



## The influence of work environment and work motivation on employee performance

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### ARTICLE HISTORY

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### ABSTRACT

This research aims to determine the influence of the work environment and work motivation on employee performance at PT XYZ Central Jakarta, both partially and simultaneously. The method used is quantitative. The sampling technique used saturated sampling, and the sample obtained in this study was 75 respondents. Data analysis uses validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The results of this research show that the work environment has a significant effect on employee performance. Work motivation has a substantial impact on employee performance. The work environment and work motivation simultaneously significantly affect employee performance. The correlation coefficient value is 0.823, meaning that the independent and dependent variables have an extreme level of relationship.

### KEYWORDS

Work Environment; Work Motivation; Employee Performance

## 1. Introduction

A company is an organization that has goals to achieve. Company activities to attain these goals require good human resource management so that the company can compete well and its human resources can work more effectively and efficiently (Mushtaq et al., 2022). In carrying out activities to achieve its goals, an organization has interrelated factors that influence each other. Human resources is one of these critical factors used to mobilize other factors. Therefore, organizations are required to manage and optimize human resources. Human resource management itself is essential to a company in addition to other factors such as capital (Ekowati et al., 2023). HR management itself is to get reliable employees who can carry out their duties correctly and responsibly, which can increase the organization's effectiveness in achieving its goals (Maskuroh et al., 2023). Human resources are one of the factors directly involved in carrying out company activities and play an essential role in improving the company's work environment in achieving predetermined goals. Human resources are required to take advantage of opportunities and meet the demands of needs, especially those that exist or come from the work environment (Shah et al., 2023).

PT XYZ Central Jakarta is a distributor company that distributes pharmaceutical

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products and medical devices. Thus, the company's desire to compete competitively in the era of globalization while maintaining customer service and satisfaction (Fahlevi, 2021). Furthermore, in the world of work, the work environment is the main point that companies must pay attention to. Because the work environment is everything around workers that can influence them in carrying out the tasks assigned to them. The work environment in a company is a work condition that provides a comfortable atmosphere and working situation for employees to achieve the goals desired by the company.

Of the several factors above, to improve employee performance, one is paying attention to the work environment, which is a significant factor and hugely influences employee performance. If the work environment is clean, healthy, comfortable, and enjoyable, it will make employees feel at home in their workspace and more enthusiastic about completing their work. On the other hand, if the work environment is less supportive, it will make employees less comfortable and less excited about completing their work.

**Table 1. Report on Achievement of Target Per Sales at PT XYZ Central Jakarta**

January					
No.	Salesman	Target Amount	%	Achievement Amount	%
1.	Bagas	Rp. 1,067,125,924	100	Rp. 1,084,978,270	101.67
2.	Eco	Rp. 1,483,074,336	100	Rp. 1,079,818,453	72.81
3.	Hamdani	Rp. 1,379,873,717	100	Rp. 1,277,356,930	92.57
4.	Huzairi	Rp. 1,657,945,559	100	Rp. 1,488,465,540	87.37
5.	M. nur	Rp. 797,523,139	100	Rp. 251,478,760	31.53
6.	Rizal	Rp. 958,359,891	100	Rp. 769,496,521	80.29
7.	Sutarno	Rp. 522,575,460	100	Rp. 363,931,550	69.64
<b>Average Percentage of Target Achievement Per Sales</b>					<b>76.55</b>

Source: PT XYZ Central Jakarta (2024)

Based on the table above, the company sets different targets for each salesperson, but the achievement of sales employees always fails to meet the target; the average sales is only 76.55% and tends to decrease, indicating that the employee's performance is also decreasing. There was only one salesman who achieved the target of 101.67%. So, if this condition is allowed to continue, it will result in the company losing money or even going bankrupt.

