for

improving the quality of management in the government environment. The results of the research are expected to help the Education Office in formulating more appropriate policies and strategies in creating a conducive work environment and building more solid teamwork. In the end, improving employee performance will have a direct impact on the quality of educational services provided to the community.

In a broader context, the research also has implications to support bureaucratic reform efforts in Indonesia. Improving employee performance in the public sector is considered a very important agenda in realizing good governance. Therefore, the government needs to provide public services in a professional, open, and valid manner that will increase public trust in government institutions. Therefore, this research not only focuses on the internal aspects of the organization, but also has relevance to the development of a more optimal government system.

From the explanation above, this research focuses attention on two main factors, namely the work environment and teamwork, and how both affect the performance of employees at the Palembang City Education Office. Thus, it is hoped that this analysis can answer empirical questions as well as provide a basis for strategic decision-making in human resource management in government agencies.

B. THEORETICAL STUDY

Work Environment

Work environment is an external factor that significantly affects employee behavior, attitude, and performance. According to Mahmudah (2019:56–57), the work environment encompasses all aspects that surround employees and can affect their job satisfaction levels. This means that the quality of facilities, workspace conditions, and the psychological atmosphere in the organization can determine the extent to which employees feel comfortable in carrying out their duties. The more conducive the work environment created, the greater the chance of achieving optimal work results.

Kurniawaty (2022:168) added that the work environment is not only about the physical aspect, but also involves the non-physical atmosphere that employees feel when interacting with colleagues and leaders. Thus, a positive work environment must be able to provide a balance between physical comfort (such as spatial layout, temperature, lighting) and psychological comfort (such as communication, rewards, and organizational fairness). Furthermore, Kurniawaty et al. (2023:166) identified several indicators that can reflect the quality of the work environment, namely:

- a) Lighting, which is sufficient and appropriate light conditions to support work activities without causing eye fatigue.
- b) Temperature, which is a comfortable workspace temperature setting so that employees are not physically disturbed while working.
- c) Noise, related to the level of noise interference that can affect the concentration and focus of employees.
- d) Unpleasant odors, which can reduce work comfort and productivity if not handled properly.
- e) Decoration, includes the layout and interior that can create a pleasant working atmosphere and encourage work spirit.

Teamwork

Teamwork is one of the essential components of modern management, especially in organizations that emphasize collaboration to achieve a common goal. Ghofar & Sukemi (2024:25–26) explain that teamwork is the ability to work collaboratively in achieving a common vision and mission. Through teamwork, individuals are directed and motivated to work together to achieve organizational goals.

In line with that, Notosudjono, Retnowati & Mardiana (2022:26) revealed that teamwork involves a group of individuals who coordinate to achieve goals effectively and efficiently together through an agreed mechanism. Through teamwork, the workload can be



proportionately divided, communication between members increases, and potential conflicts can be suppressed through mutual respectful cooperation. Notosudjono, Retnowati & Mardiana (2022:26), mentioned that there are several indicators that reflect teamwork.

- a) Commonality of goals, namely the existence of a uniform understanding among team members related to the goals to be achieved.
- b) Cooperation, which reflects members' skills in supporting each other to complete tasks.
- c) Communication, in the form of a clear, open, and constructive process of exchanging information between team members.
- d) Mutual contribution, namely the active involvement of each member according to their respective abilities.
- e) Responsibility, in the form of the willingness of team members to carry out tasks while accepting the consequences of joint work.

