



## THE INFLUENCE OF COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT TUNAS DWIPA MATRA PALOPO CITY BRANCH

### PENGARUH KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT TUNAS DWIPA MATRA CABANG KOTA PALOPO

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#### Abstract

This study aims to determine the effect of compensation and work environment on employee performance at PT. Tunas Dwipa Matra Palopo branch. The research method used is quantitative with data collection techniques through questionnaires. The research sample consisted of 40 employees. Data analysis techniques using multiple linear regression with SPSS 25. The results showed that simultaneously compensation and work environment have a positive and significant effect on employee performance with a significance value of  $0.001 < 0.05$ . Partially, the work environment has a positive and significant effect on employee performance ( $\text{sig} = 0.001$ ), while compensation has no significant effect ( $\text{sig} = 0.474$ ). The R Square value of 0.745 indicates that 74.5% of employee performance variability can be explained by compensation and work environment.

**Keywords :** Compensation, Work Environment, Employee Performance.



### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kompensasi dan lingkungan kerja terhadap kinerja karyawan pada PT. Tunas Dwipa Matra cabang Kota Palopo. Metode penelitian yang digunakan adalah metode kuantitatif dengan teknik pengumpulan data melalui kuesioner. Sampel penelitian sebanyak 40 karyawan. Teknik analisis data menggunakan regresi linear berganda dengan bantuan SPSS 25. Hasil penelitian menunjukkan bahwa secara simultan kompensasi dan lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikansi  $0,001 < 0,05$ . Secara parsial, lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan ( $\text{sig} = 0,001$ ), sedangkan kompensasi tidak berpengaruh signifikan ( $\text{sig} = 0,474$ ). Nilai R Square sebesar 0,745 menunjukkan bahwa 74,5% variabilitas kinerja karyawan dapat dijelaskan oleh kompensasi dan lingkungan kerja.

**Kata Kunci :** Kompensasi, Lingkungan Kerja, Kinerja Karyawan.

## 1. INTRODUCTION

The development of the modern business world demands organizations to continuously improve employee performance as a key factor for company success. Compensation is one of the most important strategic aspects for organizations (Fulmer, 2023). In this context, human resources play a central role as executors of all organizational activities from planning to evaluation. Public company employee compensation structures include various characteristics to meet employee needs and motivate performance (Liu et al., 2024).

The existence of quality human resources becomes the main determinant of organizational success. The majority of work environments in developing countries have not met adequate standards (Zhenjing et al., 2022). This poses a particular challenge for companies in Indonesia to create a conducive work environment. Family businesses play an important role in Indonesia's economy, but only a few survive to achieve long-term sustainability (Determinants of sustainable employee performance, 2025).

Achieving company goals does not only depend on modern technology and complete infrastructure, but is more determined by the quality of human resources who carry out the work. Research shows that a positive work environment has the power to improve employee performance (Zhenjing et al., 2022). Every organization strives to improve employee performance through various means, including education, training, providing adequate compensation, creating a conducive work environment, and providing motivation.

In research on public utility companies in the United States for the 2016-2020 period, a positive correlation was found between CEO compensation and stock performance (Peterson et al., 2025). This finding indicates the importance of appropriate compensation systems in driving performance. The most important variables are transformational leadership and social support (López-Cabarcos et al., 2021).

Compensation has special significance for employees as individuals because the amount of compensation reflects the value of their work. Compensation has a significant positive effect on job satisfaction (Melani & Isnowati, 2023). When compensation is given appropriately and fairly, employees will obtain job satisfaction and be motivated to achieve organizational goals. Conversely, inadequate compensation can decrease performance, motivation, and job satisfaction.

In addition to compensation, work environment is also a crucial factor in improving employee performance. A good work environment can support work implementation so that



employees have enthusiasm for work and improve performance (Pimpong, 2023). Organizations need to provide adequate work environments, both physical and non-physical, to support employee productivity.

Recent research shows that empowering leadership and supportive work environments can help organizations adopt effective management strategies (Udin et al., 2025). This emphasizes the importance of integration between various organizational factors in improving performance.

Performance research is very useful for companies to assess quantity, quality, efficiency of change, and employee motivation. Problems related to police performance are influenced by various factors such as low compensation and consequently low motivation in the work environment (The Effect of Work Environment and Compensation, 2021). Optimal employee performance is needed to increase productivity and maintain company survival.

Based on the above explanation, this research aims to analyze the influence of compensation and work environment on employee performance. Therefore, this research raises the title 'The Influence of Compensation and Work Environment on Employee Performance at PT. Tunas Dwipa Matra Palopo City Branch'.

