



ANALYSIS OF THE ROLE OF WORK ENVIRONMENT TO INCREASE EMPLOYEES PERFORMANCE ON THE CHANGES IN STATUS OF BUMN TO PT. PNM

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Abstract: Since November 2, 2021, PT. Permodalan Nasional Madani (Persero) officially relinquished its company status to PT. Permodalan Nasional Madani became a subsidiary of PT Bank Rakyat Indonesia Tbk which is a Holding Ultra Micro (UMi) entity. This change was carried out in the hope of increasing and expanding the empowerment provided by PNM to micro-enterprises so that they can develop into a bigger ones. This study aims to describe the role of the employee's environment in improving employee performance at PT. National Capital Madani Sukajadi Branch and the impact after the change in company status. This study uses descriptive methods with qualitative descriptive analysis techniques with eight people as sources. The result describes that the work environment has a positive influence on the performance of employees of PT. National Capital Madani Sukajadi Branch. The change in the ownership status of the company has not yet had a significant impact because it is still premature. The company can maintain a good work environment by focusing more on the comfort of the work situation, providing support for adequate facilities, and increasing the suitability of rewards. These efforts can increase employee morale and will have an impact on increasing the company's overall performance.

Keywords: Change Status; Employee Performance; The Employee's Environment

INTRODUCTION

An organization in carrying out activities to achieve its goals has several interrelated and influential factors. One of these very important factors is used to drive other factors, namely human resources. Therefore, organizations are required to manage and optimize human resources. According to Marihot (2012), human resource management itself is very important in a company in addition to other factors such as capital. Because HR management itself is to get employees who are reliable and able to carry out their duties correctly and responsibly which can increase the effectiveness of the organization to achieve goals. According to Wirawan (2015), human resources are important because they play a role in mobilizing and synergizing other resources to achieve organizational goals. In HR management, if individuals in the organization, namely their human resources, can run effectively, the organization will continue to run effectively. Some HR management activities such as procurement, assessment, protection, motivating employees, empowering employees, increasing discipline, guidance, etc. Human resource management and optimization cannot be separated from the employee factor. Organizations must have employees who have good performance. In other words, the continuity of an organization is determined by the performance of its employees.

Many factors can affect employee performance, as explained by Sedarmayanti (2014), including attitude and mentality (work motivation, work discipline, and work ethic), education, skills, leadership management, income level, salary and health, social security, work climate, facilities and infrastructure, technology, and achievement opportunities.

Of the several factors above, to improve employee performance one of them is to pay attention to work environment factors. The organization as the parent company must provide a comfortable and conducive work environment that can provoke employees to

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work productively. Providing a comfortable work environment will be able to provide satisfaction to employees for the work done and give a deep impression to employees which in the end will have good performance.

According to Sedarmayanti (2017), a work environment is a place for some groups in which there are several supporting facilities to achieve company goals following the company's vision and mission. Meanwhile, Nitisemito (2014) defines the work environment as a source of information and a place to carry out activities, so good working conditions must be realized so that employees feel more comfortable and comfortable in the workspace to complete their work so that a high level of efficiency can be achieved. Sedarmayanti (2014) states that the conditions of a good work environment if humans can carry out their work activities optimally are healthy, safe, and comfortable. The suitability of the work environment can be felt in the long term, while an unfavorable work environment can change the workforce and time more, and does not support the obtaining of an efficient work system design. Thus, the work environment is an activity environment in which employees perform work that can affect the achievement of organizational goals and create comfort in carrying out their duties.

Many factors can affect the work environment of employees. Nitisemito (2014) explains that the factors that affect the work environment are color, cleanliness, air exchange, lighting, safety, and noise. The benefits of the work environment are the ability to create work passion, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be done properly. This means that the work can be completed according to the correct standard and within the specified time scale. The performance will be monitored by the individual concerned and does not require too much supervision, as well as high morale. The work environment indicators in this study are based on the opinion of Sedarmayanti (2017), as follows: Attention and support from the leadership, namely the extent to which employees feel that the leader often gives appreciation and attention and respects them; Intergroup cooperation, namely the extent to which employees feel there is good cooperation among existing groups; and Smooth communication, namely the extent to which employees feel there is good, open, and smooth communication between co-workers and leaders.

