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The Effect of Leadership Style and Work Environment on Worker Performance at PT XYZ with Work Motivation as Intervening Variable

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Abstract:

This study looks at the impact of leadership style and work environment on worker performance with work motivation as an intervening variable at PT XYZ. Quantitative strategy with Structural Equation Model (SEM) approach utilizing Fractional Slightest Square (PLS) was utilized in this study. Information was collected through surveys dispersed by workers of PT XYZ. The results showed that leadership style and work environment have a noteworthy impact on worker performance, with work motivation demonstrating to intervene the impact. This finding shows the significance of consideration to authority fashion, a conducive work environment, and expanding representative inspiration to make strides their execution. This study makes hypothetical commitments to human asset administration writing and common sense as a approach reference for PT XYZ.

Keywords: Leadership style, Work environment, Worker performance, Work Motivation

INTRODUCTION

One of the numerous components that impact the victory of an organization may be a great leadership style, which makes esteem for the company and increments worker devotion. (Hasbiyadi & Razak, 2019) The quality of the pioneer is additionally considered the foremost vital figure in victory or disappointment of an organization or company is seen as the victory or disappointment of its pioneers.

Table 1: Worker Performance Assessment Data

Worker Performance Assessment	Assessment Category	Number of Workers with Each Assessment		Description
		2022	2023	
Above passing grade (380-425)	A	43%	36%	Declining
Equal to passing grade (380)	B	49%	53%	Increasead
Bellow passing grade (280-380)	C	8%	11%	Increasead

Source: Research Data Process (2024)

Table 1 shows a decrease in worker performance appraisals in 2023 compared to 2022 for appraisals above the passing grade. Meanwhile, for assessments that are equal to the passing grade and below, there is an increase in worker performance assessments.

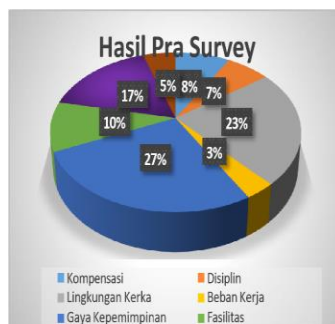
Concurring to (Presilawati et al., 2022), leadership style is one of the numerous components that have a noteworthy impact on progressing worker execution. The science and craftsmanship of impacting people or bunches to act as anticipated to realize objectives proficiently and effectively failure, so the victory or disappointment of an organization or company is seen as the victory or disappointment of its pioneers.

Companies must create a comfortable working environment for their workers as one way to achieve this. According to (Darmadi, 2020) the work environment in question includes things that are around workers that affect how they perform the tasks assigned to them. For example, cool air conditions and good lighting are some examples.

In addition to the leadership style and work environment that provide motivation to workers, increasing motivation is also expected to improve worker performance. The human resources of an organization or company will not succeed if there is no support from colleagues.

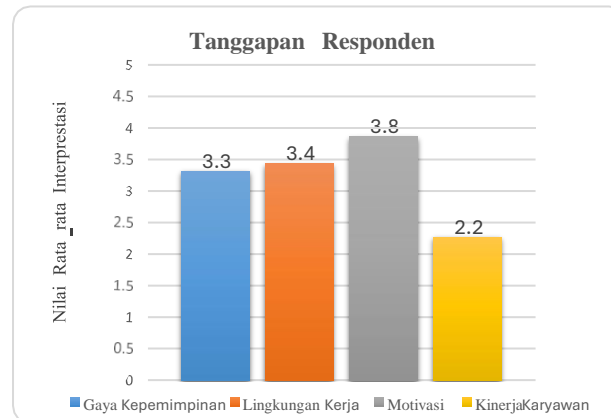
Therefore, it is necessary to conduct a further survey related to worker performance at PT XYZ in terms of performance, and from a survey that has been conducted late there are several variables that affect worker performance.

The comes about of a overview conducted on twenty workers in Figure 1 appear that two factors that influence worker execution at PT XYZ incorporate leadership style 27%, work environment 23%. In this manner it can be concluded that there are representative execution issues. At that point the analyst dispersed surveys to 20 workers as beginning to investigate, the taking after are reactions from PT XYZ workers with respect to worker execution with the factors considered to be Remuneration, Work Environment, Leadership Style Teach Workload Offices.