Employee Performance

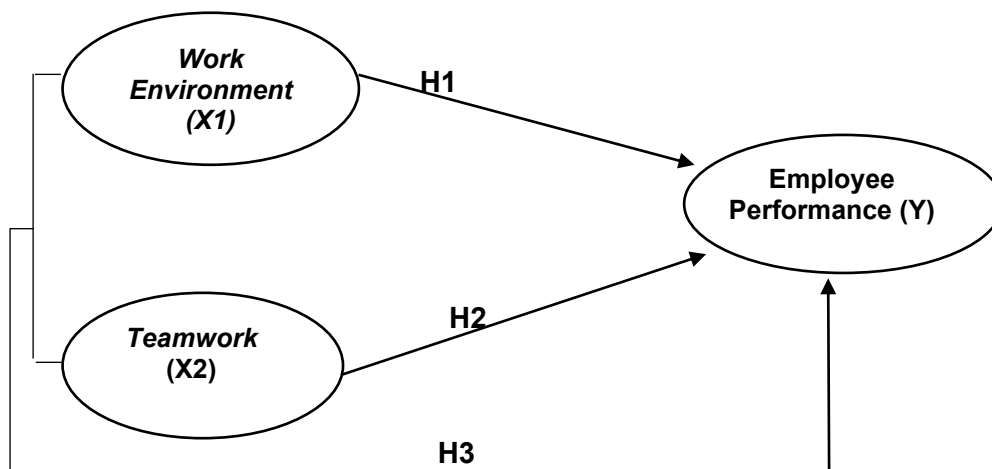
Employee performance is a work achievement, both in terms of quality and quantity, achieved by an employee in carrying out tasks in accordance with responsibilities. Khaeruman et al. (2021:7) emphasized that performance is a crucial factor in achieving organizational goals. Without optimal employee performance, the organization's vision and mission are difficult to realize.

Sulistyaningsih (2025:14) added that employee performance reflects the level of individual achievement in achieving the goals that have been set. This means that performance is not only the achievement of results, but also conformity with applicable procedures, rules, and times. The performance indicators according to Sulistyaningsih (2025:14) include:

- a) Quantity, which is the amount of work that employees can complete in a certain period.
- b) Quality, related to the level of precision, neatness, and quality standards of work results.
- c) Time frame, which reflects the timeliness of task completion.
- d) Attendance at the workplace, namely the level of employee discipline in following predetermined working hours.
- e) Cooperative attitude, in the form of employees' ability to cooperate, participate, and help each other.

Frame of Mind

Based on the presentation of theoretical studies and previous research findings, this study forms a framework that describes the relationship between *Work Environment* (X1) and *Teamwork* (X2) on Employee Performance (Y), both partially and simultaneously.



Source: By the author 2025

Research Hypothesis

Referring to the previous frame of thinking, as a result, three main hypotheses were formulated through this study, which are as follows.

- H1 : At the Palembang City Education Office, employee performance (Y) is believed to be significantly influenced by the work environment (X1).
 H2 : The performance of employees of the Palembang City Education Office (Y) is believed to be significantly influenced by cooperation (X2).
 H3 : At the Palembang City Education Office, teamwork (X2) and work environment (X1) are believed to have a significant influence on employee performance (Y) simultaneously.

C. RESEARCH METHODS

According to Sugiyono (2022:16), quantitative research methods based on the *philosophy of positivism* are applied in research involving specific populations and samples through the acquisition of data with research tools. Data analysis is carried out quantitatively or statistically, in order to test the hypothesis that has been determined. This study uses a quantitative approach. Regarding the variables used in this study, they consist of the following.

1. Independent Variables, the variables that are defined to affect the change of dependent variables in this study are independent variables, including *Work environment* (X1) and *Teamwork* (X2).
2. Dependent variables, are variables that are influenced by independent variables In this study, the dependent variable analyzed is employee performance (Y).

According to Sugiyono (2022:126-127), population is a generalized scope that includes research objects or subjects with certain characteristics that will be researched. In this study, the population includes 90 State Civil Apparatus (ASN) of the Palembang City Education Office. In this study, *a saturated sampling technique was applied*, where all members of the population were included in the sample. Sugiyono (2023:127) Saturated samples are defined as a part of the total population that has certain characteristics. Where all members of the population are included in the sample. The data collection method technique in this study utilizes questionnaires and observations. This analysis will be carried out using multiple linear regression analysis with SPSS data processing devices.

