



# The Influence of Work Environment on Performance of The Employees with Work Ethic as A variable Intervening at Kusuma Bali Mandiri Klungkung Beach

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**Abstract.** Performance achievement is a factor that must be considered to achieve the company goals. The problem statement and the aim of this research is to determine the influence of the work environment on performance directly or through the role of work ethic at Kusuma Bali Mandiri Klungkung branch. The number of respondents was 38 employees, using the saturated sample method. Pwath analysis techniques and Sobel test were used as data analysis techniques. Based on the results of the analysis, it was found that: (1) the work environment has a positive and significant effect on performance; (2) the work environment has a positive and significant effect on work ethic; (3) work ethic has a positive and significant effect on performance; (4) work ethic can mediate the relationship between the work environment and employee performance at the Klungkung branch of Kusuma Bali Mandiri.

**Keywords:** Performance, Work Environment, Work Ethics.

## 1 Introduction

Human resources play an important and very dominant role in the operations of a company. For a company to be able to achieve company goals, it is very necessary to have employees with full awareness, loyalty, obedience, discipline and responsibility for all work that is given and has been done. Yantika *et. al.*, (2018) on her research, states that the work environment is an important factor in creating employee performance. A conducive workplace environment will certainly create a sense of security and will most likely trigger employees to work more diligently and actively. Kusuma Bali Mandiri is a trading company that sells electronic products and furniture. This company is engaged in the business of marketing and selling electronic goods and furniture. Sales of electronic goods and furniture are carried out in cash or credit. Kusuma Bali Mandiri has several branch offices located in Klungkung, Gianyar, Karangasem and Tabanan Regencies. This research was conducted at the Klungkung branch because it is the head office of the Kusuma Bali Mandiri company. According to a survey of employees, there are several problems that occur in the company environment including because the Klungkung branch is located near the beach and hills, during the dry season, the air

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conditioning installed is considered insufficient for employee work comfort. Likewise, lighting is considered inadequate and cannot be underestimated because poor lighting can cause eye strain, headaches, stress and cause work accidents. Apart from that, there are problems between employees which cause relationships between employees to become less harmonious, this is due to competition in selling goods to meet work targets. Research by Supriadi and Anitra (2020) states that one way that companies can create a comfortable work environment is by maintaining good relationships between employees in the company's work environment, because if the relationship is well established, the thoughts and feelings of each individual will employees become positive and pleasant, on the other hand, if the non-physical work environment is not well established, or there is a gap between employees, it will give rise to bad feelings and thoughts and make the workplace environment uncomfortable. Problems related to work ethic at the Klungkung branch of Kusuma Bali Mandiri can be seen from the lack of discipline among employees, many employees often procrastinate work and lack a sense of responsibility for the work they do. This shows the lack of sincerity and perseverance of employees in working which is the cause of decreased employee performance. Problems related to work ethic at the Klungkung branch of Kusuma Bali Mandiri can be seen from the lack of discipline among employees, many employees often procrastinate work and lack a sense of responsibility for the work they do. This shows the lack of sincerity and perseverance of employees in working which is the cause of decreased employee performance. The employee performance data at Kusuma Bali Mandiri Klungkung branch is as shown in table 1 below.

**Table 1.** Employee Performance Assessment Data for 2023

Rating result	Rated aspect												Mean
	Job Knowledge		Quality of Work		Quantity of Work		Responsibility		Skill		Honesty		
	P	%	P	%	P	%	P	%	P	%	P	Persen	
Very good	4	10,53	2	5,26	2	5,26	2	5,26	4	10,53	4	10,53	7,9
Good	7	18,42	6	15,79	7	18,42	5	13,15	8	21,05	8	21,05	17,98
Neutral	13	34,21	13	34,21	10	26,32	9	23,69	10	26,32	11	28,95	28,95
Bad	12	31,58	14	36,84	17	44,74	19	50	14	36,84	14	36,84	39,47
Very bad	2	5,26	3	7,9	2	5,26	3	7,9	2	5,26	1	2,63	5,7
TOTAL	38	100	38	100	38	100	38	100	38	100	38	100	100