**Table 2. Achievement of Sales Targets at PT XYZ Central Jakarta**

Year	Target Amount	%	Achievement Amount	%
2021	Rp. 7,908,342,854	100	Rp. 6,298,117,396	79.64
2022	Rp. 8,695,397,724	100	Rp. 6,804,345,586	78.25
2023	Rp. 8,800,057,416	100	Rp. 5,843,416,747	66.40
<b>Average Percentage of Sales Achievement</b>				<b>74.76</b>

Source: PT XYZ Central Jakarta (2024)

Based on this table, the targets set by the company have not been realized by employees; the average sales can only be achieved at 74.76% and is still below the company target of 100%. This means that employee performance still needs to be improved in terms of quantity. This requires companies to pay serious attention to enhancing employee performance. The phenomenon underlying the failure to achieve sales targets is caused by HR factors, which generally still need help with the directed communication model from superiors and the inability of managers to build good communication.

**Table 3.** Empirical Data on the Work Environment of PT XYZ Central Jakarta

No	Informa- tion	Explanation
1	Light	Lack of indoor lighting makes employees hampered in their work
2	Air	Little ventilation causes a lack of air coming in and out, making the work
3	Circulation	environment uncomfortable for employees in carrying out their work
3	Workplace	Old buildings make employees always worried because the condition of the building is
4	Building	less than adequate
4	Work	The unavailability of complete and adequate facilities reduces employee performance
5	Facilities	in carrying out their work
5	air condi- tioning	Frequently damaged air conditioners make employees less able to do their jobs effectively

Source: PT XYZ Central Jakarta (2024)

The problem with employee performance is that this research was conducted at PT. Conditions like this make some employees feel bored and bored because they reduce employee enthusiasm and enthusiasm for work. Poor working conditions can cause employees to fall ill easily, have difficulty concentrating, and reduce work productivity. The work environment in a company contributes to a company in several aspects and provides a comfortable atmosphere and work situation for employees to achieve the company's desired goals. An uncomfortable work environment, heat, lack of lighting, poor air circulation, noise pollution, and an unclean workspace significantly impact employee work comfort. To achieve comfort in the workplace this can be done by maintaining infrastructure such as maintaining cleanliness, sufficient lighting, available air ventilation, and a neat layout. An example of a work environment problem at PT XYZ Central Jakarta is a conflict between superiors and subordinates. Usually, the reasons vary, starting from subordinates needing satisfactory performance, superiors failing to provide feedback correctly, or misunderstandings when communicating. Even though it is normal for a company, one thing that causes this problem to be dangerous for a company is when it affects performance. Personal conflicts between superiors and subordinates can cause setbacks for the company or hinder achieving goals as previously planned.

Apart from the work environment, work motivation also aims to encourage employee morale so that they are willing to work hard by providing all their abilities and skills to achieve organizational goals (Watto et al., 2023). With the right motivation, employees will be encouraged to make as much effort as possible in carrying out their duties to achieve the objectives of the organization and its various targets, as well as the members' personal interests. High motivation will create a commitment to what is his responsibility in completing his work.

Source: PT XYZ Central Jakarta (2024)

The problem with work motivation is that an employee will not feel enthusiastic about completing his work and will also easily give up if he experiences failure. Leaders or company owners must be sensitive to this condition because it will gradually affect the organization's entire performance, making goals challenging to achieve. An example of a problem in work motivation is a salary that does not match the workload. The issue of wages is always the top reason. Even though it is not entirely true, this problem is often found. Several colleagues who had resigned also confirmed this. On average, they are disappointed with their workplace, which demands a lot, but they must provide what is appropriate.

