

The Impact of Work Motivation and Work Environment on Employee Performance in Organizational Contexts

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Abstract

This study examines the influence of work motivation and work environment on employee performance within organizational contexts. The research focuses on CV Elsa Cahya in Gresik, involving all 30 employees as respondents through a saturated sampling technique. A quantitative approach was adopted, and data were gathered using structured questionnaires, interviews, and observations. Statistical analysis was performed using SPSS, which included descriptive analysis, instrument validity and reliability testing, classical assumption tests, and multiple linear regression analysis. The results show that both work motivation and work environment positively affect employee performance. However, only the work environment variable was statistically significant in the partial test, with a standardized beta coefficient of 0.827, making it the dominant factor compared to work motivation. The F-test indicates that the combination of both variables significantly explains 78.5% of the variance in employee performance. The regression analysis reveals that improvements in the work environment yield greater gains in performance compared to work motivation alone. The findings of this study suggest that the quality of the work environment plays a crucial role in enhancing employee productivity, making it a key consideration for organizational development and human resource strategies.

Keywords: work motivation, work environment, employee performance.

Received: 4 January 2025

Revised: 13 February 2025

Accepted: 20 February 2025

1. Introduction

The success of any organization hinges on the ability to achieve its goals and objectives as planned. Human Resources play a crucial role in this process, providing skills and knowledge aligned with the company's vision and mission. Employees are invaluable assets whose effective management can lead to better organizational outcomes. Individual talents significantly impact employee performance, particularly when there is a genuine interest in their field of work. Both work motivation and work environment are essential for maximizing organizational goals.

Performance is the tangible result of well-planned strategies. It relies on individuals possessing the necessary skills, experience, and expertise in their respective fields. An organization's approach to appreciating, evaluating, and managing its talent strongly influences the attitudes and service quality they deliver. Additionally, the performance of an organization is reflected in the processes it implements to achieve its set objectives. Continuous monitoring, evaluation, and review of personnel performance are vital to ensure that actions align with desired outcomes.

At its core, performance reflects how effectively time and opportunities are utilized. Opportunities without the time to realize them are wasted, and vice versa. Thus, developing performance necessitates understanding it from a value perspective. Generally, performance can be defined as an individual's success in completing tasks optimally. Regular monitoring, measurement, and evaluation of performance are necessary to assess ongoing progress toward targets. Early identification and mitigation of potential deviations in plan execution are crucial to avoid hindering goal achievement.

Essentially, performance is the outcome achieved by an individual in fulfilling their responsibilities. It can also be understood as a blend of individual performance and the organization's objective achievements. The success of an

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organization is highly dependent on the performance of its stakeholders. Therefore, leadership plays a critical role in motivating employees, enhancing their work enthusiasm, and driving collective goal attainment.

Initially, individuals are driven to engage in activities due to personal needs. However, once those needs are met, motivation tends to diminish. This indicates that motivation is dynamic and resurfaces with the emergence of new needs or goals. While fulfilling needs is an individual concern, achieving goals is a collective interest between individuals and the organization. Employees, in performing their tasks, aim to meet their personal needs while also contributing to organizational objectives, establishing a reciprocal relationship between the two.

On the other hand, organizational performance is derived from the cumulative performance of all employees in reaching predefined targets. When employees feel motivated to achieve their personal goals, their individual performance increases, directly contributing to the overall organizational performance. Thus, creating a motivating work environment benefits not only individuals but also promotes broader growth and organizational progress.

Motivation serves as a long-term driving force that can sustainably influence an individual's performance. Employees who feel trusted to work autonomously and are given full responsibility for their tasks tend to exhibit greater enthusiasm and inspiration. Therefore, understanding what motivates them and providing appropriate support are crucial steps in fostering a productive work environment. In an increasingly competitive world, a motivated workforce is vital for businesses to innovate and create new opportunities that contribute to corporate growth.

While motivation has various definitions, its essence serves as a driving factor for individuals in their work tasks. According to Sunyoto (2015), individuals with high motivation tend to perform optimally, whereas a lack of motivation can hinder creativity and innovation in achieving company targets. Hence, motivation is a critical aspect anticipated to foster work enthusiasm and propel every employee toward optimal productivity.