Source: Kusuma Bali MANDiri Klungkung branch, 2023

Based on the data in Table 1, aspects of employee performance assessment are assessed from job knowledge, work quality, work quantity, responsibility, expertise and honesty. Employee performance assessments are carried out by the manager of Kusuma Bali Mandiri Klungkung branch which is carried out every year. The performance of employees classified in the very good category obtained a percentage of

7.9 percent, those classified in the good category had an average percentage of 17.98 percent, those classified in the quite good category had an average of 28.95 percent, those classified in the unfavorable has an average of 39.47 percent, and those classified as unfavorable have an average of 5.7 percent. If we look at this data, it can be said that the level of employee performance at Kusuma Bali Mandiri Klungkung branch is classified as poor because it has the highest average percentage compared to other categories, where the highest score for unfavorable is the responsibility of 19 employees with a percentage figure reaching 50 percent which is caused by employees being less responsible in carrying out their work, such as often arriving late or not on time so that the work becomes slower to do, this results in them being ineffective at work. Performance that is classified as poor indicates low employee performance. However, the research results of Aqsariyanti, Sjahrudin, and Razak (2019) showed that work ethic has a negative effect so that work ethic does not make a real contribution to employee performance. In connection with several things and problems obtained from Kusuma Bali Mandiri Klungkung branch regarding the existence of several employees who have poor performance, an uncomfortable work environment, and a work ethic that is not optimal, these are the reasons that underlie this research taking the title "The influence of the Work Environment "On Employee Performance at Kusuma Bali Mandiri Klungkung Branch".

## 2 Literature Review and Hypotheses Development

Conducive workplace environmental conditions automatically create a sense of comfort and security and of course in this way employee performance will be maximized. If employees feel comfortable with their work environment, then the employees concerned are more willing to work long term and work effectively and efficiently. And conversely, if the workplace environment is inadequate or feels less comfortable, it will automatically reduce the employee's interest in working better, meaning their performance will decrease. According to research by Lestary & Harmon (2017), work environment is an important aspect for companies to pay attention to because it affects employee performance. Triastuti *et. al.*, (2017) on their study found that a good work environment can be useful for preventing work burnout and losses to the company, so it is related to a work environment that is supportive and fulfilling in order to create welfare for employees. According to research by Ferawati (2017), a comfortable work environment will improve employee performance. Research results from Lestary & Harmon (2017), Triastuti *et. al.*, (2017), and Ferawati (2017) state that the work environment influences employee performance.

H: The work environment has a positive and significant effect on employee performance at Kusuma Bali Mandiri Klungkung branch.

An organization can achieve its goals due to the activities of the people who are its members or employees. They can work together well if they work based on a high work ethic, by that it is undeniable that it will also improve employee performance (Yonaldi *et. al.*, 2019). Saputri's research (2021) states that the work environment is one of the supports for the realization of a good work spirit. Research results from Yonaldi *et. al.*, (2019), and Saputri *et. al.*, (2021) state that there is a positive and significant influence

of work environment variables on employee work ethic, so the work environment influences employee work ethic.

H2: Work environment has a positive and significant effect on work ethic at the Klungkung branch of Kusuma Bali Mandiri.