Source: PT XYZ Central Jakarta (2024)

It can be seen from the data above that the average employee work performance has decreased in employee work performance. This can be seen in 2021, with the

**Table 4. Employee Motivation at PT XYZ Central Jakarta**

<b>Year 2021</b>		
<b>Statement</b>	<b>Should</b>	<b>Realization</b>
1. Wages	Rp. 4,000,000	Rp. 3,900,000
2. Bonus	Given	Considered
3. Position Promotion	There is	There isn't any
4. Allowance	There is	There is
5. Meal allowance	There is	There isn't any
<b>Year 2022</b>		
6. Wages	Rp. 4,200,000	Rp. 4,000,000
7. Bonus	Given	Given
8. Position Promotion	There is	There is
9. Allowance	There is	There is
Meal allowance	There is	There isn't any
<b>Year 2023</b>		
Wages	Rp. 4,400,000	Rp. 4,200,000
Bonus	Given	Considered
Position Promotion	There is	There is
Allowance	There is	There is
Meal allowance	There is	There isn't any

**Table 5. Average Results of PT XYZ Central Jakarta Employee Performance Evaluation**

<b>Year</b>	<b>Average value</b>	<b>Score</b>
2021	84	4
2022	79	4
2023	67	3

average employee work performance being 84; in 2022, the average employee work performance being 79; and in 2023, experiencing a decline, with the average employee work performance being 67. From the table above, it can be seen that performance at PT XYZ Central Jakarta; it is hoped that this research will provide benefits in building employee performance so that the vision of PT XYZ Central Jakarta can be achieved.

## 2. Research methods

The type of research used in this research is descriptive quantitative, which explains correlational relationships (Fahlevi et al., 2023). According to Sugiyono (2016), quantitative research methods can be interpreted as research methods based on positive philosophy, used to research specific populations or samples, collecting data using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses (Wiyono et al., 2023). This research was carried out at PT XYZ Central Jakarta, whose address is Jl. Garuda No. 79, Kemayoran, Jakarta.

The population used as objects in this research is all employees who work at PT XYZ Central Jakarta, which has 75 employees. The sampling method used in this research is the saturated sample method. Soaking sampling is a technique in which all population members are used as samples. Of the entire population, the sample used in this research was 75 employees. Data collection used a Likert scale questionnaire, while data processing used multiple linear regression analysis with SPSS version 26.00.

### 3. Results and Discussion

#### 3.1. Data Description

Based on the survey data, the respondents who participated were 33 men, or around 44%, while 42 people, or about 56%, were women. Furthermore, regarding educational level, most respondents had a higher educational background, with 39 people, or about 52%, having a Bachelor's degree (S1), followed by 29 people, or about 38.7%, who graduated from SMA/SMK. Only a small number of respondents had a Diploma/DI degree (6 people or about 8%), and one person had a Master's degree (about 1.3%).

Based on age, most respondents were in the 25-29 year age group, with 35 people or around 46.7%, followed by the 19-24 year age group consisting of 23 people or about 30.7%. Seventeen people, or about 22.7% of respondents, were over 30. Meanwhile, in the context of work experience, most respondents have work experience between 1 and 5 years, with 53 people or around 70.7%. About 18 people, or about 24%, have work experience between 6 and 10 years, while only four people, or about 5.3%, have work experience of more than 10 years.

#### 3.2. Validity and Reliability Test

**Table 6. Validity Test Results for Work Environment Variables**

No.	Questionnaire	r count	r table	Informa- tion
1	My workplace guarantees the safety of its employees at work	0.702	0.227	Valid
2	CCTV around the work area makes it safe	0.731	0.227	Valid
3	The lighting in the room is appropriate to meet the work needs of employees	0.659	0.227	Valid
4	I feel comfortable working because the lighting is as needed	0.694	0.227	Valid
5	The air condition in the work space provides comfort for me while working	0.523	0.227	Valid
6	The air circulation in my work room is quite cool, because there is air conditioning	0.671	0.227	Valid
7	The employee work environment is quiet and free from noise	0.609	0.227	Valid
8	I feel comfortable because the work space is far from noise	0.631	0.227	Valid
9	I am able to work together with all employees	0.706	0.227	Valid
10	Relations between colleagues are very harmonious	0.675	0.227	Valid