D. RESULTS AND DISCUSSION

Validity Test

Work Environment Validity Test Results (X1)			
Statement Items	Sig.	$\alpha < 0,05$	Remarks
X1.1	,000	,05	Valid
X1.2	,000	,05	Valid
X1.3	,000	,05	Valid
X1.4	,000	,05	Valid
X1.5	,000	,05	Valid
X1.6	,000	,05	Valid
X1.7	,000	,05	Valid
X1.8	,000	,05	Valid
X1.9	,000	,05	Valid
X1.10	,000	,05	Valid

Source: Primary data processed, 2025

Based on the validity tests listed in the related table, all items in this variable exhibit a value (sig. 2-tailed) of 0.000, which is consistently below the threshold of $\alpha = 0.05$. This aspect indicates that each question item in the X1 variable has a significant correlation with the total score of that variable. Thus, the conclusion that all items have high validity, meaning



that all questions used to measure the work environment are reliable and accurately represent those constructs.

Teamwork Validity Test Results (X2)

Statement Items	Sig.	$\alpha < 0,05$	Remarks
X2.1	,000	,05	Valid
X2.2	,000	,05	Valid
X2.3	,000	,05	Valid
X2.4	,000	,05	Valid
X2.5	,000	,05	Valid
X2.6	,000	,05	Valid
X2.7	,000	,05	Valid
X2.8	,000	,05	Valid
X2.9	,000	,05	Valid
X2.10	,000	,05	Valid

Source: Primary data processed, 2025

The table above shows the validity test results for each item, where all significance values (sig. 2-tailed) obtained are 0.000, located below the threshold of $\alpha = 0.05$. This indicates that all items in the *Teamwork* variable are valid, so they can be relied upon to measure aspects of *Teamwork* consistently and in accordance with the research objectives.

Results of Employee Performance Validity Test (Y)

Statement Items	Sig. (2-tailed)	$\alpha < 0,05$	Remarks
Y.1	,000	,05	Valid
Y.2	,000	,05	Valid
Y.3	,000	,05	Valid
Y.4	,000	,05	Valid
Y.5	,000	,05	Valid
Y.6	,000	,05	Valid
Y.7	,000	,05	Valid
Y.8	,000	,05	Valid
Y.9	,000	,05	Valid
Y.10	,000	,05	Valid

Source: Primary data processed, 2025

According to the table above, all items show that the validity requirements are met based on their value below 0.05. Therefore, the measuring tool for variable Y can be considered valid.

Reliability Test

Reliability Test Results			
Variabel	Cronbach Alpha	Limits of Reliable Tests	Remarks
Work Environment (X1)	0,849	,60	Reliabel
Teamwork (X2)	0,870	,60	Reliabel
Kinerja Pegawai (Y)	0,835	,60	Reliabel

Source: Primary data processed, 2025

From the test results shown, the *alpha* value for the *work environment* variable (X1) was 0.849, for the *teamwork* variable (X2) was 0.870, and for the employee performance variable (Y) was 0.835. These results confirm that all variables have Cronbach's alpha above 0.06, which states that the questions in all three variables are reliable. Therefore, items that measure the perception of the *work environment* show excellent internal consistency, so that all research variables can be considered reliable and the instrument is suitable for use.

Normality Test

Kolmogorov-Smirnov Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,31558135
Most Extreme Differences	Absolute	,055
	Positive	,052
	Negative	-,055
Test Statistic		,055
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary data processed, 2025

From the table shows the results of the Asymp value. Sig. is 0.200, which is located above the significance level of 0.05. These results show that the residual model is normally distributed, so the normality requirements are met.

Multicollinearity Test

Multicollinearity Test Results			
Variabel	Tolerance	VIF	Remarks
Work Environment (X1)	,537	1,862	No Multicollinearity Occurs
Teamwork (X2)	,537	1,862	No Multicollinearity Occurs

Source: Primary data processed, 2025

The results of the multicollinearity test showed that the *variables of work environment* (X1) and *teamwork* (X2) had a *tolerance* value of 0.537, both of which exceeded the limit of 0.10, and VIF of 1.862, higher than 10. Therefore, no indication of multicollinearity was found between the two independent variables in this regression model.