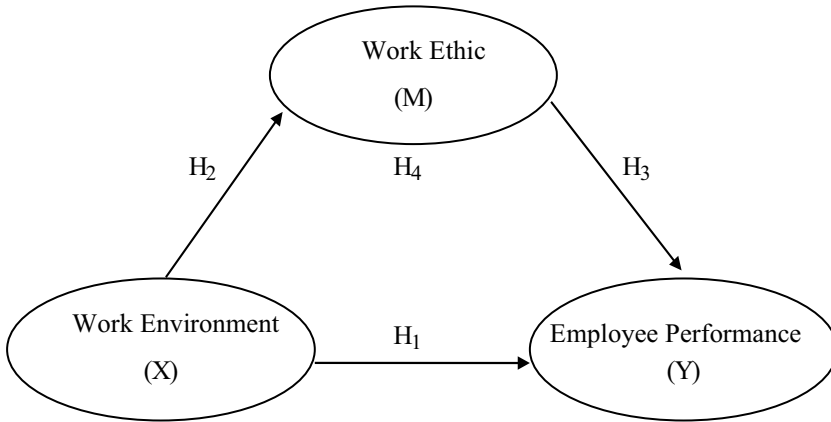
Work ethic is defined as the totality of someone's personality encompasses all aspects of his personality, including how he expresses, believes in, and motivates himself to act and perform at his best. Employees with better work ethic principles certainly have the desire to provide characteristics, attitudes, and of course have a sense of self-confidence when they have to do a job or things related to work more optimally. Hadiansyah's research (2015) states that the most vital role in realizing an employee's performance achievement is himself. Barsah (2019) states that an individual positive work behavior is more related to their motivation, character, way of thinking, attitude, ethics, beliefs, as well as disciplinary principles and work rules that apply in the company. Research results from Hadiansyah & Yanwar (2017), Barsah (2019), and Yantika *et. al.*, (2018) found that work ethic has a significant influence on employee performance. H3: Work ethic has a positive and significant effect on employee performance at the Klungkung branch of Kusuma Bali Mandiri.

Lukman Research (2021) states that a productive and efficient work environment will encourage employees to do their work optimally so that employees can improve their performance. Every employee should also need to have a good work ethic because employees who have a good work ethic definitely have hard work and high commitment which is really needed by the organization, because if employees do not have these things the organization will find it difficult to develop. Research results from Lukman (2021), Marlius and Sholihat (2022), and Permatasari & Ratnasari (2020) show that the work environment and work ethic have a positive and significant effect on employee performance, the work environment has a positive and significant effect on work ethic, and work ethic mediates the environment. work on employee performance.

H4: Work environment has a positive and significant effect on employee performance at Kusuma Bali Mandiri Klungkung branch with work ethic as an intervening variable.

### 3 Method

Researchers used one approach, namely quantitative, in conducting this research. The reason researchers have this approach is to look at the data used to research, namely the influence that exists between variables in the form of numbers or numerical scales.



**Fig. 1.** Framework The Influence of the Work Environment on Employee Performance with Ethos Work as an Intervening Variable at Kusuma Bali Mandiri Klungkung Branch

There are three types of variables, firstly, independent variables, secondly dependent variables and third mediating variables. Employee performance referred to in this research is a perception of performance which is a perception of work results regarding of quality and quantity achieved by an employee in conducting his duties based on his responsibilities in Kusuma Bali Mandiri Klungkung Branch. In this research, indicators are used (1) work quality; (2) work quantity; (3) knowledge; (4) output period; (5) ability to work together. The work environment is the perception of everything that is surrounding the workers and that can influence them in doing their tasks, the indicators used are (1) light; (2) air temperature; (3) sound; (4) pollution; (5) music; (6) color; (7) smell.

Work ethic is a person's perception of views and attitudes towards work. Therefore, if the work ethic is high then the performance level of Kusuma Bali Mandiri Klungkung Branch employees will also be high, the indicators used are (1) hard work; (2) discipline; (3) honesty; (4) responsibility; (5) persistence. This research population was all employees of Kusuma Bali Mandiri Klungkung branch, totaling 38 employees. A saturated sample technique was used, where all population members were used as samples. Path analysis was used as data analysis technique in this research. It uses regression analysis in order to estimate the causal relationships of variables (causal models) that have been previously established based on theory. In this research there is a mediating (intervening) variable, namely Work Ethic. Thus, Sobel test was used to test the influence of the Work Environment on Employee Performance which is mediated by Work Ethic.