Moreover, motivation is not simply an internal drive; it is also closely related to the work environment. A conducive environment can foster an atmosphere that supports employee growth physically, socially, and psychologically. These factors contribute to increased productivity, reinforce teamwork, and promote the emergence of creative ideas beneficial for achieving organizational goals.

According to Anam (2018), the work environment encompasses everything surrounding employees that can influence their comfort, safety, and satisfaction while completing assigned tasks. A positive work environment encourages employees to be more productive, feel valued, and work with enthusiasm and dedication. CV Elsa Cahya is engaged in the property industry and is located at Jalan Raya Slem pit No. 78, Kedamean, Gresik.

Based on the above discussion, the researcher has chosen a title related to the impact of work motivation and work environment on employee performance at CV Elsa Cahya in Gresik. The study aims to investigate the extent to which employee performance relates to work motivation and work environment, focusing on CV Elsa Cahya, which is attracting interest from property enthusiasts for research.

Furthermore, the researcher chose this issue for study because it is highly beneficial for the company in developing employee performance toward organizational objectives. To ensure that employees remain motivated, inspired, and able to contribute to the organization while integrating into new environments, productivity should be encouraged. This exploration of motivation's impact is significant for employees, fostering growth within the company and adapting to an environment that provides comfort and peace for employees.

2. Literature Review

2.1. Work Motivation

Motivation is widely acknowledged as a fundamental psychological driver that influences human behavior in organizational settings. Gray (in Hamali, 2016) defines motivation as a result of both internal and external processes that inspire enthusiasm in undertaking specific tasks. Mohtar (2019) similarly conceptualizes motivation as a personal impulse that directs one's behavior towards specific goals. Sutrisno (2016) emphasizes the situational and individualized nature of motivation, asserting that personal drives vary depending on context and time. Synthesizing these perspectives, work motivation can be defined as the internal drive that energizes an employee's commitment to achieving organizational objectives.

Afandi (2021) further elaborates that motivation arises when individuals feel inspired, enthusiastic, and committed, thereby increasing the quality of their output. Several key factors influence work motivation, including basic life needs,

career security, self-esteem, and the desire for recognition of achievement. Principles of effective motivation, as outlined by Afandi, include employee participation in goal-setting, transparent communication, acknowledgment of individual contributions, delegation of authority, and organizational attention to employee well-being.

Motivational indicators according to Hasibuan (2020) include physical needs (e.g., salary, bonuses), safety and security (e.g., safe working conditions, health insurance), social needs (e.g., interpersonal relationships), and esteem needs (e.g., recognition for performance). These dimensions highlight the multifaceted nature of motivation in the workplace.

2.2. *Work Environment*

The work environment encompasses both physical and psychological factors that influence employee performance. Afandi (2018) identifies physical aspects such as lighting, temperature, ventilation, cleanliness, and workspace layout as essential contributors to a productive environment. In addition, job design and privacy (visual and acoustic) can significantly affect concentration and comfort. Psychosocial factors also play a critical role and include workload intensity, ineffective supervision, job-related frustrations, organizational changes, and interpersonal conflicts.

The key indicators of a conducive work environment include adequate lighting, color schemes that evoke calmness, air quality, and noise control (Afandi, 2018). These elements directly impact employees' focus, satisfaction, and overall productivity.

The benefits of a supportive work environment extend to improved motivation, timely task completion, reduced supervision needs, and increased team efficiency. Afandi (2018) also categorizes essential components of the work environment into service provision (e.g., food, health facilities), favorable conditions (e.g., safety, lighting), and healthy coworker relationships all of which shape employee satisfaction and productivity.

2.3. *Employee Performance*

Performance is the ultimate output of an employee's competence, motivation, and environmental support. According to Afandi (2021), performance reflects the quality of task execution and contribution to organizational goals. It is shaped by attitude, ability, and achievements, and is assessed based on how well an employee fulfills responsibilities.

Adamy (2016) and Busro (2018) reinforce that performance reflects both the quantity and quality of work produced within expected timelines, while also incorporating employee attendance and teamwork capabilities. Gomez (in Kaswan, 2012) adds that employee performance is determined by ability, motivation, and the situational context of the organization.