## 2. RESEARCH METHOD

This study uses a quantitative approach conducted at PT. Tunas Dwipa Matra Palopo City branch during the period from March to May 2025. Data collection was carried out through three main methods: direct observation to observe objective conditions in the field, in-depth interviews with related parties to obtain detailed explanations regarding the problems being studied, and questionnaire distribution designed using a Likert scale with four assessment gradations ranging from strongly disagree to strongly agree. The research population includes all employees of PT. Tunas Dwipa Matra Palopo City branch, totaling 40 people, using saturated sampling technique where all population members are made research samples. This approach is in line with the views of Creswell and Creswell (2018) who emphasize the importance of using multiple methods in quantitative research to enhance the validity and reliability of collected data.

Data analysis in this study applies several systematic stages starting with descriptive analysis to describe data characteristics, followed by validity and reliability tests of instruments to ensure the accuracy and consistency of the measurement tools used. The next stage uses multiple linear regression analysis with the equation  $Y = a + b_1X_1 + b_2X_2 + e$  to test the influence of compensation ( $X_1$ ) and work environment ( $X_2$ ) on employee performance ( $Y$ ). Hypothesis testing is conducted through F-test to determine the simultaneous influence of independent variables on the dependent variable, t-test to test the partial influence of each variable, and coefficient of determination ( $R^2$ ) to measure how much the model's ability to explain variations in the dependent variable. This methodology adopts the approach recommended by Hair et al. (2019) who state that the use of multiple regression analysis is an appropriate technique for testing causal relationships between several independent variables and one dependent variable in the context of human resource management research.

## 3. RESULTS AND DISCUSSION

### Results

#### Respondent Characteristics



Characteristics	Category	Frequency	Percentage
<b>Gender</b>	Female	22	66.67%
	Male	18	33.33%
<b>Age</b>	<25 years	12	30.0%
	25-35 years	15	37.5%
	>40 years	13	32.5%
<b>Education</b>	High School	28	70.0%
	Bachelor's Degree	12	30.0%
<b>Work Experience</b>	<5 years	26	65.0%
	6-10 years	10	25.0%
	11-15 years	4	10.0%

Table 1. Respondent Characteristics

Source: Primary data processed, 2025

Based on Table 1, the majority of respondents are female (66.67%), aged 25-35 years (37.5%), have high school education (70%), and have worked for less than 5 years (65%). These characteristics indicate that most employees of PT. Tunas Dwipa Matra Palopo City branch are in their productive age with relatively new work tenure.

#### Descriptive Analysis of Variables

Variable	Indicator	Average	Category
<b>Compensation (X1)</b>	Salary/wages	3.30	Strongly Agree
	Incentives	3.30	Strongly Agree
	Benefits	3.24	Agree
	Facilities	3.33	Strongly Agree
<b>Total Average</b>		<b>3.29</b>	<b>Strongly Agree</b>
<b>Work Environment (X2)</b>	Work Atmosphere	3.29	Strongly Agree
	Colleague Relations	3.28	Strongly Agree
	Relations with Supervisor	3.29	Strongly Agree
	Work Facilities	3.24	Agree
<b>Total Average</b>		<b>3.28</b>	<b>Strongly Agree</b>
<b>Employee Performance (Y)</b>	Effectiveness	3.30	Strongly Agree
	Work Quality	3.31	Strongly Agree
	Commitment	3.29	Strongly Agree
	Independence	3.36	Strongly Agree
<b>Total Average</b>		<b>3.32</b>	<b>Strongly Agree</b>

Table 2. Summary of Respondent Responses

Source: Primary data processed, 2025

#### Validity and Reliability Tests

The validity test results show that all statement items are valid with calculated  $r$ -values  $> r$ -table (0.361). The reliability test shows Cronbach's Alpha values for compensation (0.965), work environment (0.937), and employee performance (0.966), all of which exceed the critical value of 0.600, indicating that all research instruments are reliable.

#### Multiple Linear Regression Analysis

Model	B	Std. Error	Beta	t	Sig.
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(Constant)	0.612	2.539		0.241	0.811
Compensation (X1)	0.148	0.204	0.132	0.724	0.474
Work Environment (X2)	0.842	0.206	0.744	4.083	0.001

Table 3. Multiple Linear Regression Analysis Results

Source: Primary data processed, 2025

The formed regression equation:  $Y = 0.612 + 0.148X_1 + 0.842X_2$ 

## Hypothesis Testing

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	332.348	2	166.174	54.147	0.001
Residual	113.552	37	3.069		
Total	445.900	39			

Table 4. F-Test Results (Simultaneous)

Source: Primary data processed, 2025

## Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error
1	0.863	0.745	0.732	1.75185

Table 5. R<sup>2</sup> Test Results

Source: Primary data processed, 2025

## Discussion

The Effect of Compensation and Work Environment Simultaneously on Employee Performance

The F-test results show that compensation and work environment simultaneously have a positive and significant effect on employee performance at PT. Tunas Dwipa Matra Palopo City branch with an F-calculated value of 54.147 and significance of  $0.001 < 0.05$ . This finding aligns with research (Aman-Ullah et al., 2021) which states that compensation plays an important role in shaping employee behavior through job satisfaction, especially in the context of the COVID-19 pandemic.