Unhealthy work environment conditions can cause employees to be easily stressed, not enthusiastic to work, and arrive late, as well as an organization in carrying out activities to achieve its goals have several interrelated and influential factors. One of these very important factors is used to drive other factors, namely human resources. Therefore, organizations are required to manage and optimize human resources. According to Marihot (2012), human resource management itself is very important in a company in addition to other factors such as capital. Because HR management itself is to get employees who are reliable and able to carry out their duties correctly and responsibly which can increase the effectiveness of the organization to achieve goals. According to Wirawan (2015), human resources are important because they play a role in mobilizing and synergizing other resources to achieve organizational goals.

In HR management, if individuals in the organization, namely their human resources, can run effectively, the organization will continue to run effectively. Some HR management activities such as procurement, assessment, protection, motivating employees, empowering employees, increasing discipline, guidance, etc. Human resource management and optimization cannot be separated from the employee factor. Organizations must have employees who have good performance. In other words, the continuity of an organization is determined by the performance of its employees.

Marwansyah (2016) states that performance is a person's achievement or achievement of the tasks assigned to him. Meanwhile, Rivai & Sagala (2013) define employee performance as real behavior displayed by each employee as work



performance produced following their role in the company. Based on this understanding, employee performance is the result of work, both in quantity and quality of employees obtained through the completion of assigned tasks following their respective authorities and responsibilities.

Many factors can affect employee performance, as explained by Sedarmayanti (2014), including Attitude and mentality (work motivation, work discipline, and work ethic); Education; Skills; Leadership management; Income level; Salary and health; Social Security; work climate; Facilities and infrastructure; Technology; and achievement opportunities. Of the several factors above, to improve employee performance one of them is to pay attention to work environment factors. The organization as the parent company must provide a comfortable and conducive work environment that can provoke employees to work productively.

Mutia & Sikalieh (2014) reveal that the work environment in an organization can be a big determinant of the level of worker productivity. This opinion was supported by Desmonda (2016) who in his research found that the physical work environment consisting of office space, lighting, color, air, music, and noise level had a significant influence on employee productivity. Conversely, a poor work environment will have a large impact on the health of its workers and can reduce feelings of excitement, enthusiasm, and work progress (Duru & Shimawua, 2017). But a study conducted by Samson et al. (2015) stated that physical aspects of the work environment have a non-significant effect in influencing the work activities of employees. This is because the physical environment in small companies has an impact on increasing employee work activities.

The research gap raises the placement of mediation variables in this study, namely the factor of employee job satisfaction. The employee job satisfaction factor is very important for the company because, with the satisfaction of employees, it is hoped that it will further improve performance and impact on increasing overall productivity of the company (Muayyad & Gawi, 2017). High productivity is closely related to job satisfaction. Job satisfaction will be able to increase productivity, the higher job satisfaction will also affect high productivity (Bockerman & Ilmakunnas, 2012). This statement is supported by Adiwinata & Eddy (2014) in his research found that job satisfaction has been proven to be a factor influencing work productivity in the company.

Providing a comfortable work environment will be able to provide satisfaction to employees for the work done and give a deep impression to employees which in the end will have good performance. Unhealthy work environment conditions can cause employees to be easily stressed, not enthusiastic to work, arrive late, and vice versa if the work environment is healthy then employees will certainly be enthusiastic at work, not easily sick, and easy to concentrate so that work is completed quickly. matching the target. The work environment itself has two dimensions, namely the physical dimension (cleanliness, spatial planning, etc.) and the non-physical dimension (employee welfare, work atmosphere, relations between employees, etc.). Organizations must be able to provide these two dimensions in good condition so that they can make employees continue to work productively and cooperate between employees and with leaders to achieve organizational goals.