Source: Research Data Process (2024)

Figure 1: Pre-Survey Results



Source: Research Data Process (2024)

Figure 2: Respondents' Responses About Leadership Style and Work Environment on Worker Performance

Figure 2 shows that there is an average Leadership Style value of 3.31 which means good, and a Work Environment value of 3.42 which means good, Motivation is 3.86 which means very good, while for interpretation the average performance is 2.27 which means not good.

LITERATURE REVIEW

Leadership Style

(Hasibuan & Hutasuhut, 2021), the leadership style used by organizational superiors can foster a sense of integrity and increase motivation to achieve ideal organizational goals. In other words, the better the leadership style is connected to laborers, the higher the worker's motivation. Worker performance greatly affects the success that the company wants to achieve. Worker performance is closely related to performance appraisals can be used to inform workers on how to improve work appearance, increase productivity, and make policies for workers. (Hafidzi et al., 2023) say leadership style may be a standard of behavior that a individual employs when they try to impact the behavior of others as they wish.

The proper leadership style is exceptionally critical. Pioneers who know how to impact their devotees psychosocially will construct a comfortable work environment. And the supposition (Hafidzi et al., 2023) Leadership styles are behaviors and techniques that result from a combination of methods of insight, abilities, characteristics, and states of mind. A pioneer regularly employs this fashion when attempting to impact the execution of his subordinates. In the meantime, concurring to the supposition (Aji & Busro, 2022) says that leadership fashion is the way a pioneer can impact his adherents to do what the pioneer inquires without feeling forced to realize organizational objectives.

Concurring to (Sarta et al., 2023) states that the measurements of leadership style are divided into 4 measurements, as takes after: a. Steady leadership, b. Mandate leadership, c. Achievement-oriented leadership, d. Participative leadership. Participative leadership.

Markers of leadership style concurring to Kartono in (Sembiring & Sitanggang, 2022): a. Decision-making capacity, b. Inspiration capacity, c. Communication aptitudes, d. Capacity to control subordinates, e. Obligation. Capacity to control subordinates, e. Duty, f. Capacity to control enthusiastic.

Work Environment

According to (Presilawati et al., 2022), working conditions are conditions in which workers work, while the work environment is the environment in which workers work. Everything that surrounds a worker that can affect the way they do their job is considered the work environment. The work environment is a critical component in deciding laborer execution that features a coordinate impact on how specialists perform their employment, which in turn progresses organizational execution. Agreeing to (Pusparani, 2021), the work environment is characterized as the conditions and environment that exist where laborers work and can influence their execution physically and rationally. At that point (Estiana et al., 2023) say that the work environment could be a place laborer's workday by day. In the interim, agreeing to (Wahyudi et al., 2024) Everything or components that can influence a company or organization straight forwardly or by implication and can influence laborer execution both emphatically and negatively is known as the work environment.

According to (Lestary & Chaniago, 2018) Broadly talking, the measurements of the work environment are isolated into 2, specifically:

1. Physical work environment with indicators such as: a. Lighting, b. Coloring, c. Cleanliness, d. Air circulation, e. Sound / Noise,
2. Non-physical work environment which includes 2 indicators such as: a. Working relationships between leaders and subordinates, b. Working relationships between coworkers, c. Cleanliness, d. Air circulation, e. Sound / Noise.

Work Motivation

It moreover serves as a driving drive for somebody to do their work well, and is additionally a figure that creates the distinction between victory and disappointment in numerous ways. Coupled with the supposition of Mittra, (Simatupang, 2023) says that inspiration is something that causes and underpins human behavior so that they want to work difficult and eagerly so as to attain an ideal comes about.

In the interim, agreeing with Abraham Maslow's conclusion in (Cahyati et al., 2024) states that human needs can be classified into five pecking orders, to be specific, physiological needs, security needs, social relationship needs, acknowledgment needs and self-actualization needs.

Concurring to (Rismawati et al., 2023), worker performance is characterized as a condition that must be known and approved by people to decide the level of accomplishment. organization comes about compared to the company's vision and operational arrangement impacts. To make a wonderful execution and move forward specialist execution so that it is anticipated to deliver tall efficiency; to attain certain objectives, an organization must work as an organization comprising of a bunch of individuals who effectively take part in accomplishing these objectives.