Performance indicators according to Afandi (2021) include work output quantity, quality, efficiency, discipline, initiative, accuracy, leadership, honesty, and creativity. These metrics serve as essential tools for evaluating employee contributions and aligning individual efforts with broader organizational objectives.

3. **Methods**

3.1. *Research Design*

This study employs a quantitative approach, which is appropriate for testing hypotheses using numerical data to examine the causal relationship between variables. Quantitative methods allow researchers to conduct objective, measurable, and systematic investigations (Sugiyono, 2017). This research aims to analyze the influence of two independent variables work motivation (X1) and work environment (X2) on the dependent variable, employee performance (Y), within CV Elsa Cahya in Gresik.

3.2. *Population and Sample*

The population in this study consists of all employees of CV Elsa Cahya in Gresik, totaling 30 individuals. Given the small population size, a saturated sampling technique was employed, wherein the entire population was included as research respondents. The detailed composition of the population spans various roles, including directors, administrative staff, managers, marketing executives, and support staff. The population shown on Table 1.

Table 1. Details of the Study Population

Position	Number of Employees
Director	1
Administration	3
Legal Manager	1
Operational Manager	1
HR Manager	1
Human Resources Manager	1
Marketing Executive	18
Helper	2
Public Area	2
Total	30

Source: Employee Data of CV Elsa Cahya in Gresik 2025

3.3. Variables and Operational Definitions

The research consists of two independent variables work motivation (X1) and work environment (X2) and one dependent variable, employee performance (Y). Work Motivation (X1) refers to internal psychological drivers that influence an individual's enthusiasm in accomplishing tasks (Susilo et al., 2023). Its indicators are adapted from Maslow's hierarchy of needs, including physiological needs, safety needs, social needs, esteem needs, and self-actualization. Work Environment (X2) comprises physical and non-physical elements surrounding an employee, such as spatial layout, equipment, interpersonal climate, and safety (Afandi, 2018; Sedarmayanti, 2017). Employee Performance (Y) is defined as the output achieved by an individual or group in line with assigned responsibilities and organizational objectives (Afandi, 2021; Adamy, 2016). Key indicators include work quality, quantity, timeliness, discipline, initiative, and creativity. A structured operationalization of variables with dimensions and indicators is summarized in the table below (see Table 1 in full manuscript).

3.4. Data Collection Techniques

Data were collected using three main methods:

- Questionnaires (Primary Survey Instrument): Structured questions were distributed to all 30 employees using both closed-ended and open-ended formats to gather data on the three research variables.
- Field Observation and Interviews: Direct engagement with company stakeholders was carried out to support data triangulation.
- Literature Review: Secondary data was obtained through a review of books, journal articles, and credible online sources to establish a theoretical foundation for the study.

3.5. Data Analysis Techniques

Quantitative analysis was conducted using SPSS, incorporating the following procedures:

- Descriptive Statistics to summarize respondent characteristics.
- Instrument Validity and Reliability Testing
Validity was tested using Pearson's Product-Moment correlation; items with $r\text{-count} > r\text{-table}$ were deemed valid. Reliability was measured using Cronbach's Alpha; values above 0.70 indicated internal consistency.
- Classical Assumption Tests
Normality Test using Kolmogorov-Smirnov to ensure data distribution follows a normal curve ($p > 0.05$ indicates normality). Multicollinearity Test via VIF and Tolerance ($VIF < 10$ and $Tolerance > 0.1$ indicate no multicollinearity). Heteroscedasticity Test using the Glejser method to check for variance inconsistency. Autocorrelation Test through Runs Test to detect residual correlation over time.
- Multiple Linear Regression Analysis was employed to test the simultaneous and partial influence of work motivation and work environment on employee performance. The significance level was set at 5% ($\alpha = 0.05$).

4. Result and Discussions

4.1. Results

4.1.1. Descriptive Statistics

The descriptive analysis was conducted to determine the overall perception of employees at CV Elsa Cahya, Gresik, regarding each research variable.