PT Permodalan Nasional Madani Sukajadi Branch is one of the government institutions engaged in financial services. This institution has a vision "To become a leading financial institution in sustainably increasing added value for Micro, Small, Medium Enterprises and Cooperatives (UMKMK) based on the principles of Good Corporate Governance (GCG). Facing the current era of globalization which demands high employee productivity, there are still many obstacles in the field that can hinder the vision of PT Permodalan Nasional Madani Sukajadi Branch. Based on the results of



observations that have been made, the state of the work environment at PT Permodalan Nasional Madani Sukajadi Branch has not supported employees to work comfortably, it can be seen by the number of files scattered around the employee's workplace that are stored inappropriately, the room temperature is erratic. in almost all employee workspaces due to the unavailability of room temperature controllers, inadequate work space so that limits employee movement space, there is still jealousy between employees regarding the division of tasks, etc. In addition, employee performance is still not in line with the expectations of the institution, it can be seen when employees cannot meet the target for completing tasks that should be according to deadlines, etc. Of course, the problems above must be corrected immediately so as not to hinder the vision and mission of PT Permodalan Nasional Madani Sukajadi Branch.

Based on the statements above, the authors are interested in conducting a study entitled " Analysis of the Role of Work Environment to Increase Employees Performance on the Changes in Status of BUMN to PT. PNM". This research is expected to provide benefits in building employee performance so that the vision of PT Permodalan Nasional Madani Branch Sukajadi can be achieved.

Based on this background, the objectives of this research are: (1) Describe how the working environment conditions at PT Permodalan Nasional Madani Sukajadi Branch; (2) Describe whether the work environment plays a role in improving employee performance at PT Permodalan Nasional Madani; (3) Describe what efforts can overcome obstacles to the role of the work environment in improving the performance of employees of PT Permodalan Nasional Madani.

The work environment is closely related to the psychological factors of employee work. Nitisemito (2014) says that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned. For example cleanliness, music and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees. Meanwhile, Ahyari (2015) explains that the work environment is an environment in which the employees work in which there are elements of the conditions in which the employees work. Also, Reksohadiprodjo & Gitosudarmo (2014) stated that the work environment is a condition or condition of the workplace that needs to be regulated so that it does not interfere with the work of employees and so that productivity increases and production costs are reduced every year.

From some of the definitions above, it can be concluded that the work environment is everything that is around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, wherein the work environment there are work facilities that support employees in completing tasks. which is imposed on employees to improve the work of employees in a company.

Types of Work Environment: (1) Physical Work Environment: The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories, namely: (a) Environments that are directly related to employees (such as work centers, chairs, tables, and so on), (b) The intermediary environment or the general environment can also be called the work environment that affects the human condition, for example, temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, colors, and others; (2) Non-physical Work Environment: The non-physical work environment is all conditions that occur related to work relationships, both with superiors and with co-workers or relationships with subordinates. This non-physical work environment is a work environment that cannot be ignored.



Performance is an important element of the organization's human resources, performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities given to him (Bintoro & Daryanto, 2017). Performance can be interpreted as a description of the level of implementation of program activities or policies in realizing the goals, objectives, vision, and mission of the organization contained in the organization's strategic planning (Moeheriono, 2014) and the willingness to excel explains that the aspirations of employees in placing work as a big struggle against their work.

According to Widodo (2015), that performance is the level of achievement of results for the implementation of certain tasks. Furthermore, it is stated that there are 7 (seven) performance indicators, namely: (a) Destination: A goal is something a better state to be achieved in the future. Thus, objectives indicate the direction in which performance should take place; (b) Standard: Standard is a measure of whether the desired goals can be achieved. Without standards, it is not known when a goal will be achieved; (c) Feedback: Feedback is the input needed to measure performance progress, performance standards, and goal achievement. With feedback, performance is evaluated and as a result, performance improvements can be made; (d) Tools or means: Tools or means are resources that can be used to help complete goals successfully. Tools or means are supporting factors for achieving goals; (e) Compensation: Competence is a major requirement in performance. Competence is the ability that a person has to carry out the job given to him properly; (f) Motive: A motive is a reason or impetus for someone to do something; (g) Job Opportunities get higher priority, get more attention, and take up available time.