Heteroscedasity Test

Variabel	Sig.	α (0,05)	Remarks
<i>Work Environment</i> (X1)	0,708	0,05	Heterokedasticity-Free
<i>Teamwork</i> (X2)	0,149	0,05	Heterokedasticity-Free

Source: Primary data processed, 2025

Referring to the sig. value for *work environment* (X1) of 0.708 and for *teamwork* (X2) of 0.149, both are significantly higher than the test limit of 0.05. Thus, the conclusion is that this regression model does not show the existence of heteroscedasity, so that the homogeneity requirement is met because the residual variance is relatively stable between the data.

Multiple Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,619	2,727		1,694	,094
Work Environment (X1)	,458	,091	,442	5,024	,000
Teamwork (X2)	,419	,086	,429	4,874	,000

a. Dependent Variable: Kinerja Pegawai (Y)

Source: Primary data processed, 2025

Based on the analysis of the regression analysis of the panel data in the table above, the following regression equation estimation model was obtained:

$$Y = 4.619 + 0.458X1 + 0.419X2 + e$$

The description of the model equations includes:

1. A constant value of 4.619 indicates that employee performance (Y) is estimated at 4.619 units if the *work environment* (X1) and *teamwork* (X2) variables are zero.
2. Assuming that the *teamwork* variable is of fixed value, each increase of one unit in the *work environment* variable will increase employee performance by 0.458 units, in line with the regression coefficient X1.
3. If the *work environment* has a fixed value, then each addition of one unit to the *teamwork* variable can increase employee performance by 0.419 units, according to the regression coefficient X2.
4. The *work environment* has a slightly stronger effect on employee performance than through *teamwork*, with a *standardized beta* value per variable of 0.442 for X1 and 0.429 for X2.

Coefficient Determination Test

Determination coefficient testing is used to assess how much the proportion of *work environment* and *teamwork* affects employee performance. The following are the results of the determination coefficient test.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,799 ^a	,638	,630	4,365

a. Predictors: (Constant), Teamwork (X2), Work Environment (X1)

b. Dependent Variable: Kinerja Pegawai (Y)

Source: Primary data processed, 2025

When the two independent variables were evaluated together in the table above, an R2 value was obtained reaching 0.638 which proves that 63.8% of the difference in employee performance is explained through a combination of *work environment* and *teamwork*. The rest, which is 36.2%, is influenced by external factors, such as leadership style, work motivation, and additional factors that have not been included in the model.

T test

Results of the t-test (partial) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,619	2,727		1,694	,094
Work Environment (X1)	,458	,091	,442	5,024	,000
Teamwork (X2)	,419	,086	,429	4,874	,000

a. Dependent Variable: Kinerja Pegawai (Y)

Source: Primary data processed, 2025

Referring to the test results in the table above, the following is the interpretation of each partial hypothesis:

1. The effect of *work environment* on employee performance (H₁)

The significance value for the *work environment* (X₁) is 0.000 with a value lower than the significance limit of 0.05. These results show that employee performance (Y) is significantly influenced by the X₁ variable. Thus, it can be predicted that employee performance will improve if the H₁ hypothesis is accepted.

2. The Effect of *Teamwork* on Employee Performance (H₂)

The value of sig. For *the teamwork* variable (X₂) is also 0.000 which is smaller than 0.05. These results support the H₂ hypothesis, which suggests that X₂ has a significant and partial influence on Y. This phenomenon indicates that better collaboration among staff tends to improve overall performance.

Test F

Test F Results (Simultaneous) ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2920,265	2	1460,132	76,638	,000 ^b
	Residual	1657,558	87	19,052		
	Total	4577,822	89			

a. Dependent Variable: Kinerja Pegawai (Y)

b. Predictors: (Constant), Teamwork (X2), Work Environment (X1)

Source: Primary data processed, 2025

Based on the test data listed in the table above, it is known that it is proven that there is a joint influence between the variables of work environment and teamwork on employee performance.

Discussion

The Influence of Work Environment on Employee Performance

The results of data management show that the *work environment* has a significant effect on the performance of employees of the Palembang City Education Office. These



findings confirm that the more conducive the work environment felt by employees, the higher the performance produced, judging from quantity, quality, and punctuality.