Research Hypothesis

H₁: It is suspected that leadership style (X1) has an influence on worker performance (Y)

H₂: It is suspected that the work environment (X2) has an influence on worker performance (Y)

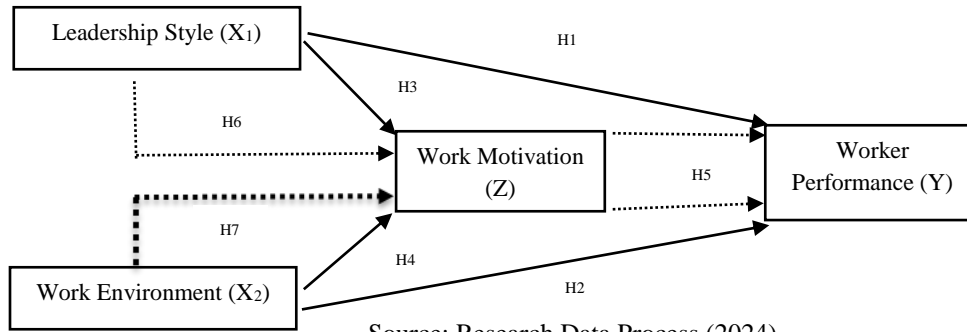
H₃: It is suspected that leadership style (X1) has an influence on work motivation (Z)

H₄: It is suspected that work environment (X2) has an influence on work motivation (Z)

H₅: It is suspected that work motivation (Z) has an influence on worker performance (Y)

H₆: It is suspected that leadership style (X1) has an indirect influence on worker performance (Y) through work motivation (Z)

H₇: It is suspected that the work environment (X2) has an indirect effect on worker performance (Y) through work motivation (Z).



Source: Research Data Process (2024)

Figure 3: Research Paradigm

The investigated worldview can be deciphered as a mentality that appears the relationship between the factors to be considered and at the same time reflects the sort and number of issue details that ought to be replied to through investigation, the hypothesis utilized to define speculations, the sort and number of speculations, and the factual examination methods to be utilized.

METHOD

The method used in this research is to use quantitative methods. Then the approach that researchers examine is in the form of associative research. The capacity to decide the impact between factors and the level of reliance related between autonomous factors, subordinate factors, and interceding factors. The investigate populace is all staff specialists of PT XYZ, totaling 75 individuals from a few areas (divisions) inside the company. The testing strategy to decide the test in this think about the creators utilized the Immersed Examining strategy. Whereas the investigate examination utilized Keen PLS and Microsoft Exceed expectations investigation devices.

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

This test is carried out to guarantee that each concept of each idle show is diverse from other factors. Legitimacy testing is carried out to decide how accurately a measuring instrument performs its estimation work (Ghozali, 2016). To guarantee that there's a noteworthy distinction between each concept coded in an inactive variable and other inactive factors, a discriminant legitimacy test is carried out. The discriminant legitimacy of a show is considered palatable if the Normal Variance Extricated (AVE) esteem surpasses 0,5. The taking after is the result of the discriminant test with the AVE esteem.

Table 2: Average Variance Extracted (AVE)

Without Mediation		With Mediation	
	Average Variance Extracted (AVE)		Average Variance Extracted (AVE)
Leadership style	0,605	Leadership style	0,646
Worker performance	0,622	Worker performance	0,622
Work environment	0,708	Work environment	0,642
		Work Motivation	0,752

Source: Research Data Process (2024)

The results of the above data show that the AVE value that uses mediation and does not use mediation is >0.5 . It can be concluded that the data has a valid discrimination validity in a convergent manner.

Cronbach's Alpha dan Composite Reliability

The analysis with the application of *Cronbach's Alpha* and *Composite Reliability* methods has the goal of ensuring that the instrument measures the intended construction accurately, consistently and precisely. It is important to note that when using *Cronbach's Alpha* to assess the dependency of a construction, this approach generally results in inaccurate estimates. Therefore, it is recommended to prefer the use of *Composite Reliability*. The following is the data that has been processed.