Mahmudi (2019), suggests the factors that influence performance are: (1) Personal/individual factors, including knowledge, skills, abilities, confidence, motivation, and commitment that each individual has; (2) Leadership factors, including quality in providing encouragement, enthusiasm, direction, and support for managers and team leaders; (3) Team factors include: the quality of support and enthusiasm given by colleagues in one team, the trust of fellow team members, the cohesiveness and closeness of team members; (4) System factors include: work systems, work facilities or infrastructure provided by organizations, organizational processes, and work cultures in organizations; (5) Contextual (situational) factors, including pressure and changes in the external and internal environment.

Based on several theories regarding performance, it can be synthesized that employee performance is the work achieved by employees following the roles or duties of employees in an organization. Employee performance indicators include (a) Quality of work, (b) Quantity of work, (c) Timeliness, (d) Work effectiveness, and (e) Contribution to the Organization.

Performance has been examined by many previous researchers including: (Ali et al., 2016), (Harini et al., 2020), (Riyanto et al., 2017), (Brata et al., 2017), (Agussalim et al., 2016), (Sulaeman et al., 2019), (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Widodo et al., 2017), (Agussalim et al., 2016). From several theories about performance, it can be concluded that performance is a work result or level of success achieved by workers in their field of work which can be directly reflected in the output produced in the form of quantity and quality, according to the criteria applied to the job. Which can be measured through (1) Technical ability; (2) Conceptual ability; (3) Responsibilities; (4) Initiative, and (5) the ability to interpersonal relationships.

Factors Affecting Employee Performance According to Wirawan (2015), 3 factors affect an employee's performance, including the following: (1) Organizational internal environmental factors, in carrying out their duties employees need the support of the organization where they work. This support greatly affects the level of employees.



Conversely, if the compensation system and organizational work climate are bad, employee performance will decrease. Other internal organizational environmental factors such as organizational strategy, support resources needed to carry out the work, as well as management and compensation systems. Therefore, organizational management must create a conducive internal organizational environment to support and increase employee productivity; (2) Organizational external environmental factors are circumstances, events, or situations that occur in the organization's external environment that affect employee performance. For example, the economic and financial crisis that occurred in Indonesia in 1997 increased inflation, reduced the nominal value of wages and salaries of employees, and further reduced the purchasing power of employees; (3) Employee internal factors, namely factors from within the employee which are innate factors from birth and factors that are obtained when he develops. For example, talent, personal nature, as well as physical and psychological conditions. Meanwhile, the obtained factors, such as knowledge, skills, work ethic, work experience, and work motivation.

PT Permodalan Nasional Madani (Persero) has officially relinquished its company status to PT Permodalan Nasional Madani. This change follows the issuance of Government Regulation No. 73 of 2021 dated July 2, 2021, regarding the addition of State Equity Participation to BRI. In addition, it also contains amendments to the Articles of Association of PT Permodalan Nasional Madani as stated in the Deed of Declaration of Decision of the Shareholders of the Limited Liability Company of PT Permodalan Nasional Madani Number 59 as of October 28, 2021.

The deed has been approved by the Minister of Law and Human Rights based on Letter Number AHU-AH.01.03-0468167 of 2021 as of November 2, 2021. Thus, PNM is no longer a state-owned enterprise with direct state ownership but is a subsidiary of PT Bank Rakyat Indonesia Tbk which becomes Ultra Micro Holding entity (UMi). Through the formation of an ultra-micro ecosystem, it is hoped that it can increase and expand the empowerment provided by PNM to micro-enterprises so that they can develop into a bigger ones.

METHODS

This study location is PT. PNM Branch Sukajadi. The reason of researcher chose this location is because PT PNM Branch Sukajadi has a lot of enough employees, so discipline and high work from whole personnel employees of PT PNM Branch Sukajadi serve to Public as institution finance.

The type of research used is a qualitative study. Type study according to Bogdan and Taylor in Moleong (2014) is research that produces data in the form of good words written or oral by people, as well as behavior that can be observed.

Technique taking samples in a study using random sampling population study totaling 15 with a sample of 8 respondents were used as resource persons The Source of data used in the study is the primary data obtained by a researcher from results of interviews with some informants that are leaders, managers and also employees of PT Permodalan Nasional Madani Branch Sukajadi. While the secondary data obtained by researchers is the data obtained directly from related parties in the form of company data and various relevant literature with discussions.

