

## THE IMPACT OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT CV MAJU KARSA BERSAMA

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**Abstract:** This research investigates the impact of the work environment and work motivation on employee performance at CV. Maju Karsa Bersama, Bekasi City. A quantitative approach was employed, utilizing descriptive and verifiable methods. The sample consisted of 52 employees, selected using non-probability sampling. Data collection involved observation and questionnaires, with analysis conducted using statistical methods. The findings reveal that the work environment and motivation significantly influence employee performance both individually and simultaneously. The regression analysis demonstrates a strong positive relationship between these variables, with 62.2% of the variability in employee performance explained by the work environment and motivation. The results highlight the importance of fostering a conducive work environment and providing adequate motivation to enhance performance. These insights offer valuable recommendations for companies aiming to optimize workforce efficiency and productivity.

**Keywords:** Work environment, motivation, employee performance

## INTRODUCTION

Human resources play a crucial role in an organization or company. Employees with high performance contribute significantly to operational activities and achieving company goals. Therefore, organizations must appreciate all aspects of their employees to create a high-quality and high-performing workforce (Setiawan, 2016). Performance is the manifestation of an employee's behavior, which is reflected in their work achievements within a company over a specific period. Employee performance is essential as it determines a company's success and sustainability. In every organization, human resources are one of the most critical components for sustaining operations (Setiawan, 2016).

Improving employee performance is crucial in adapting to policy changes and fostering a reform spirit among employees. Employees are expected to perform optimally in achieving company goals. Additionally, the work environment is a significant factor influencing employee performance. According to Nitisemito (2000:183), the work environment consists of all elements surrounding employees that can affect their ability to carry out their tasks. A comfortable work environment enhances employee performance, while a poor work environment can hinder productivity and reduce motivation.

Organizations expect high employee performance, which must be supported by competence, hard work, teamwork, and effective leadership. Employees contribute based on their abilities, creativity, knowledge, effort, and time, while also expecting appropriate rewards. Companies seek and develop highly motivated employees to create and maintain an excellent and competitive workforce. Providing motivation to employees is essential for achieving company growth and success. To create high performance, companies must optimize work efficiency and utilize human resource potential effectively.

Another key factor affecting employee performance is motivation. Motivation encourages employees, fosters initiative, and enhances responsibility, driving them to improve their performance. Individual capabilities and behavior influence their work outcomes. A negative work atmosphere, lack of managerial support, absence of rewards, or poor communication can negatively impact employee performance. Therefore, companies must implement effective human resource development strategies and ensure competent leadership to maintain an efficient and motivated workforce.

CV. Maju Karsa Bersama is a service company specializing in compressor maintenance, established in 2017 in Bekasi, West Java. In October, the company received a routine service request from PT. Energizer Indonesia and formed a team to handle the task. However, during the operation, the team encountered several

machine-related challenges. The first issue involved difficulty starting the machine, where the power switch did not always respond immediately. Additionally, the compressor belt required multiple attempts to start. The workspace was also limited and congested, making it difficult for employees to operate effectively. Delays in spare part deliveries further compounded the challenges. Due to these obstacles, employees had to be meticulous, but poor team coordination led to conflicts among team members. This resulted in a less conducive work environment and decreased motivation, ultimately affecting overall employee performance. Therefore, a better work environment, strong leadership, and enhanced motivation strategies are necessary to improve employee .

**Table 1. Results of Work Environment Observations at CV. Maju Karsa Bersama**

No	Work Environment Indicator	Physical Work Condition
1	Lighting	Insufficient lighting conditions in certain factory areas such as warehouses and production areas.
2	Temperature	The air temperature in the production area is quite hot due to the use of production machines and the lack of fans or air conditioning.
3	Air Circulation	Air circulation in the factory area is inadequate due to insufficient ventilation and a limited number of turbine ventilators to ensure proper airflow.
4	Noise	The noise from production machines significantly affects employees' hearing.

Based on Table 1, the results of observations at the company indicate that the work environment at CV. Maju Karsa Bersama does not yet fully support employees in working comfortably. This is due to inadequate lighting from lamps in certain areas, such as warehouses and production areas, resulting in insufficient illumination. Poor lighting reduces work efficiency among employees.