- a. Work Motivation (X1): The average response for work motivation was 3.86, indicating that employees generally perceive their motivation level as good.
- b. Work Environment (X2): The average response for the work environment was 4.01, suggesting that the employees view their work environment positively.
- c. Employee Performance (Y): The mean value for employee performance was 4.14, which indicates that overall, employee performance is perceived to be at a good level by company leadership.

For Results, provide sufficient detail to allow the results to be meaningful and informative. For Discussion, this should explore the significance of the results of the work, not repeat them. A combined Results and Discussion section is often appropriate. Avoid extensive citations and discussion of published literature.

4.1.2. Instrument Validity and Reliability

Validity was assessed using the Pearson Product-Moment correlation coefficient. The results showed that all item scores had a corrected item-total correlation greater than the r-table value of 0.367, indicating that all questionnaire items were valid.

Table 2. Validity Test Results

Variable	Corrected Item-Total Correlation	r-table	Conclusion
Work Motivation (X1)	0.880	0.367	Valid
Work Environment (X2)	0.928	0.367	Valid
Employee Performance (Y)	0.939	0.367	Valid

Reliability was tested using Cronbach’s Alpha. All variables showed alpha values above both 0.367 and the minimum standard of 0.6, confirming high internal consistency and reliability of the instruments.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	r-table	Conclusion
Work Motivation (X1)	0.943	0.367	Reliable
Work Environment (X2)	0.943	0.367	Reliable
Employee Performance (Y)	0.944	0.367	Reliable

Source: Processed data, 2025

4.1.3. Classical Assumption Testing

a. Multicollinearity Test

Multicollinearity was examined using the Variance Inflation Factor (VIF). All independent variables had VIF values of 1.972, which is below the threshold of 10, indicating no multicollinearity issues.

Table 4. Multicollinearity Test Results

Variable	VIF
Work Motivation	1.972
Work Environment	1.972

b. Autocorrelation Test

The Durbin-Watson test resulted in a value of 1.764, which falls within the acceptable range ($1.5 < DW < 2.5$), indicating the absence of autocorrelation in the regression model.

c. Heteroscedasticity Test

The scatterplot showed that the residuals were randomly dispersed and did not form a specific pattern. This indicates that the model does not suffer from heteroscedasticity.

d. Normality Test

Based on the Normal Probability Plot, the data points were observed to lie close to the diagonal line, confirming that the residuals followed a normal distribution. Thus, the normality assumption is satisfied.

4.1.4. Hypothesis Testing

The F-test was used to determine the joint significance of the independent variables—work motivation (X1) and work environment (X2)—on employee performance (Y). Based on the ANOVA output, the F-value was 97.006, which exceeds the critical value of F-table (3.35) with $df = n - k - 1 = 30 - 2 - 1 = 27$, at a significance level of 5%. This indicates that the model significantly explains the variation in employee performance.

Table 5. ANOVA Output

F-value	F-table ($\alpha = 0.05$)	Conclusion
97.006	3.35	Significant

The t-test was conducted to assess the individual contribution of each independent variable. The results showed:

For work motivation (X1), the t-value was 1.572, which is less than the t-table value 1.703, indicating that X1 is not statistically significant at $\alpha = 5\%$. For work environment (X2), the t-value was 8.750, greater than the t-table, indicating significant influence on employee performance.

Table 6. Hypothesis Testing Result

Variable	t-value	t-table	Conclusion
Work Motivation (X1)	1.572	1.703	Not Significant
Work Environment (X2)	8.750	1.703	Significant

4.1.5. Dominance Test

To determine the dominant variable, standardized beta coefficients were analyzed. Work environment (X2) had a standardized beta of 0.827, compared to 0.149 for work motivation (X1). This indicates that the work environment has the strongest influence on employee performance.

Table 7. Dominance Test Result

Variable	Beta Coefficient
Work Motivation (X1)	0.149
Work Environment (X2)	0.827

4.1.6. Coefficient of Determination (R^2)

The R^2 value obtained from the model summary was 0.785, indicating that 78.5% of the variance in employee performance can be explained by the two independent variables, while the remaining 21.5% is influenced by other factors outside the model.