In this study, the author uses technique data collection, in the form of 1) Observation, namely data collection with observation and systematic recording of symptoms under study. 2) Interview conducted to get information from the interview. The interview is done to a got explanations from employees good the leader or PT Permodalan staff National Madani Branch Sukajadi. 3) Documentation in the form of originating document from PT Permodalan Nasional Madani Branch Sukajadi.



Technique Processing and Step Data Analysis data analysis will through several Step that as Data reduction, on Step this one election Among relevant or not between data and purpose research. Data display, researchers try to clarify and review the data accordingly with the problem that started with the coding on every sub-subject problem. Then we get a conclusion with a method that compares bad luck in a statement from a subject study intended for the assessment of the suitability of data with the meaning contained in the draft base in the study the more appropriate and objective.

The technique performed by the researcher for getting data validity is perseverance in participation, persistent observation, and triangulation of data performed for inspecting data validity by comparing data one with another. The method to check the data namely: (1) Comparing result data observation with result data interview; (2) Comparing results interview with contents related to documents inside it; (3) Comparing words with someone with the real situation that happened in place of research that happened.

RESULTS AND DISCUSSION

The study was conducted with several female sources as many as eight people under the age of 25 years with a high school education level. Interviews were conducted using a purposive technique with 8 key informants conducted at PT Permodalan Nasional Madani, Sukajadi Branch. Sources who were interviewed intensively with names using initials, namely TS, MA, AR, SS, SC, ND, DS, and NP. Interviews for each resource person were conducted on the same day June 1, 2021.

All data from this research interview are described based on the focus of the research questions as follows:

(1) The company provides maximum facilities in helping employees to carry out their work. According to sources with the initials, TS, MA, AR, SS, SC, ND, DS, and NP said that employees agree that the company has provided maximum facilities in helping employees to carry out their work. Mainly providing facilities for employees such as two-wheeled vehicles, smartphones, and other necessities to support work operations.

(2) Facilities provided by the company to employees fairly and equitably

According to sources with the initials, TS, MA, AR, SS, SC, ND, DS, and NP said not all facilities provided to employees are fair and equitable, for example, vehicles are not given to all employees fairly and evenly, sometimes some employees use private vehicles. Likewise, the facilities provided by the company fairly and equitably are smartphone inventory, masks, and hand sanitizers every week.

(3) The company does not only provide work needs but also outside work (sports, entertainment, etc.).

According to a resource person with the initials TS, MA, AR, SS, SC, ND, DS, and NP said that PT Permodalan Nasional Madani Branch Sukajadi always gives rewards to every employee because it can improve employee performance. Likewise with other things, for example, gatherings, usually PT Permodalan Nasional Madani holds this event, but due to the COVID-19 pandemic, this gathering has been postponed until conditions return to normal for the health of the employees.

(4) The company protects its employees.

According to sources with the initials, TS, MA, AR, SS, SC, ND, DS, and NP said that PT Permodalan Nasional Madani Branch Sukajadi has provided health protection, namely health benefits in the form of BPJS and attention to the covid vaccine so that its employees are protected from the virus because most employees work in the field where it is possible to be exposed to the virus because they are in direct contact with many people.



(5) Were there any difficulties during the work?

According to a resource person with the initials TS, MA, AR, SS, SC, DS, and NP, he said that it was rather difficult when there were customers who had difficulties in payment and the partners of the officers could not help. But according to ND, it's a different matter because he is a Financial Account Officer who feels overwhelmed at the end of the month / closes the book. After all, he only completes reports without any assistance from *partners*.

(6) Does a lot of work make you more excited or vice versa? Why?

According to informants with the initials TS, MA, AR, SS, SC, DS, NP, and ND, work makes them enthusiastic when superiors motivate them in doing everything related to work and the company always gives rewards to employees. It will be the opposite if the boss does not motivate employees.

(7) Is the time allotted enough to complete your work? (too much or too little workload)

According to sources with the initials TS, MA, AR, SS, SC, DS, NP, and ND the time given to complete tasks in the field is not enough because sometimes on holidays there are assignments to meet customers, and every time they finish in the field all employees carry out briefings discuss daily activity reports that can create overtime/overtime.

(8) What are the impacts of work loyalty that you experience?