Additionally, the air temperature in the production area is quite hot due to the use of production machines and the lack of fans or air conditioning, which further decreases employee efficiency. Furthermore, air circulation in the work area is not optimal due to inadequate ventilation and a limited number of turbine ventilators, making it difficult to maintain proper airflow.

**Table 2. Types of Motivation Giving CV. Maju Karsa Bersama**

No	Motivation Provision (Material and Non-Material)	Description
1	BPJS and Work Accident Insurance (Safety Needs)	Available
2	Pension/Severance Pay (Safety Needs)	Not Available
3	Holiday Allowance (Physiological Needs)	Available
4	Overtime Pay (Physiological Needs)	Not Available
5	Recreational Activities/Family Gathering (Social Needs)	Not Available
6	Loyalty/Service Tenure Recognition (Esteem Needs)	Available
7	Annual Bonus, If Company Target is Achieved (Esteem Needs)	Available
8	Employee Training and Development (Self-Actualization Needs)	Available

Based on Table 2, it can be explained that the direct motivation provided by the company includes BPJS and Work Accident Insurance, Holiday Allowance, Loyalty/Service Tenure Recognition, Annual Bonus (if company targets are achieved), and Employee Training and Development. However, the company does not provide Pension/Severance Pay, Overtime Pay, or Recreational Activities/Family Gatherings, which could be a factor contributing to the lack of motivation for employees to work optimally. The work environment significantly affects employee performance, and one of the key factors influencing employee motivation is that the workforce needs to be stimulated or encouraged to become more enthusiastic and passionate about performing their tasks. Individuals who lack motivation to work and do not receive support from others will struggle to achieve optimal performance on their own.

**Table 3. Survey Results Data on Factors Affecting Employee Performance**

Statement	Yes	%	No	%	Total	%
The workspace arrangement makes it easier for me to perform my tasks.	22	42.3	30	57.7	52	100
The office lighting is sufficiently bright.	32	61.5	20	38.5	52	100
I receive attention and support from colleagues or supervisors.	25	48.1	27	51.9	52	100
Communication between supervisors and employees, as well as among colleagues, runs smoothly.	38	73.1	14	26.9	52	100
Salary and benefits affect my performance at work.	28	53.8	24	46.2	52	100
My supervisors and colleagues always appreciate my work.	32	61.5	20	38.5	52	100
I am able to complete tasks on time.	39	75	13	25	52	100
I always arrive at work before working hours begin.	36	69.2	16	30.8	52	100
I am able to coordinate and work well with my colleagues.	40	76.9	12	23.1	52	10

In relation to employee performance, these issues must be addressed and improved so that the leaders of CV. Maju Karsa Bersama can provide more professional services. This research is conducted to determine whether the work environment and motivation have an impact on employee performance. The study is expected to provide benefits for the organization in enhancing employee motivation, ensuring that the organization's goals can be achieved.

## METHODS

According to Sugiyono (2017:03), research methodology refers to a scientific approach to obtaining data through structured and systematic techniques. In this study, a quantitative approach is employed. Sugiyono (2017:14) defines quantitative research as a methodology based on positivism, used to examine populations or samples with techniques like random sampling. Data collection in this research utilizes research instruments, with analysis based on statistical methods, aimed at testing hypotheses.

The research method used is descriptive and verifiable. Sugiyono (2017:29) explains that descriptive methods function to describe or give an overview of the object under study using existing data, without making predictions or generalizing results. Meanwhile, the associative method, as described by Sugiyono (2017:21), seeks to explore relationships between two or more variables, aiming to explain, predict, and control these relationships. For the research location, the study is conducted at Jln Villa Berlkasi Indah 2, Blok C7 No 8, Tamburln, West Java. The data collection spans from September 2024 to March 2025, conducted in phases until sufficient data and information are obtained. The operationalization of variables in this study involves defining indicators and measurement scales for each variable. The focus is on measuring performance (Y), with indicators such as job quality, quantity, responsibility, teamwork, and initiative. These variables are assessed using a Likert scale.