The simultaneous effect demonstrates the synergistic relationship between these two variables, where their combined influence creates a multiplier effect on employee performance. This synergistic relationship can be understood through systems theory, where organizational elements interact to produce outcomes greater than the sum of their individual parts. When compensation and work environment are aligned and mutually reinforcing, they create a conducive ecosystem that optimizes employee performance.

The R Square value of 0.745 indicates that 74.5% of the variation in employee performance can be explained by compensation and work environment. This substantial explanatory power suggests that these two factors are fundamental determinants of employee performance in the organizational context studied. The remaining 25.5% of unexplained variance indicates the presence of other factors such as individual characteristics, leadership style, organizational culture, or external environmental factors that may also influence performance.





This result is consistent with research (Pracoyo et al., 2022) who found that organizational factors including compensation and work environment have significant contributions to employee performance with job satisfaction as a mediator. The high R Square value also indicates that the organization has successfully identified and measured the key drivers of employee performance, providing a solid foundation for strategic human resource management decisions.

The simultaneous significant effect also validates the importance of adopting a holistic approach in managing human resources. Rather than focusing on single interventions, organizations benefit more from comprehensive strategies that address multiple aspects of the employee experience simultaneously. This finding supports the argument for integrated HR management systems where compensation policies and work environment initiatives are coordinated to achieve maximum impact on performance outcomes.

#### The Effect of Compensation on Employee Performance

Partial test results show that compensation does not have a significant effect on employee performance ( $\text{sig} = 0.474 > 0.05$ ). This finding contradicts several previous studies, but can be explained through the perspective presented (Liu et al., 2024) that the effect of compensation on performance can be moderated by other factors such as ownership concentration and company type.

The insignificance of compensation's effect is likely due to the already high level of employee satisfaction with the compensation received (average 3.29 in the strongly agree category). When employees are already satisfied with compensation, other factors such as work environment become more dominant in influencing performance. This phenomenon aligns with Herzberg's two-factor theory which states that compensation is a hygiene factor that prevents dissatisfaction but does not always increase motivation and performance.

This finding suggests that PT. Tunas Dwipa Matra has reached a compensation threshold where further increases may not yield proportional improvements in performance. This threshold effect is common in organizations where basic compensation needs have been adequately met, and employees begin to value other aspects of their work experience more highly. The law of diminishing returns may apply here, where additional compensation investments produce increasingly smaller performance gains.

Furthermore, the non-significant effect of compensation on performance individually may reflect the complex nature of motivation in the workplace. Modern employees, particularly in professional environments, often prioritize intrinsic motivators such as meaningful work, autonomy, growth opportunities, and positive relationships over purely financial rewards. This shift in employee values requires organizations to reconsider their motivation strategies beyond traditional compensation approaches.

The contextual factors specific to PT. Tunas Dwipa Matra may also contribute to this finding. The company's industry, organizational culture, employee demographics, and regional economic conditions may create a unique environment where compensation is viewed as a baseline expectation rather than a performance driver. Understanding these contextual nuances is crucial for developing effective human resource strategies.

#### The Effect of Work Environment on Employee Performance



Work environment has a positive and significant effect on employee performance with a regression coefficient of 0.842 and significance of  $0.001 < 0.05$ . This finding is highly consistent with research (Al-Omari et al., 2022) who in their comprehensive study found that work environment encompassing physical and behavioral aspects has a significant impact on employee performance.

The substantial regression coefficient of 0.842 indicates that a one-unit improvement in work environment leads to a 0.842-unit increase in employee performance, demonstrating a strong positive relationship. This magnitude of effect suggests that work environment serves as a critical lever for performance improvement at PT. Tunas Dwipa Matra. The work environment encompasses multiple dimensions including physical workspace design, technological infrastructure, social climate, management practices, and organizational policies.

This research result also aligns with findings (Ranta & Ylinen, 2024) who used a machine learning approach to analyze the relationship between employee benefits (as part of work environment) and company performance. They found that family-related facilities and free food at work correlate with the highest employee satisfaction and best company performance.

The significant effect of work environment can be attributed to its comprehensive impact on employee daily experience. Unlike compensation which represents a periodic transaction, work environment continuously influences employee mood, energy levels, stress, creativity, and interpersonal relationships. A positive work environment reduces barriers to performance while simultaneously providing supportive conditions that enable employees to utilize their full potential.