According to sources with the initials TS, MA, AR, SS, SC, DS, NP, and ND the impact is sometimes being tired which results in a lack of focus. Because almost every day there is overtime and a lack of rest time. So that it can have an impact on employees such as illness. So the solution is that other employees can handle their work. If there is a shortage of employees there will be employee assistance from other branches.

(9) Can you tell us how you feel in the face of job demands?

According to sources with the initials TS, MA, AR, SS, SC, DS, NP, and ND, the feelings they face are sometimes stressful but they must be carried out and tasks must be carried out because it is the responsibility of the employee for his work. After all, every problem must exist. solution.

(10) Do you have difficulty dividing your time between work and outside of work?

According to the informant with the initials TS, MA, AR, SS, SC, DS, NP, and ND, it was a bit difficult because the working hours were uncertain and often overtime resulted in a lack of free time to rest or complete business outside of work.

Based on the questions that have been posed to the informants, it can be concluded that the work environment has been well developed as evidenced by the support and attention from the company to support the operations of its employees by providing vehicle facilities, cellphone inventory, 3M equipment, although it is not yet fair and equitable. In addition, the existence of positive motivation from superiors and the provision of rewards, health benefits, and entertainment activities from the company can increase employee morale and performance.

Regarding the completion of work, for example, the time to complete work in the field still needs improvement because there are still discrepancies which if ignored can have an impact on stress, fatigue, lack of focus, and worsening health. So that there needs to be more optimal scheduling so that employees can work better and complaints about the difficulty of dividing time between work and outside affairs can be overcome.

On September 13, 2021, the government transferred the shares of Pegadaian and PNM to BRI (BBRI) through the signing of an inking deed between BRI, Pegadaian, and PNM. Thus, the shares owned in PT Penanaman Nasional Madani and PT Pegadaian were officially transferred to PT Bank Rakyat Indonesia (Persero) Tbk. (BBRI). This is also a sign of the formation of an ultra micro holding with BRI as the parent company. This implementation was marked by the signing of an inking deed between BRI,



Pegadaian, and PNM on Monday (13/9/2021). The value of the transfer of state shares to BRI is Rp. 54.7 trillion. This is based on Government Regulation (PP) Number 73 of 2021 concerning the Addition of State Equity Participation into the Share Capital of the Company (Persero) PT Bank Rakyat Indonesia Tbk. Minister of State-Owned Enterprises (BUMN) Erick Thohir said the establishment of this holding would provide financing to MSMEs, in line with the government's target to provide a 30 percent portion of the financing to the ultra-micro sector by 2024. The President Director of BRI, Sunarso, explained that with Ultra Micro Holding, each entity would not change its business model except for the demands of digitalization. He also emphasized that the merging of these three entities is not a merger, but rather uniting the existing ecosystem because each is still running healthy and has significant business capital so that even though the merger is carried out, none of them will merge.

The statement from the President Director of BRI above confirms the change in ownership status of PT. PNM does not have a significant impact on the running of the organization. In reality also in the field, so far these changes have not had a significant impact because this change in form is still premature and at the end of the research there were no different rules or policies. The company's leadership, performance supporting factors, and the work environment are still the same.

CONCLUSION

Based on the exposure discussion on performance problems for employees of PT Permodalan Nasional Madani Branch Sukajadi, the work environment for the employees is in the fairly good category. The facilities provided by the company to employees are sufficient to support work operations, although in some cases they still need to be improved, such as operational vehicles that have not been evenly distributed. It is hoped that every employee will maintain working conditions and create a good, comfortable and conducive work environment as well as establish good relations between employees with one to create good performance and can have a positive impact on the company entity.

Based on data analysis, it is proven that there is a significant influence between a good work environment on the performance of PT Permodalan Nasional Madani employees. This can be pushed with a support leader to motivate his subordinates by being positive to complete their job with good. However, there need to be improvements in terms of the scheduler for coordination, for example adjusting the working operational time with the briefing time so that there is no need for a lot of *overtime*. The change in ownership status from the company to a subsidiary of BRI has so far not had a significant impact. Work culture and organizational structure remain the same so that the impact on the work environment does not experience significant changes.

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