Sugiyono (2017:115) defines a population as the entire group of objects or subjects with certain characteristics being studied. In this study, the population consists of 52 employees of CV. Maju Karsa Bersama. The sampling method used is non-probability sampling, which means not all members of the population have an equal chance of being selected. In this case, the study sample is 52 employees from the company. Data collection includes both field research and library research. Field research involves methods

such as observation and questionnaires, where the latter is distributed to the employees of CV. Maju Karsa Bersama. For data analysis, Likert scales are used to measure attitudes, opinions, and perceptions about the work environment and employee motivation.

Data analysis in this research includes validity and reliability tests. Validity ensures that the instruments accurately measure what they are intended to, while reliability checks the consistency of results over time. Tests for classical assumptions, including normality, multicollinearity, and heteroscedasticity, are also conducted to ensure the model's validity. Normality is assessed through graphical methods and tests like the Kolmogorov-Smirnov test, while multicollinearity and heteroscedasticity are checked using various statistical methods.

## RESULT AND DISCUSSION

### A. Company Profile

CV. Maju Karsa Bersama was established in early 2016. As a young company, we focus on building customer trust by delivering excellent and high-quality services. We operate in the fields of mechanical, electrical, and general trading, with our core business specializing in Air Compressors, HVAC, and IoT (Internet of Things). We provide maintenance services, supply spare parts, and offer sales and rental services for Air Compressors, Air Dryers, Chillers, AHUs, FCUs, Split Duct ACs, Precision ACs, and Cooling Towers. Additionally, we integrate IoT technology for monitoring and controlling systems tailored to customer needs. We handle various renowned brands, including Atlas Copco Air Compressors, Atlas Copco Air Dryers, ALMiG Compressor Systems, Ingersoll Rand Air Compressors, CompAir Air Compressors, and ELGi Air Compressors.

Every organization, institution, and company operates with a clear vision and mission to achieve its objectives. To ensure the smooth execution of its goals, CV. Maju Karsa Bersama, located in Bekasi, has established the following:

Vision : To become a leading provider in the procurement of computers and spare parts, delivering the best customer satisfaction through fair pricing, quality products, and excellent services.

Mission

1. Supporting the growth of business infrastructure in information and communication technology, particularly computers and spare parts.
2. Making it easier for customers to access computer equipment and spare parts.
3. Providing reliable and accurate information.
4. Assisting customers in troubleshooting and repairing technological equipment by offering professional repair services.

### B. Respondent Characteristics

The characteristics of respondents in this study are categorized based on gender, age, educational background, and length of employment. Based on gender, the respondents consist of 29 male employees (55.8%) and 23 female employees (44.2%), indicating that the majority of employees in the company are male.

In terms of age distribution, respondents under the age of 25 years account for 28.8% (15 people), while 23.1% (12 people) are aged 26-30 years, another 23.1% (12 people) are in the 31-35 year age group, and the remaining 25% (13 people) are aged 36-40 years. This distribution reflects a balanced age range among employees, with a relatively equal proportion across different age groups. Regarding educational background, the largest proportion of respondents, 38.5% (20 people), have completed high school (SMA) or equivalent. Meanwhile, 25% (13 people) hold a Diploma III, and 36.5% (19 people) have obtained a Bachelor's degree (S1). This suggests that the workforce consists of a mix of educational qualifications, with a significant number of employees having higher education.

Based on length of employment, 19.2% (10 people) have been working for less than one year, while 44.2% (23 people) have been employed for 1 to 3 years, and 36.5% (19 people) have been working for more than three years. This indicates that a considerable portion of employees have gained sufficient work experience, contributing to the company's operational stability. The demographic composition of respondents provides insights into the company's workforce, highlighting diversity in gender, age, education, and work experience, which can influence employee motivation and performance.

### B. Validity and Reliability Test

Table 4. Validity Test of Work Environment Variables

No	Statement	r-calculated	r-table	Result

1	The lighting in the workplace is good and adequate.	0.39	0.273	Valid
2	Workplace lighting helps me complete tasks.	0.536	0.273	Valid
3	Temperature in the workplace does not affect my comfort at work.	0.276	0.273	Valid
4	The air in the workspace is sufficiently good to support work activities.	0.684	0.273	Valid
5	The ventilation system in the factory is adequate to support my work activities.	0.763	0.273	Valid
6	I feel that the number of air circulations is proportional to the number of employees in the workspace.	0.515	0.273	Valid
7	The air quality around my workplace is poor.	0.724	0.273	Valid
8	My workplace is far from noise.	0.742	0.273	Valid
9	Loud noise from machines disrupts my concentration at work.	0.626	0.273	Valid
10	I feel disturbed when there are mechanical vibrations in the workplace.	0.594	0.273	Valid