## 4 Results and Discussion

Descriptive statistical analysis in this research serves to set the frequency and variation of answers given by respondents in questionnaire items related to the work ethic, work environment, as can be seen on table 2 below:

**Table 2.** Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	38	44	96	72,68	13,599
Work Ethics	38	24	57	43.66	8,543
Employee Performance	38	21	48	36.16	7,586
Valid N (listwise)	38				

Source: Processed Primary Data, 2021

From table 2, it can be seen that the minimum value is 44 which can be gained by the work environment and 96 is the maximum value. The mean for the Work Environment is 72,68 and the standard deviation is 13,599. This means that there is a deviation from the work environment towards the average value, which is equal to 72,68. For the work ethic variable, the minimum value that can be achieved is 24 and the maximum value is 57. The mean for work ethic is 43,66 and the standard deviation is 8,543. This means that there is a deviation in work ethic from the average value, which is 43,66. In the employee performance variable, the minimum value is 21 and the maximum value is 48. The mean for employee performance is 36,16 and the standard deviation is 7,586. This means that there is a deviation in employee performance from the average value, which is equal to 36,16.

Path analysis techniques (Path Analysis) which is used to analyze data in this research is an extension of multiple linear regression analysis, in order to test the relationship between 2 (two) or more variables (Ghozali, 2016). The stages of carrying out the path analysis technique are:

### 1. Designing a Path Analysis Model

Looking at the relationship between variables theoretically shows that the relationship formed in this research is in the form of a path diagram. So the path analysis equation calculated using the SPSS Version 25 for Windows application is as follows:

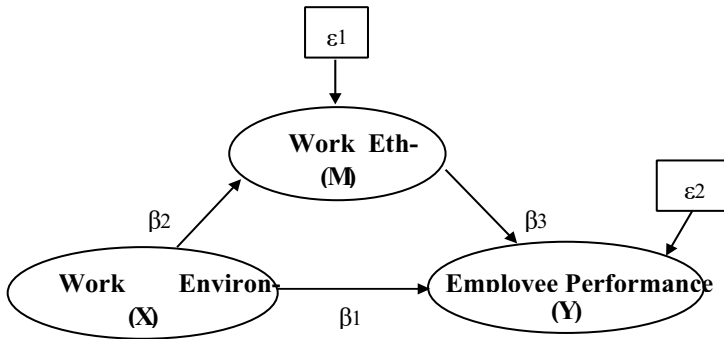


Fig. 2. Path Analysis Model

This model can also be expressed in equation form, thus forming a system of equations as follows:

Sub Structure 1:

$$M = \beta_1 X + e_1 \dots\dots\dots(1)$$

Sub Structure 2

$$M = \beta_1 X + \beta_2 Z + e_2 \dots\dots\dots(2)$$

2. Check Path Assumptions

The reason for the research to test this assumption is so that it can see the structure of the model that has been formed which has been studied theoretically and was formed to clarify the linear relationship that occurs. What is meant by a linear relationship is a one-way relationship where the e1 value has degrees of freedom and also a dependent variable relationship that happens to have an alternating relationship between existing variables.

3. Parameter Estimation of Path Coefficient Calculation

Path analysis in terms of direct influence is shown by the coefficient β<sub>i</sub>. Separate calculations was applied to calculate indirect influence and total influence. Parameter estimation was carried out using regression analysis via SPSS 25.0 to obtain the results as follow:

Sub Structure 1:  $M = \beta_1 X + e_1$

From the results of calculations in data testing, the following results were obtained:

Table 3. Coefficients of Substructure 1 (Model 1)

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	7,700	4,770		1,614	,115
Work Environment	,495	,065	,787	7,665	,000

a. Dependent Variable: Work Ethics

Source: processed primary data, 2023

Sub Structure 2:  $M = \beta_1 X + \beta_2 Z + e_2$

From the results of calculations in data testing, the following results were obtained:

**Table 4. Coefficients of Substructure 2 (Model 2)**

Model	Coefficients <sup>a</sup>				
	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,592	3,788		,684	,498
Work Environment	,304	,180	,060	2,417	,000
Work Ethics	,713	,128	,803	5,579	,000

a. Dependent Variable: Employee performance

Source: processed primary data, 2023

The magnitude of the direct influence, indirect influence and total influence between variables can be found out from the result of substructure 1 and substructure 2 calculation. The results of the calculation can be seen on Table 5below:

**Table 5.** Direct Effect, Indirect Effect and total Influence of Work Environment Variables, Work Ethics and Performance Employee