Table 3: Cronbach's Alpha dan Composite

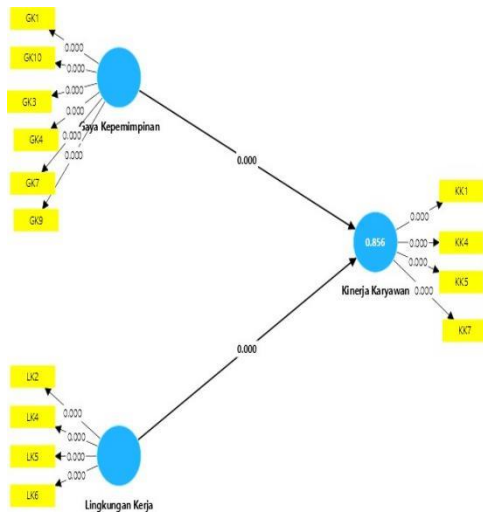
Without Mediation			With Mediation		
	Cronbach's alpha	Composite reliability (rho_a)		Cronbach's alpha	Composite reliability (rho_a)
Leadership Style	0,869	0,875	Leadership Style	0,863	0,869
Worker Performance	0,798	0,807	Worker Performance	0,798	0,805
Work Environment	0,859	0,875	Work Environment	0,858	0,866
			Work Motivation	0,834	0,836

Source: Research Data Process (2024)

The values of all variables used in the *Cronbach's Alpha* reliability test are greater than 0.6 or the composite reliability values are greater than 0.7 as seen in table.3. Then it can be concluded that these variables show reliability.

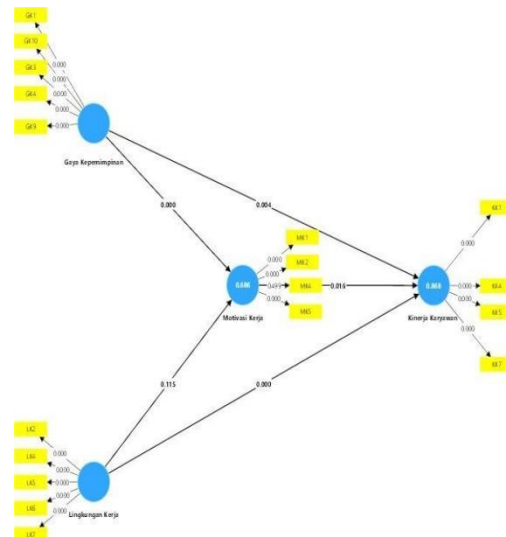
Second Order Confirmatory Analysis

Evaluation of the significance of endogenous variable indicators can be done by utilizing the statistical value t. When the t-value exceeds the critical values of the t-table, it can be concluded that all indicators have the ability to significantly assess endogenous constructs. A significance level of 0.50 was used in this study. The results of the bootstrapping test on the model are explicitly shown in Figure 6 below:



Source: Research Data Process (2024)

Figure 6: Results of Bootstrapping Analysis



Source: Research Data Process (2024)

Figure 7: Results of Bootstrapping Analysis with Mediation Variables

To evaluate the significance of the influence between variables, bootstrapping steps are carried out. The bootstrapping process involves resampling the entire original sample. In this bootstrap resampling method, the significance value measured in the t-value is 1.96 which corresponds to a significance level of 5%.

Table 4: Path Coefficient of significance measurement (t-statistical)

	Original sample (O)	T statistics (O/STDEV)	P values
Leadership Style -> Worker Performance	0,304	2,853	0,004
Leadership Style -> Work Motivation	0,598	3,492	0,000
Work Environment -> Worker Performance	0,451	5,165	0,000
Work Environment -> Work Motivation	0,261	1,577	0,115
Work Motivation -> Worker Performance	0,242	2,414	0,016

Source: Research Data Process (2024)

Based on the results of the Coefficient path contained in table 4, it shows that not all items are significant to the variable because the t-statistical value > 1.96 and the p-values < 0.05.

Square (R²)

Evaluation of the R² value by interpreting the R² value is the same as the linear regression R² interpretation, namely the magnitude of the variability of the endogenous variable that can be explained

by the exogenous variable. According to Hair et al (2023), R² has a criterion value with three categories, namely a strong value of >0.50, a moderate value between 0.25 and 0.50, and a weak value of <0.50.