Source: SPSS output. 2024

**Table 7. Validity Test Results of Work Motivation Variables**

No.	Questionnaire	r count	r ta- ble	Infor- mation
1	The company always gives awards for employee achievements	0.706	0.227	Valid
2	Rewards at work can motivate employees to work hard	0.690	0.227	Valid
3	Every employee who has high work performance will get the opportunity to develop their career	0.721	0.227	Valid
4	Employees have the opportunity to take part in education and training to support their achievements	0.618	0.227	Valid
5	In completing work, employees have their own methods and authority that can be accounted for	0.609	0.227	Valid
6	I have carried out work according to established procedures	0.493	0.227	Valid
7	Employees have authority and responsibility for the success of the office	0.673	0.227	Valid
8	Building relationships with fellow employees and superiors is one of the priorities in the office	0.665	0.227	Valid
9	Prizes given to employees who excel will motivate employees' work	0.681	0.227	Valid
10	Bosses always give praise if an employee carries out their work duties satisfactorily	0.675	0.227	Valid

Source: SPSS output. 2024

**Table 8. Validity Test Results for Employee Performance Variables**

No.	Questionnaire	r count	r table	Informa- tion
1	I carry out the tasks given to me carefully	0.660	0.227	Valid
2	I am responsible for the results of my work	0.674	0.227	Valid
3	I always try to achieve the work targets that have been set	0.798	0.227	Valid
4	The level of achievement of my work targets is in line with the company's expectations	0.726	0.227	Valid
5	I prioritize collaboration with colleagues in completing work	0.658	0.227	Valid
6	I often coordinate with colleagues in completing joint tasks	0.648	0.227	Valid
7	I always complete the work given to me	0.614	0.227	Valid
8	I do assignments according to my abilities	0.730	0.227	Valid
9	I am always on time in completing tasks	0.616	0.227	Valid
10	All my work was completed well	0.686	0.227	Valid

Source: SPSS output. 2024

Based on the validity test results in the table above, it can be seen that the overall calculated r value for each variable is greater than the r table (calculated  $r > r$  table). So, it can be concluded that each statement item in each variable is declared valid.

**Table 9. Reliability Test**

Variable	Cronbach's Alpha	Minimum Cronbach's Alpha	Information
Work Environment (X1)	0.761	0.600	Reliable
Work Motivation (X2)	0.759	0.600	Reliable
Employee Performance (Y)	0.765	0.600	Reliable

Source: SPSS output. 2024

Based on the reliability test results in the table above, it can be seen that the overall Cronbach's Alpha value for each variable is more significant than 0.6 (Cronbach's Alpha  $> 0.6$ ), so it can be concluded that each item in the statement for each variable is declared reliable.

### 3.3. Classic assumption test

#### 3.3.1. Normality test

**Table 10. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test	
Unstandardized Residuals	
N	75
Mean	.0000000
Nor- Std. Deviation	3.28764263
mal Absolute	.082
Most Positive	.060
Ext- Negative	-.082
Statistical Tests	.082
Asymp. Sig. (2-tailed)	.200c,d
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Source: SPSS output. 2024

Based on the results of the normality test with the Kolomogorov-Smirnov Test in table 4.13 above, Asymp.Sig is obtained. equal to 0.200 is greater than 0.05 or (0.200 > 0.05), it can be concluded that the data is normally distributed.

### 3.3.2. Multicollinearity Test Results

**Table 11. Multicollinearity Test**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8,181	2,815		2,906	,005		
	Work Environment (X1)	,337	,097	,346	3,463	,001	,450	2,225
	Work Motivation (X2)	,527	,099	,533	5,345	,000	,450	2,225

a. Dependent Variable: Employee Performance (Y)

Source: SPSS output. 2024

Explanation Based on the table above, the work environment tolerance and motivation values are 0.450 or above 0.10 in the tolerance column. Meanwhile, the VIF is 2,225 or below 10. It can be concluded that based on the tolerance value above 0.10 and the VIF value below 10, there was no multicollinearity in this study.