Variable			Direct	Indirect	Total
Work Environ-ment	Work Ethics	Employee	0,495		0,495
Work Ethics	Performance	Employee	0,713		0,713
Work Environ-ment	Employee Per- formance		0,304	0,945 x 0,713 = 0,535	0,657

Sources: Processed primary data, 2023

The structural equation for this research model is:

Substructure 1:

$$M = \beta_1 X + e_1$$

$$M = 0,495 X + 0,616$$

$$\text{error (Pei)} = \sqrt{1 - R^2}$$

$$\text{Pei} = \sqrt{1 - 0,620} = 0,616$$

Substructure 2:

$$Y = \beta_1 X + \beta_2 M + e_2$$

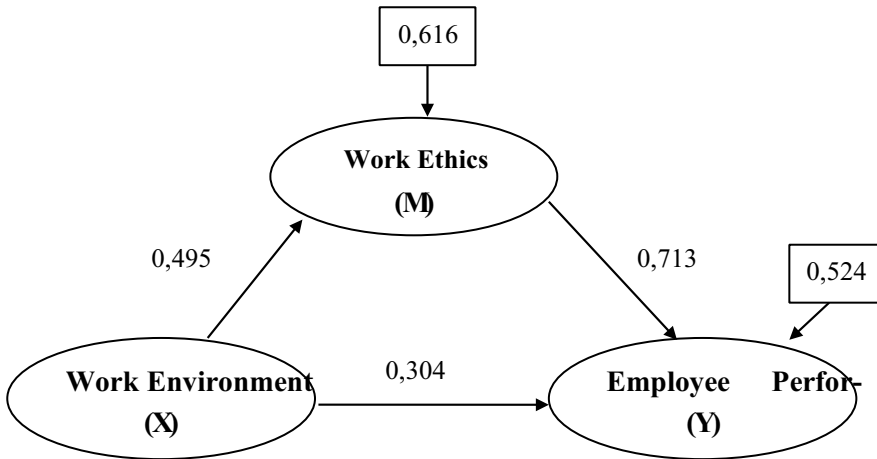
$$Y = 0,304 X + 0,353 M + 0,524$$



$$\text{Perror (Pei)} = \sqrt{1 - R^2}$$

$$\text{Pei} = \sqrt{1 - 0,725} = 0,524$$

The following is a diagram of the magnitude of the path coefficient in this model, which can be seen in Picture 3 below:



Source: processed primary data, 2023

Fig. 3. Path coefficient value in the Path Analysis Model

4. Model Validation Check

- a) In this research, the indicators used to ensure that the two models used are absolute are the total number of coefficients of determination using trimming theory, and the results are seen below:

The result of total coefficient of determination:

$$R^2m = 1 - (1-R1) (1-R2)$$

$$R^2m = 1 - (1-0,620) (1-0,725)$$

$$R^2m = 1 - (0,38) (0,275)$$

$$R^2m = 0,895$$

This means that the data diversity that can be explained by the model is 89,5%. It can be said that the information contained in the data that can be explained by the model is 85%, while the remaining 10,5 percent is explained by other variables such as work experience, discipline, work, human relations and other factors (not included in the model) and errors.

## b) Trimming Theory

Trimming theory is made by removing non-significant paths, in order to obtain a model supported by empirical data. The validation test on each path for direct influence is similar to regression, using the p value from the t test, knowing as testing the regression coefficient of partially standardized variables with work environment (X) on work ethic (M) is 7,665 sig 0,000, work environment (X) on employee performance (Y) is 2,417 with a sig of 0,000 and the work ethic variable (M) on employee performance (Y) is 5,579 with a sig of 0,000.