Table 5: Value of R-Square (R²)

	Without Mediation		With Mediation	
	R-square	R-square adjusted	R-square	R-square adjusted
Worker Performance	0,878	0,875	0,879	0,874
Work Motivation			0,680	0,671

Source: Research Data Process (2024)

Based on table 5 over, it appears that the R-Square esteem of the Specialist Execution variable is 0.878 or in rate 87.8%. The R-Square esteem of 0.878 implies that the changeability in laborer execution can be clarified by the inconstancy of administration fashion and work environment is 87.8% whereas the remaining 12.2% is clarified by other factors the authors inquire about. Table 5 appears that the R-Square of the Specialist Execution variable is 0.879 or in rate to 87.9. Within the work inspiration variable of 0.680 or in rate to 68.0%. The R-Square esteem of 0.680 implies that the inconstancy in laborer execution can be clarified by the inconstancy of administration fashion and work environment with inspiration as intercession is 68% whereas the remaining 32% is explained by other variables beyond what the author researched.

Significance Test (Bootstrapping)

Bootstrapping testing is a useful nonparametric technique for estimating the sampling distribution characteristics of a statistic. emphasizes that bootstrapping does not require certain distribution assumptions from the data, which makes it very flexible and useful in various research applications of Duval et al (2020). The bootstrapping test is utilized to test whether a theory is acknowledged or rejected. This may be done by paying consideration to the important values between constructs/variables, t-statistics and p-values in this way, the estimation of measurements and standard mistakes is not calculated by measurable suspicions but is based on observational perceptions. Within the bootstrap resampling strategy in this ponder, the importance of the t-values utilized was 1.96, which compares to a centrality level of 5%

Table 6: Value t-statistical results and P-values

	Original sample (O)	T statistics (O/STDEV)	P values
Leadership Style -> Worker Performance	0,304	2,853	0,004
Leadership Style -> Work Motivation	0,598	3,492	0,000
Work Environment -> Worker Performance	0,451	5,165	0,000
Work Environment -> Work Motivation	0,261	1,577	0,115
Work Motivation -> Worker Performance	0,242	2,414	0,016

Source: Research Data Process (2024)

Table 7: Value t-statistical results and P-values with Mediation effect

	Original sample (O)	T statistics (O/STDEV)	P values
Leadership Style -> Work Motivation -> Worker Performance	0,145	2,264	0,024
Work Environment -> Work Motivation -> Worker Performance	0,063	1,175	0,240

Source: Research Data Process (2024)

The criteria of this study were H_0 rejected and H_a was accepted as statistically more than 1.96 and a p-value of less than 0.05. Based on tables 6 and 7 are the determinants of whether the hypothesis is accepted or rejected can be interpreted, as follows:

Hypothesis: The influence of Leadership Style (X1) on Work Motivation (Z)

H_0 : There is no influence of leadership style (X1) on work motivation (Z).

H_a : There is an influence of leadership style (X1) on work motivation (Z).

- Based on the testing of this hypothesis, the t-statistical value of **3.492** and a **p-value < 0.05**
- The conclusion of hypothesis 1 is proven to be an influence of leadership style on motivation.

2. Hypothesis: The influence of the Work Environment (X2) on Work Motivation (Z)

H_0 : It is suspected that there is no influence of the work environment (X2) on work motivation (Z).

H_a : It is suspected that there is an influence of the work environment (X2) on work motivation (Z).

- Based on the testing of this hypothesis, the t-statistical value of **1.577** and a **p-value > 0.05**
- The conclusion of hypothesis 2 is proven that there is no influence of the work environment on motivation.

3. Hypothesis: The Influence of Leadership Style (X1) on Worker Performance (Y)

H_0 : It is suspected that there is no influence of leadership style (X1) on worker performance (Y).

H_a : It is suspected that there is an influence of leadership style (X1) on worker performance (Y).

- Based on the testing of this hypothesis, the t-statistical value of **2.853** and a **p-value < 0.05**
- The conclusion of hypothesis 3 is proven to be an influence of leadership style on worker performance.

4. Hypothesis: The influence of the Work Environment (X2) on Performance Worker (Y)

H_0 : It is suspected that there is no influence of the work environment (X2) on worker performance (Y).

H_a : It is suspected that there is an influence of the work environment (X1) on worker performance (Y).