**Table 5. Validity Test of Work Motivation Variables**

No	Statement	r-calculated	r-table	Result
1	The company provides social security benefits for employees' well-being.	0.486	0.273	Valid
2	The company provides lunch and beverages.	0.496	0.273	Valid
3	The company ensures a safe working environment.	0.4	0.273	Valid
4	The company provides workplace accident insurance.	0.387	0.273	Valid
5	The company organizes recreational activities for employees periodically to foster a sense of togetherness.	0.287	0.273	Valid
6	The company sponsors corporate events, such as annual celebrations.	0.504	0.273	Valid
7	The company provides incentives for outstanding employees.	0.607	0.273	Valid
8	The company recognizes and rewards high-performing employees.	0.581	0.273	Valid
9	There are opportunities for career development and personal growth.	0.462	0.273	Valid
10	There are opportunities to engage in creative work and develop original ideas.	0.574	0.273	Valid

**Table 6. Validity Test of Employee Performance Variables**

No	Statement	r-calculated	r-table	Result
1	Employees produce high-quality work.	0.413	0.273	Valid
2	Employees complete all assigned tasks.	0.464	0.273	Valid
3	Work results align with company expectations.	0.36	0.273	Valid
4	Employees complete tasks on time.	0.328	0.273	Valid
5	Employees take full responsibility for every task assigned to them.	0.643	0.273	Valid
6	Employees are willing to take risks for the decisions they make or actions they take.	0.545	0.273	Valid
7	Employees can collaborate with colleagues, creating a solid teamwork environment.	0.697	0.273	Valid
8	Employees consistently respect, consider, and accept others' opinions.	0.557	0.273	Valid
9	Employees work independently without needing instructions from superiors.	0.478	0.273	Valid
10	Employee skills and expertise influence their work performance.	0.354	0.273	Valid

Based on the data in the table above, all research variables have r-calculated values greater than r-table (0.273). Thus, all questionnaire items are declared valid. Therefore, the questionnaire used is suitable for further data processing in this research.

**Table 7. Reliability Test**

Variable	Cronbach's Alpha	Critical Value	Conclusion
Work Environment (X1)	0.785	0.6	Reliable
Work Motivation (X2)	0.623	0.6	Reliable
Employee Performance (Y)	0.64	0.6	Reliable

Based on the test results in the table above, it can be concluded that the variables Work Environment (X1), Work Motivation (X2), and Employee Performance (Y) are reliable. This is evidenced by the fact that each variable has a Cronbach's Alpha value greater than 0.600.

### C. Classic Assumption Test

#### 1. Normality Test

**Table 8. One-Sample Kolmogorov-Smirnov Test**

	Unstandardized Residual
N	52
Normal Parameters	
Mean	0.0000000
Std. Deviation	2.09805343
Most Extreme Differences	
Absolute	0.062
Positive	0.062
Negative	-0.041
Test Statistic	0.062
Asymp. Sig. (2-tailed)	0.200

The results of the Kolmogorov-Smirnov test showed a significance value of 0.200, which is greater than 0.05, indicating that the data follows a normal distribution.

**2. Multicollinearity Test**

The multicollinearity test is conducted to assess whether there is a correlation between the independent variables in the regression model. According to Ghozali (2017), the test examines if multicollinearity exists between the independent variables. Multicollinearity is indicated if the tolerance value is greater than 1 or the variance inflation factor (VIF) exceeds 10. If the tolerance value is less than 1 and the VIF is below 10, there is no multicollinearity present.

**Table 9. Multicollinearity Test Results**

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	10.319	3.317		3.111	.003		
	Work Environment	.384	.095	.486	4.038	.000	.533	1.877
	Work Motivation	.356	.116	.372	3.086	.003	.533	1.877

a. Dependent Variable: Performance

Based on the results, the tolerance value for both the work environment and work motivation variables is 0.533, and the VIF for both variables is 1.877, which are below the thresholds for multicollinearity. Therefore, it can be concluded that there is no multicollinearity in the regression model.