#### 4.1 Regression Analysis of Mediating variables using the Sobel test Method

Mediating variable is a variable that influences the relationship between the independent variable and the dependent variable (Ghozali, 2016). To test the mediator variable which mediates relationship between the dependent variable and the independent variable, the following steps can be carried out:

Indirect influence of the work environment on employee performance through work ethic:

$$a = 0,495 \quad sa = 0,065$$

$$b = 0,713 \quad sb = 0,128$$

- 1) Calculate the value  $S_{ab}$

$$S_{ab} = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$$

$$S_{ab} = \sqrt{(0,713^2)(0,065^2) + (0,495^2)(0,128^2) + (0,065^2)(0,128^2)}$$

$$S_{ab} = 0,078$$

- 2) Calculate the value  $ab$   $ab = 0,495 \times 0,713$   $ab = 0,353$

Calculate the value  $t_{count\ ab}$

$$t_{count} = \frac{ab}{S_{ab}}$$

$$\frac{0,353}{0,078}$$

$$t_{count} = 4,525$$

$$t_{count} = 4,525$$

- 3) Determine the table with the level of significance 0,05 yaitu 2,030  
 4) Compare  $t_{count}$  (4,525) dengan  $t_{table}$  (2,030)  
 5) The conclusion is that the  $t_{count}$  value is greater than  $t_{table}$ . It means that work ethic variable can mediate the relationship between the work environment and employee performance.

The results of empirical testing on research variables, namely the work environment has a significant influence on employee performance and this can be seen from the  $t$ -count of 2.417 >  $t$ -table of 2.030 and the research significance level of 0.000 < 0.05 so that  $H_0$  is rejected and  $H_1$  is accepted. This means that the hypothesis regarding the work environment has a positive and significant effect on the performance of employees of Kusuma Bali Mandiri Klungkung branch can be accepted. The output of this study is similar to previous research by Triastuti *et al.*, (2017) and then research by a Ferawati (2017) which shows that there is a positive and significant influence between the work environment on employee performance. So the better the work environment, the more it will improve, conversely, if the work environment is not good, employee performance will also decrease.

According to the results of empirical testing on the influence of work environment variables on ethos, the  $t$ -count value was 7.665 >  $t$ -table of 2.030 and the research significance level was 0.000 < 0.05, so  $H_0$  was rejected and  $H_2$  was accepted. This means that the work environment has a significant positive influence on the work ethic at the Klungkung branch of Kusuma Bali Mandiri. The results of this study are consistent because the hypothesis that the work environment has a positive and significant effect on work ethic at the Klungkung branch of Kusuma Bali Mandiri can be accepted. The results of this research are aligned with research by Yonaldi *et al.*, (2019) as well as research by Saputri *et al.*, (2021) which also provides empirical evidence that the work environment has a positive influence on work ethic. It can be said that a good work environment will increase the employee's work ethic, and vice versa, if the work environment is not good then the employee's work ethic will also be bad.

From the result of empirical test for the work ethic variable on employee performance, it can be seen from the  $t$ -count value of 5,579 >  $t$ -table of 2,030 and the research significance level of 0,000 < 0,05, so  $H_0$  is rejected and  $H_3$  is accepted. The results of this research are aligned with the previous research by Hadiansyah & Yanwar (2017), Barsah (2019), also research from Yantika *et al.*, (2018) which shows that there is a positive and significant influence between work ethic and employee performance. So the higher the work ethic, the higher the employee's performance, conversely, if the work ethic is low, the employee's performance will also decrease.

Statistical test results, shows that  $Z$ -count (4.525) >  $Z$ -table (2.030), this proves that the work ethic variable can be a mediating variable between the employee work environment and the performance of employees located at the Kusuma Bali Mandiri Klungkung branch. The output of this study strengthen the empirical findings of previous research conducted by Lukman (2021), Marlius and Sholihat (2022), and Permatasari & Ratnasari (2020), this shows that work ethic has a significant influence and is able to become a mediating variable for the indirect influence between work environment and employee performance.

## 5 Conclusion, Implication and Limitation

There are four points that can be concluded based on this research results. Firstly, the work environment has a significant positive effect on performance; Secondly the work environment has a positive and significant effect on work ethic; Thirdly, work ethic has a positive and significant effect on performance; and fourthly work ethic can mediate

the relationship between the work environment and employee performance. Suggestions that can be given by Kusuma Bali Mandiri Klungkung branch are to pay more attention to relationships between employees, to pay more attention, to encourage employees to continue to develop at work and to carry out regular inspections of their work, and to give rewards to employees if they are able to achieve targets.

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