- Based on the testing of this hypothesis, the t-statistical value of **5.165** and a **p-value < 0.05**
- The conclusion of hypothesis 4 is proven to be an influence of the work environment on worker performance.

5. Hypothesis: The influence of Work Motivation (Z) on Performance Worker (Y)

H_0 : It is suspected that there is no effect of work motivation (Z) on worker performance (Y).

H_a : It is suspected that there is an influence of work motivation (Z) on worker performance (Y).

- Based on the testing of this hypothesis, the t-statistical value of **2.414** and a **p-value < 0.05**
- The conclusion of hypothesis 5 is proven to be an influence of motivation on worker performance.

SEM Analysis with Mediation Effect

6. Hypothesis: The influence of Leadership Style (X1) on Worker Performance (Y) mediated by Work Motivation (Z)

H₀: It is suspected that there is no influence of leadership style (X1) on worker performance (Y) mediated by work motivation (Z).

H_a: It is suspected that there is an influence of leadership style (X1) on worker performance (Y) mediated by work motivation (Z).

- Based on the testing of this hypothesis, the t-statistical value of **2.264** and a **p-value < 0.05**
- The conclusion of hypothesis 6 is proven that there is an indirect influence of leadership style on worker performance with work motivation as mediation.

7. Hypothesis: The influence of the Work Environment (X2) on Worker Performance (Y) mediated by Work Motivation (Z)

H₀: It is suspected that there is no influence of the work environment (X2) on the performance of workers (Y) mediated by work motivation (Z).

H_a: It is suspected that there is an influence of the work environment (X2) on the performance of workers (Y) mediated by work motivation (Z).

- Based on the testing of this hypothesis, the t-statistical value of **1.175** and a **p-value > 0.05**
- The conclusion of hypothesis 7 is proven that there is no direct influence of the work environment on the performance of workers mediated by work motivation.

Discussion

Leadership Style Towards Work Motivation

Based on the comes about of speculation 1 test, it can be seen that there's a coordinate relationship between work motivation factors and worker performance. The p-values appear 0.000 with a centrality esteem 0.05 and a t-statistical value of 3.492 with a two-tailed esteem of 1.96. At the significance level 5%. This implies that there's a positive impact of the work environment variable on worker performance at PT XYZ. At that point based on table 4.5, the comes about appear that the normal respondent assessment of 3.4 is included within the great category. So that the comes about appear that the motivation at PT XYZ is nice and can cause worker performance to be accomplished well as well

Work Environment Towards Work Motivation

Based on the comes about of the theory 2 test, it can be seen that there's a coordinate relationship between leadership style factors and worker performance. The p-values appear to be 0.000 with a importance value 0.05 and a t-statistical esteem of 1.577 with a two-tailed esteem of 1.96. At the significant level of 5%. This means that there's a positive impact of work environment factors on work motivation at PT XYZ. At that point based on table 4.5, the comes about appear that the normal assessment of respondents is included in the unbiased category. So that the comes about appear that the work environment at PT The XYZ isn't great and can cause worker performance to not be achieved. Since the work environment for work motivation within the company includes a reasonably good role within the company. At that point based on the results of the speculation that has been carried out, it appears that there's a positive impact which suggests that with a great work environment it will have a great impact and effect on inspiration work.

Leadership Style Towards Worker Performance

Based on the results of hypothesis 3 test, it can be seen that there is a direct relationship between leadership style variables and worker performance. The *p-values* show 0.000 with a significance value 0.05 and a t-statistic value of 2.853 with a two-tailed value of 1.96. At the significant level of 5%. This means that there is a positive influence of leadership style variables on worker performance at PT XYZ. Then based on table 4.5, the results show that the average respondent assessment of 2.9 is included in the neutral category. So that the results show that the leadership style at PT The XYZ is not good and can cause worker performance to not be achieved.

4. Work Environment Towards Worker Performance

Based on the results of hypothesis 4 test, it can be seen that there is a direct relationship between work environment variables and worker performance. The *p-values* show 0.000 with a significance value 0.05 and a t-statistical value of 5.165 with a two-tailed value of 1.96. At the significant level of 5%. This means that there is a positive influence of the work environment variable on worker performance at PT XYZ. Then based on table 4.6, the results show that the average assessment of respondents is 3.1 included in the neutral category. So that the results show that the work environment at PT The XYZ is not good and can cause worker performance to not be achieved.