### 3.3.3. Heteroscedasticity Test

**Table 12. Heteroscedasticity Test Using the Glejser Test**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	Sig.
Model		B	Std. Error	Beta	
1	(Constant)	6,309	1,774		,001
	Work Environment (X1)	-.036	,061	-.100	,558
	Work Motivation (X2)	-.061	,062	-.167	,331

a. Dependent Variable: Abs\_Res

Source: SPSS output. 2024

Based on the test results in the table above, the Glejser test model on the work environment variable (X1) obtained a significance value of 0.558, and work motivation (X2) received a significance value of 0.331 where both significance values (Sig.) > 0.05. Thus, the regression model on this data does not contain heteroscedasticity interference, so this regression model is suitable for use as research data.

### 3.3.4. Autocorrelation Test

Source: SPSS output. 2024

Based on the test results in the table above, this regression model has no symptoms of autocorrelation; this is proven by the Durbin-Watson value of 2,200, which is between the interval 1,550 – 2,460.

**Table 13. Autocorrelation Test Results**

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.823a	.678	.669	3.33299	2,200
a. Predictors: (Constant), Work Environment (X1), Work Motivation (X2)					
b. Dependent Variable: Employee Performance (Y)					

Based on the table above, the Durbin-Watson (DW) value obtained is 2,200, where this value is still around the statistical value of DW=2, which is between the interval 1,550 – 2,460, which means that there are no symptoms of autocorrelation in the model created in this research.

### 3.4. Multiple Linear Regression Analysis

**Table 14. Multiple Linear Regression Test**

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	8,181	2,815		2,906	,005
1 Work Environment (X1)	,337	,097	,346	3,463	,001
Work Motivation (X2)	,527	,099	,533	5,345	,000
a. Dependent Variable: Employee Performance (Y)					

Based on the results of the analysis of regression calculations in the table above, the regression equation can be obtained

$$Y = 8.181 + 0.337X_1 + 0.527X_2$$

From the equation above it can be concluded as follows:

1. A constant value of 8.181 means that if the work environment variables (X1) and work motivation (X2) are not considered, then employee performance (Y) will only be worth 8.181 points.

2. The work environment value (X1) of 0.337 means that if the constant remains and there is no change in the work motivation variable (X2), then every 1 unit change in the work environment variable (X1) will result in a change in employee performance (Y) of 0.337 points. Based on the test results in the table above, the value of count > table or (3,463 > 1.992) is obtained. This is also reinforced by the  $p$ value < Sig.0.05 or (0.001 < 0.05). Thus, the work environment has a partial positive and significant influence on employee performance.

3. The work motivation value (X2) of 0.527 means that if the constant remains and there is no change in the work environment variable (X1), then every 1 unit change in the work motivation variable (X2) will result in a change in employee performance (Y) of 0.527 points. Based on the test results in the table above, the value of count > table or (5,345 > 1.992) is obtained. This is also reinforced by the  $p$ value < Sig.0.05 or (0.000 < 0.05). Thus, there is a partially positive and significant influence between work motivation and employee performance.

Referring to the test results in the table above, the calculated F value is > F table or (50,586 > 3.122) This is also reinforced by the Sig value. < 0.05 or (0.000 < 0.05). Thus, there is a significant influence between the work environment and motivation simultaneously on employee performance.

The correlation coefficient R is 0.823, which means the relationship between the dependent and independent variables is robust. The coefficient of determination value is 0.678, so it can be concluded that the work environment variables and work motivation



**Table 15.** Simultaneous F Test

<b>ANOVA<sup>a</sup></b>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1366.197	2	683.098	50,586	,000b
1 Residual	931.748	69	13,504		
Total	2297.944	71			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)

**Table 16.** Correlation and Determination Coefficient

<b>Model Summary<sup>b</sup></b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.823a	.678	.669	13,329	.678	75,667	2	72	,000

a. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)

b. Dependent Variable: Employee Performance (Y)

together affect 67.8 percent of employee performance variables.