4.1.7 Regression Equation

The multiple linear regression model generated the following equation:

$$Y = 0.625 + 0.112X_1 + 0.770X_2$$

where:

Y = Employee Performance

X₁ = Work Motivation

X₂ = Work Environment

The constant 0.625 implies the baseline performance score when both X1 and X2 are zero. An increase of one unit in work motivation (X1) leads to a 0.112 increase in employee performance. An increase of one unit in work environment quality (X2) results in a 0.770 increase in performance, assuming other variables remain constant.

4.2. Discussion

The findings of this study confirm that work motivation and work environment have a positive and significant influence both simultaneously and partially on employee performance at CV Elsa Cahya in Gresik. Among these factors, the work environment was found to have the most dominant influence, contributing as much as 82.7% to performance variation.

The rapid development of the property business in southern Gresik, particularly in the Kedamean area, is a strategic backdrop for this study. The construction of the KLBM toll road has enhanced regional accessibility and economic value, supporting the idea that infrastructure improvement is linked with increased employee productivity and business performance (Putra & Safitri, 2022). The emergence of large-scale housing projects such as Citraland Kedamean and the growth of retail chains (e.g., Indomaret, Alfamart) further reflect the area's potential, which aligns with the company's need to optimize human resource management amidst a growing economy.

From an HRM perspective, the significant influence of work environment corroborates previous findings that a physically and psychosocially conducive environment enhances job satisfaction, engagement, and productivity (Darmawan et al., 2020; Kusumawati & Santoso, 2021). A positive work environment is characterized not only by facilities and layout but also by interpersonal climate, support from leadership, and psychological safety (Lee & Kim, 2020). These elements foster employees' sense of belonging, autonomy, and commitment, which are crucial for performance.

The motivational factor, although less dominant than work environment, still plays a critical role. It is consistent with Herzberg's two-factor theory, which places motivational factors such as recognition, growth opportunities, and responsibilities as key to enhancing performance (Robbins & Judge, 2019). More recent studies also affirm that intrinsic motivation, such as career development prospects and acknowledgment, significantly affects employee productivity (Rahman et al., 2021; Suryani & Widodo, 2023). Therefore, management must provide career development pathways, appreciation systems, and employee involvement to continuously nurture motivation.

In the context of CV Elsa Cahya, the implication is clear: the company must prioritize work environment improvements, such as ergonomic design, open communication, and leadership involvement, while also sustaining efforts to improve employee motivation. Without a strategic commitment to these areas, performance gains may stagnate. Moreover, consistent and structured employee development programs are required to build ownership and loyalty among staff.

To maintain competitive advantage in the rapidly developing Kedamean area, management should adopt an integrated human capital strategy one that emphasizes environmental quality as a platform for productivity, and motivational design as a catalyst for innovation. In line with research by Tania and Pratama (2022), such dual emphasis is proven effective in driving sustainable employee performance.

In conclusion, these findings underscore the importance of a balanced approach in managing both extrinsic (environment) and intrinsic (motivation) factors, which collectively influence performance outcomes. The company's leadership should view these elements not in isolation but as synergistic levers in achieving long-term human resource effectiveness and business excellence.

5. Conclusion

Based on the results of the study conducted at CV Elsa Cahya in Gresik, it can be concluded that work motivation and work environment significantly and positively influence employee performance, both simultaneously and partially. This confirms that improvements in these two factors can serve as strategic levers to enhance overall organizational productivity. The simultaneous testing (F-test) demonstrates that the combination of work motivation and work environment significantly affects performance, indicating that these variables are collectively essential in determining the quality of employee outcomes. The partial testing (t-test) further reveals that each variable when examined individually also contributes significantly to performance. Among the two, work environment emerges as the dominant factor, accounting for 82.7% of the influence on employee performance. This finding suggests that employees are particularly responsive to the quality of their physical and psychological work conditions.

The study affirms the importance of integrated human resource management strategies that address both intrinsic (motivation) and extrinsic (environment) factors. Therefore, consistent development efforts, focused on fostering a supportive work atmosphere and empowering employees through motivational initiatives, are vital for sustaining high performance in a growing business landscape such as that of Gresik.

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