The dominance of work environment's influence compared to compensation in this study can be explained through Social Cognitive theory proposed (Lin et al., 2024). They state that employee perceptions of procedural justice and diversity in the work environment affect performance through self-efficacy and work engagement. A conducive work environment creates psychological conditions that support employees to perform optimally.

Moreover, the work environment's significant impact reflects the importance of psychological safety in modern workplaces. When employees feel secure, valued, and supported in their work environment, they are more likely to take initiative, collaborate effectively, engage in innovative thinking, and maintain high performance standards. The work environment serves as a foundation that either facilitates or hinders the expression of employee capabilities and commitment.

The physical aspects of work environment, including workspace design, equipment quality, safety measures, and comfort amenities, directly affect employee productivity and well-being. Meanwhile, the social and cultural aspects, such as communication patterns, teamwork practices, recognition systems, and conflict resolution mechanisms, influence employee engagement and motivation levels.

### Theoretical and Practical Implications

This research provides significant theoretical contribution by demonstrating that in certain organizational contexts, work environment can have a more dominant influence than compensation on employee performance. This finding challenges traditional assumptions about the primacy of financial rewards in motivating employees and enriches HR management literature by providing empirical evidence that the hierarchy of employee needs can vary depending on organizational context, industry characteristics, and workforce demographics.



The theoretical implications extend to motivation theories, particularly highlighting the need to reconsider the relative importance of extrinsic versus intrinsic motivators in contemporary organizational settings. The findings support a more nuanced understanding of employee motivation that recognizes the dynamic interplay between different types of rewards and the contextual factors that influence their effectiveness.

From a systems theory perspective, this research validates the importance of viewing organizational performance as an outcome of interconnected variables rather than isolated factors. The significant simultaneous effect coupled with the differential individual effects of compensation and work environment illustrates the complex, non-linear relationships that characterize organizational behavior.

Practically, this finding implies that PT. Tunas Dwipa Matra Palopo City branch needs to continue maintaining and improving the quality of work environment as a strategic priority. Investment in improving work atmosphere, strengthening interpersonal relationships, and providing better work facilities will likely provide higher returns in the form of improved employee performance compared to focusing exclusively on increasing compensation packages.

The practical implications suggest several specific action areas for management. First, enhancing physical workspace conditions through ergonomic furniture, adequate lighting, temperature control, and modern technology can directly impact productivity. Second, fostering positive social dynamics through team-building activities, open communication channels, and collaborative work structures can improve employee engagement and performance.

Third, implementing fair and transparent management practices, providing regular feedback and recognition, and ensuring procedural justice in all HR processes can strengthen the psychological dimensions of work environment. Fourth, offering professional development opportunities, flexible work arrangements, and work-life balance support can enhance the overall employee experience and performance outcomes.

The research findings also suggest that organizations should adopt a more sophisticated approach to performance management that recognizes the multifaceted nature of employee motivation. Rather than relying primarily on financial incentives, successful organizations should invest in creating comprehensive work environments that address the full spectrum of employee needs and expectations.

For strategic human resource planning, these findings indicate that budget allocation decisions should consider the relative impact of different interventions. While maintaining competitive compensation levels remains important for talent acquisition and retention, the marginal returns on work environment improvements may be higher for performance enhancement purposes.

Finally, this research highlights the importance of regular assessment and monitoring of both work environment quality and its impact on performance. Organizations should develop metrics and feedback mechanisms to continuously evaluate and improve work environment conditions, ensuring they remain aligned with employee needs and performance objectives.

#### 4. CONCLUSION

Based on the research results and discussion that have been conducted, it can be concluded that compensation and work environment simultaneously provide a positive and significant effect on employee performance at PT. Tunas Dwipa Matra Palopo City branch with





a significance value of  $0.001 < 0.05$  and a contribution of 74.5% ( $R^2 = 0.745$ ), which indicates that these two variables are important determinants in determining the level of employee performance. However, when analyzed partially, interesting results were found where work environment has a positive and significant effect on employee performance with a regression coefficient of 0.842 ( $\text{sig} = 0.001$ ), while compensation does not show a significant effect ( $\text{sig} = 0.474 > 0.05$ ), although it has a positive direction of influence. This phenomenon indicates that in the context of PT. Tunas Dwipa Matra Palopo City branch, where the level of employee satisfaction with compensation is already in the very high category (average 3.29), work environment factors become more dominant in driving employee performance improvement, in line with Herzberg's two-factor theory which states that compensation as a hygiene factor only prevents dissatisfaction but does not always increase motivation and performance, so the company needs to give special attention to improving the quality of work environment which includes conducive work atmosphere, harmonious interpersonal relationships, and availability of adequate work facilities to achieve optimal employee performance.

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