Factors such as adequate lighting, comfortable room temperature, minimal noise, and well-organized workspace decoration have been proven to increase employee work motivation. This result is in line with the opinion of Mahmudah (2019) who emphasized that the work environment plays a big role in determining job satisfaction and productivity. These findings also strengthen the results of research by Usman, Hendri, and Suryadi (2021) who identified a positive relationship between the work environment and employee performance at DKPP Palembang.

In the context of the Palembang City Education Office, a conducive work environment is an important factor considering the characteristics of employees' jobs related to administrative services, policy formulation, and coordination with schools and the community. Uncomfortable workspace conditions, such as dim lighting or noise from guests, can interfere with employee concentration. Therefore, improving the physical and non-physical work environment must be a priority for management to increase organizational effectiveness.

The Influence of *Teamwork* on Employee Performance

The results of the study also confirm that *teamwork* has a positive and significant influence on employee performance. This means that effective teamwork can increase the productivity of individuals and groups in the agency. Teamwork indicators such as common goals, effective communication, contributions between members, and a sense of responsibility have been proven to strengthen employee synergy in achieving organizational targets.

This finding is in line with the opinion of Ghofar & Sukemi (2024) that *teamwork* serves to guide and encourage individuals to collaborate to achieve organizational goals. This research is also consistent with the findings of Wiranti, Latif, & Lenas (2023) who concluded that teamwork has a significant influence on the performance of ASN and non-ASN employees at KPH Gowa.

However, the results of this study are different from the study of Audina, Hinggo & Setianingsih (2024) at the Sungai Mandau Health Center which found that *teamwork* did not affect performance. This difference can be caused by differences in organizational characteristics, work culture, and employee workload. At the Palembang City Education Office, most tasks require cross-sectional collaboration, so the existence of *teamwork* is an important factor.

The Influence of *Work Environment* and *Teamwork* on Employee Performance

The findings of the multiple linear regression test showed that the *variables Work Environment (X1)* and *Teamwork (X2)* simultaneously had a significant effect on Employee Performance (Y) at the Palembang City Education Office. This evidence can be seen from the test value of F and the significance and value of the determination coefficient (R^2) of 63.8. This means that around 63.8% of the variation in employee performance is described through the conditions of the work environment and teamwork together, the rest, namely 36.2%, is influenced by other variables that are not the focus of the research, such as motivation, leadership style, competence, and reward system.

These findings show that the success of improving employee performance is not only related to individual factors, but also to external support in the form of a conducive work environment and synergy within the team. A comfortable work environment will foster intrinsic motivation of employees, while solid teamwork strengthens coordination between departments, so that organizational tasks can be completed more effectively.

E. CONCLUSION AND SUGGESTIONS

Conclusion

In accordance with the results of the study that discussed the influence of *work environment* and *teamwork* on employee performance at the Palembang City Education Office, several conclusions can be drawn as follows:

- 1) The work environment has a significant effect on employee performance. The more conducive the conditions of the work environment, both from physical aspects (facilities, spatial planning, lighting, and work comfort) and non-physical aspects (work relations, organizational climate, and communication), the higher the level of performance shown by employees.
- 2) Teamwork has a significant effect on employee performance. Solid teamwork has been proven to increase the effectiveness of coordination, communication, and collaboration between employees so that it can support the achievement of organizational targets more optimally.
- 3) The work environment and teamwork simultaneously have a significant effect on employee performance. These findings show that improving employee performance does not only depend on a good work environment, and also requires effective synergy of teamwork.

Suggestion

Based on research evidence, some of the proposals that can be given are as follows:

- 1) For the Palembang City Education Office, it is recommended to pay attention to the quality of the work environment, both by providing adequate physical facilities and creating a non-physical environment that is more harmonious, communicative, and supportive.
- 2) In the aspect of teamwork, organizations need to encourage increased teamwork through team building activities, clearer division of tasks, and communication training between employees to strengthen a collaborative culture.
- 3) For further research, it is recommended to add other factors outside of the work environment and teamwork, such as work motivation, leadership, or compensation system, considering that there are still other variables that have the potential to affect employee performance.
- 4) Functionally, the results of this research are expected to be a reference for the management of the Palembang City Education Office in formulating a strategy for human resource development so that employee performance increases, which ultimately has an impact on improving the quality of educational services for the community.

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