5. Work Motivation on Worker Performance

Based on the results of hypothesis 5 test, it can be seen that there is a direct relationship between work motivation variables and worker performance. The *p-values* show 0.016 with a significance value 0.05 and a t-statistical value of 2.414 with a two-tailed value of 1.96. At the significance level 5%. This means that there is a positive influence of the work environment variable on worker performance at PT XYZ. Then based on table 4.7, the results show that the average respondent assessment of 3.4 is included in the good category. So that the results show that the motivation at PT XYZ is good and can cause worker performance to be achieved well as well.

6. Leadership Style Towards Worker Performance Through Work Motivation as a Mediation Variable

Based on the results of the analysis of the hypothesis test 6, motivation mediates the influence of leadership style on worker performance. The results obtained point to the direct influence of leadership style on worker performance, namely *p-values* of 0.024 and significant values of 0.05, where the criteria in the significance test of sig. <0.05 and indigo *t-values* 2.264 with a two-tailed value of 1.96. At the significance level 5%. This means that there is a positive influence of the leadership style variable on worker performance with work motivation as a mediating variable at PT XYZ. Then the results can be stated that through work motivation as a mediation variable produces a positive and significant influence of leadership style on worker performance through work motivation as a moderation variable.

7. Work Environment on Worker Performance through Work Motivation

Based on the results of the analysis of the 7 hypothesis tests, motivation mediates the influence of the work environment on worker performance. The results obtained pointed to the direct influence of the environment on worker performance, namely *p-values* of 0.244 and significant values of 0.05, where the criteria in the significance test of sig <0.05 and indigo *t-values* 1.175 with a two-tailed value of 1.96. At the significance level 5%. This means that there is a negative influence of the work environment variable on worker performance with work motivation as a mediating variable at PT XYZ. Then the results can be stated that through work motivation as a mediating variable produces a negative and insignificant influence of the work environment on worker performance through work motivation as a moderation variable.

CONCLUSION

Based on the results of the analysis of the questionnaire data that was distributed to workers of PT The Tribunal Indraloka Universe, then found some conclusions as follows:

- 1) The influence between leadership style and work motivation is quite strong and positive. This concludes that if the hypothesis of 1 H_a is accepted and H_0 is rejected.
- 2) The influence between the work environment and work motivation is not strong and negative. Hypothesis 2 H_a is rejected and H_0 accepted
- 3) The influence between leadership style and worker performance is quite strong and positive. This concludes that the hypothesis of 3 H_a is accepted and H_0 is rejected.
- 4) The influence between the work environment and worker performance is strong and positive. This concludes that if the hypothesis of 4 H_a is accepted and H_0 is rejected.
- 5) The influence between leadership style and worker performance is quite strong and positive. This concludes that if the hypothesis of 5 H_a is accepted and H_0 is rejected.

- 6) The influence between leadership style and worker performance is strong with the presence of mediating work motivation. However, it is not too strong with direct influence or without mediators and this
- 7) It can be concluded from the hypothesis that 6 H_a is accepted and H_0 is rejected.
- 8) The influence between the work environment and worker performance is weak with the existence of work motivation that mediates. This can be concluded in the hypothesis that 7 H_a is accepted and H_0 is rejected.

Recommendations

From the results of the research that has been carried out by the author, there are several suggestions (Placeholder1) that will be given as follows:

1. For other Researchers
 - a. Suggestions for other researchers should further develop theories about leadership style and work environment on worker performance through motivation as an intervening variable in PT XYZ and it is hoped that this research can be used as a reference for other researchers.
 - b. The next research is expected to use an even larger number and have a high level of complexity of the respondents, because the larger the number and level of complexity, the more accurate the statistical value of the research will be.
2. For Companies
 - a. It is hoped that the company will further improve its leadership style and work environment. Company leaders are expected to pay more attention to the interests of their workers by trying to create good and open relationships. Thus, leaders can know the wishes of workers and vice versa. So that worker work productivity can increase, which is also very influential for the good of the company in the future.
 - b. PT XYZ should be able to create a good relationship between leader and colleagues with each other, somewhat more conducive and workers feel comfortable at work which can affect the company's productivity.

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