### 3.5. Discussion

Based on the research results, it was found that the work environment has a positive and significant influence on employee performance. A positive work environment significantly impacts employee performance through several factors, namely, creating a high sense of employee motivation and involvement. When employees feel appreciated, supported, and given opportunities to develop, they are more motivated to do their work well. Furthermore, attention to employee mental well-being is also an essential factor. A work environment that pays attention to mental well-being, including social support, reducing work stress, and creating an inclusive and friendly atmosphere, can help employees feel comfortable and emotionally connected to their work environment. This can improve mental well-being, which in turn can have a positive impact on performance. In addition, effective collaboration and open communication among teams is also emphasized in a positive work environment; when employees feel comfortable sharing ideas, discussing challenges, and working together to achieve common goals, the quality of their work increases. Good collaboration can also produce creative and innovative solutions to problems faced by the company. Skills development and professional growth are essential in a supportive work environment. Employees who feel supported in their career development tend to be more eager to learn and improve their skills. This not only benefits the individual but also brings benefits to the company as employees become more competent at their jobs. Lastly, a positive work environment can also help reduce employee turnover rates; when employees are satisfied with their work environment, they tend to stay with the company longer, reducing the costs and disruption associated with recruiting and training new employees. Therefore, investing in creating and maintaining a positive work environment can significantly improve employee performance and overall company success.

Based on the research results, it was found that there is a positive and significant influence of work motivation on employee performance; when employees feel motivated, they tend to be more involved in work and try to give their best with complete dedication. High motivation also increases employee productivity because the internal drive to work efficiently and effectively results in faster and better quality task completion. Additionally, motivated employees produce better quality work, possibly being more thorough in carrying out their tasks, more creative in finding solutions to problems,

and more persistent in pursuing high-quality standards. High motivation can also encourage employees to think outside the box and try new approaches to work, resulting in innovation and significant improvements in work processes or products produced, providing a competitive advantage for the company. Employees who feel motivated also tend to feel more satisfied with their work because they feel a greater sense of personal and professional achievement when they successfully achieve their goals. This can increase their overall job satisfaction. Additionally, motivated employees tend to have lower absenteeism rates; employees will feel connected to their work and have the drive to continue contributing, reducing costs and disruptions associated with absenteeism and hiring new employees.

The work environment and work motivation together positively and significantly affect employee performance. The correlation coefficient value between the independent and dependent variables is 0.823, meaning they have a solid relationship. The simultaneous determination coefficient value is 0.678 or 67.8%, while other factors influence the remaining 32.2%. A work environment that provides stimulation and support to employees to achieve their goals significantly improves performance; when employees feel supported by colleagues and superiors, they tend to be more motivated to complete tasks well, which, in the end, will improve performance.

#### **4. Conclusion**

The research results show that a positive work environment and motivation significantly impact employee performance. A supportive work environment makes employees feel motivated, engaged, and high-performing. Social support, skill development, collaboration, and recognition of achievements are essential in creating a positive work environment. Apart from that, high work motivation also plays a crucial role in improving employee performance. Employees who feel motivated tend to be more engaged at work, have higher productivity, produce better quality work, and innovate more. Work motivation can also increase job satisfaction and reduce absenteeism, ultimately contributing to the company's overall performance. Research findings also show that the relationship between work environment motivation and employee performance is robust, with a high correlation coefficient value and a significant coefficient of determination value. This emphasizes the importance of companies investing in creating a positive work environment and motivating employees to achieve optimal performance. Thus, the main conclusion is that a supportive work environment and high work motivation complement each other and contribute significantly to employee performance, thereby creating favorable conditions for the company's long-term success.

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