**3. Autocorrelation Test**

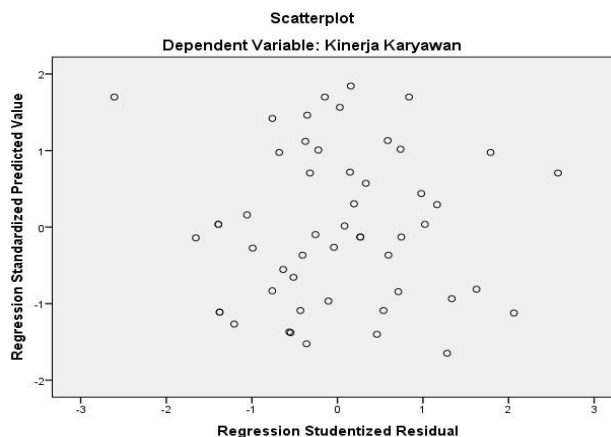
**Table 10. Autocorrelation Test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.788 <sup>a</sup>	.622	.606	2.114	2.424

a. Predictors: (Constant), Work Motivation, Work Environment  
 b. Dependent Variable: Performance

Based on the test results in the table above, the regression model does not exhibit autocorrelation. This is evidenced by the Durbin-Watson value of 2.424, which falls within the acceptable interval range of 1.550 – 2.460.

**4. Heteroscedasticity Test**



**Figure 1. Heteroscedasticity Test**

Based on the image above, the points on the scatterplot graph do not exhibit a clear distribution pattern or form a specific trend. Thus, it can be concluded that there is no heteroscedasticity disturbance in the regression model, making it suitable for use.

### C. Multiple Linear Regression Analysis

**Table 11. Multiple Linear Regression Analysis**

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10.319	3.317		3.111	.003
	Work Environment	.384	.095	.486	4.038	.000
	Work Motivation	.356	.116	.372	3.086	.003

a. Dependent Variable: Performance

Based on the regression analysis results presented in the table, the regression equation obtained is:  $Y = 10.319 + 0.384X_1 + 0.356X_2$ . This equation suggests that if work environment ( $X_1$ ) and work motivation ( $X_2$ ) are not considered, employee performance ( $Y$ ) will have a baseline value of 10.319. The coefficient of 0.384 for work environment ( $X_1$ ) indicates that, keeping work motivation ( $X_2$ ) constant, every one-unit increase in work environment will result in a 0.384-point increase in employee performance. Similarly, the coefficient of 0.356 for work motivation ( $X_2$ ) signifies that, with the work environment ( $X_1$ ) remaining unchanged, every one-unit increase in work motivation will lead to a 0.356-point increase in employee performance.

**Table 12. Correlation Coefficient Test Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.788 <sup>a</sup>	.622	.606	2.114	2.424

a. Predictors: (Constant), Work Motivation, Work Environment  
b. Dependent Variable: Performance

Based on the test results in the table above, the correlation coefficient is 0.788, which falls within the interval 0.600 – 0.799. This indicates that the work environment and work motivation variables have a strong relationship with employee performance. Based on the test results in the table above, the coefficient of determination obtained is 0.622, indicating that the work environment and work motivation variables influence employee performance by 62.2%, while the remaining 37.8% (100% - 62.2%) is influenced by other factors.

### D. Discussion

The results of the analysis indicate that the work environment plays a crucial role in influencing employee performance. A well-structured and supportive work environment allows employees to perform their tasks more efficiently and effectively. When employees feel comfortable in their workspace, they can focus better on their responsibilities, leading to increased productivity. The physical aspects of the workplace, such as lighting, ventilation, temperature, and noise levels, all contribute to shaping employees' work experiences and their overall efficiency.

A conducive work environment ensures that employees are not only physically comfortable but also mentally engaged in their tasks. Employees who work in a supportive and well-managed setting tend to demonstrate greater commitment and dedication to their roles. On the other hand, a poor work environment can lead to dissatisfaction, decreased motivation, and ultimately lower performance. Therefore, companies must prioritize improving workplace conditions to optimize employee output and maintain high levels of job satisfaction.



Aside from the physical aspects, a positive work culture also contributes to employee performance. A workplace that encourages open communication, teamwork, and mutual respect fosters a sense of belonging among employees. When employees feel valued and heard, they are more likely to be engaged and motivated to contribute to the organization's success. Managers play a critical role in shaping workplace culture by fostering inclusivity and providing employees with the necessary support and encouragement to thrive.

In addition to the work environment, work motivation also significantly impacts employee performance. Motivation serves as a fundamental driving force that pushes employees to excel in their roles. Employees who receive appropriate encouragement, recognition, and rewards tend to be more engaged and proactive in completing their tasks. A lack of motivation, on the other hand, can lead to decreased enthusiasm, lower commitment, and reduced productivity.

Organizations that prioritize employee motivation through financial and non-financial incentives tend to have a more productive workforce. Financial incentives such as bonuses, salary increments, and performance-based rewards encourage employees to strive for excellence. Meanwhile, non-financial incentives such as career development opportunities, training programs, and recognition awards enhance employees' sense of achievement and long-term commitment to the company. Both forms of motivation contribute to overall job satisfaction and improved performance.

Another critical aspect of motivation is the alignment between employee goals and organizational objectives. When employees clearly understand how their contributions impact the company's success, they are more likely to be motivated to perform at their best. Clear communication of company goals, regular feedback sessions, and structured career progression pathways help employees stay motivated and focused on their tasks.

The findings also indicate that the combination of work environment and work motivation has a significant impact on employee performance. Employees who work in a well-structured environment while also receiving adequate motivation tend to perform at optimal levels. The interplay between these two factors ensures that employees are not only provided with the necessary resources to work efficiently but are also driven to contribute positively to the organization's success.

A supportive work environment provides employees with the tools and conditions they need to excel, while motivation acts as a psychological force that encourages continuous improvement. Companies that successfully integrate both elements into their management strategies are more likely to retain high-performing employees and foster a culture of excellence. Employees who feel both supported and valued are more likely to take initiative, collaborate effectively, and remain loyal to their organization.

Furthermore, motivation and a positive work environment can help reduce employee turnover rates. When employees are satisfied with their working conditions and feel appreciated for their contributions, they are less likely to seek job opportunities elsewhere. This leads to greater workforce stability, reduced recruitment and training costs, and enhanced organizational growth. Therefore, businesses should view employee well-being as an investment rather than an operational expense.

For managers and decision-makers, the study highlights the importance of balancing physical workplace improvements with strategic motivation programs. Simply providing a comfortable work environment without addressing employees' psychological needs may not be sufficient to drive long-term performance improvements. Similarly, offering incentives without ensuring a conducive work environment may lead to short-lived motivation that does not translate into sustainable productivity.

To maximize employee performance, organizations must adopt a holistic approach that addresses both work environment and motivation simultaneously. Regular employee feedback sessions, workplace improvements, and well-structured reward systems should be part of a company's long-term strategy. Investing in these aspects will not only boost productivity but also enhance overall employee engagement and organizational success.

In conclusion, the study emphasizes the interdependence between work environment and motivation in shaping employee performance. Organizations that strive to enhance both factors are more likely to experience increased efficiency, higher job satisfaction, and long-term employee retention. These findings serve as valuable insights for managers in formulating policies that support employee well-being, foster motivation, and drive sustainable business growth.

## **CONCLUSION**

This study confirms that the work environment and work motivation significantly impact employee performance at CV. Maju Karsa Bersama. The findings indicate that a conducive work environment enhances employee productivity by providing a comfortable workspace, proper lighting, good ventilation, and minimal noise disruptions. A positive work environment fosters employee satisfaction, which translates into higher efficiency and better performance. Similarly, work motivation plays a crucial role in driving employees to

excel in their roles. Companies that provide financial and non-financial incentives, such as health benefits, bonuses, and training opportunities, can improve employee engagement and commitment. Motivation encourages employees to take initiative, be more responsible, and contribute positively to the organization. Furthermore, the combination of work environment and motivation has a stronger impact on performance than either factor alone. Organizations that invest in both improving workplace conditions and offering meaningful incentives can optimize employee performance and job satisfaction. These results emphasize the need for strategic workforce management to create a productive and motivated team. By focusing on both environmental and motivational factors, companies can enhance employee performance, reduce turnover rates, and achieve long-term business success.

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