

The Influence of Compensation, Motivation and Work Environment on Employee Performance

(Case Study on Sultan Agung Syariah Consumer Cooperative RSI Sultan Agung Semarang)

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ABSTRACT

This study aims to determine the effect of compensation, motivation and work environment on employee performance at Kopmensa RS Sultan Agung Semarang. The type of research used is quantitative research with an ex post facto approach. The population in this study were all Kopmensa employees and the sample used was 75 employees using a sampling technique, namely simple random sampling. The data collection technique used a questionnaire. The data analysis technique used was Multiple Linear Regression. The results of the study partially showed that compensation (X1) and motivation (X2) had a positive and significant effect on employee performance (Y), while the work environment (X3) had no effect on employee performance (Y).

Keywords : *Performance, Compensation, Motivation, Work Environment*

INTRODUCTION

Background

Every business or organization needs human capital for its operational activities. The role of human resources supports activities in several areas, even though it may involve technology or artificial intelligence, but something done by human resources cannot be ignored. Businesses or organizations must take into consideration the human resources available to ensure that activities proceed as efficiently as possible. This is because human resources will help businesses utilize other resources in the most efficient manner. Human resource achievement in fulfilling job responsibilities that is offered will also have an impact on the success of businesses or organizations. The results obtained by employees as human

resources can be used to evaluate employees' work performance; the more successfully they complete their tasks, the more they will be able to evaluate their work performance.

The role of human resources in the company according to what was stated by In company activities, human resources have a major role (Sholihin and Arida, 2021). The achievement of company goals cannot be separated from the role of human resources, so that human resource management is needed which is a company asset in planning, implementing and controlling the company's operational activities Abadiyah and Ilviyah, 2022). This role is also related to the performance of employees and will have an impact on the company. The company can produce the expected performance and success through the achievement of the performance of each employee (Halimah and Dahlia, 2024). Performance as a result of work that is shown well by employees both in terms of effectiveness and efficiency in its implementation. Improving employee performance is one of the factors so that the company can achieve the goals and expectations that have been planned. Employees who have high performance are needed by the company (Syardiansah and Utami, 2019).

Compensation is one of the efforts that is believed to improve employee performance. Compensation given to employees can be a stimulus for performance (Azmy, et al., 2022). Improving employee performance is carried out by organizations in various ways, one of which is by providing appropriate compensation (Dalimunthe, 2018). Providing fair and appropriate compensation can provide many benefits for employees and companies. Employees feel that by being given compensation, they can improve their quality of life from the income they earn and increase job satisfaction which can have an impact on their performance for the company, the benefits felt by the company are a positive image in the eyes of the public which can increase public trust in the company.

In addition to compensation, motivation is also important to note, companies need to ensure that their employees can continue to be motivated because it will have an impact on improving their performance (Sutanto and Perdana, 2016). Motivation as a factor that can influence employee performance, if the motivation possessed by employees is lacking, it will result in a decrease in employee performance (Dalimunthe, 2018). One of the important variables in determining employee performance is motivation, good employee performance is determined by the motivation possessed in achieving targets (Azmy, et al., 2022). High motivation can encourage extraordinary employee performance, they will work harder and

more carefully so that work efficiency is achieved. Conversely, if a lack of motivation can lead to low employee performance, employees who are less motivated tend not to focus on the work given and do their work less than optimally. The decline in employee performance due to a lack of motivation of course also has an impact on the overall performance of the company.

The work environment is also something that needs to be considered to support employee performance. A positive and conducive work environment is very important for the smooth running and success of a company. A positive attitude of employees towards the work given can be created through a healthy and conducive work environment so that organizational goals can also be achieved (Shalahuddin, 2013). A pleasant work environment, such as clean conditions in and around the company, appropriate lighting conditions, adequate ventilation, no noise, harmonious relationships between employees and good leadership can create feelings of satisfaction and comfort so that employee performance can increase (Syardiansah and Utami, 2019). Conversely, if the work environment is uncomfortable, it will create a passive attitude in employees (Sutanto and Perdana, 2016). By creating a positive and conducive work environment, companies can improve employee performance, achieve their business goals and increase profitability.

This research was conducted on Sultan Agung Syariah Consumers or commonly referred to as (KOPMENZA). KOPMENZA is the Sultan Agung Islamic Hospital Employees Cooperative (KOPKAR RISA). The parts of KOPMENZA are: parking services, postal services, cleaning services, foodcourts, savings and loan businesses and sharia financing. This cooperative is located at Jl. Raya Kaligawe Km. 4 Semarang, 50112, Central Java, Indonesia. This cooperative has a membership of 996 people, while the number of Kopmensa employees is 300 people. The various services provided by Kopmensa require good resources in carrying out their work. The following are the achievements of KOPMENZA employee performance in 2021:

Tabel 1. Performance Achievement

Number	Month	Revenue Percentage (%)	Percentage (%)	Reached Target Did	Not Reach Target
1	January	532,992,249	53%	–	✓
2	February	382,326,763	58%	–	✓
3	March	496,719,910	69%	–	✓

4	April	765,540,477	123%	✓	–
5	May	410,219,745	61%	–	✓
6	June	537,135,385	93%	–	✓
7	July	477,390,704	67%	–	✓
Number	Month	Revenue Percentage (%)	Percentage (%)	Reached Target Did	Not Reach Target
8	August	510,281,186	91%	–	✓
9	September	603,163,922	100%	✓	–
10	October	635,236,438	103%	✓	–
11	November	652,971,741	105%	✓	–
12	December	720,315,392	127%	✓	–

Source: Kopmensa Data 2021

Based on the table above, it can be seen that in January, February, March, May, June, July, and August 2021, the cooperative's revenue target was not met. The failure to achieve the specified target can illustrate the lack of employee performance which can be seen from the level of initiative in working, if they have this level of initiative, employees can anticipate problems that may occur and provide alternative solutions to overcome these problems. Based on the description above, the researcher is interested in conducting a study entitled "The Effect of Compensation, Work Motivation and Work Environment on Employee Performance at the Sultan Agung Islamic Hospital Consumer Cooperative, Semarang."

Problem Statemen

Employee performance is an important factor in the success of a company or organization. Various studies have shown that compensation, motivation, and work environment play a role in improving employee performance. The data obtained shows that there are several targets that cannot be achieved by employees and this indicates poor performance because employees do not take the initiative to overcome the lack of target achievement. The level of initiative is one of the indicators used to see employee performance. This study aims to identify and analyze the effect of compensation, motivation, and work environment on employee performance. This study is also expected to provide theoretical and practical benefits in the field of human resource management, especially related to employee performance.

Objectives

In accordance with the formulation of the problem that has been conveyed, this study aims to analyze and determine:

1. The effect of compensation (X1) on employee performance (Y)
2. The effect of motivation (X2) on employee performance (Y)
3. The effect of the work environment (X3) on employee performance (Y)

Significance of the Study

This research is important in the field of social humanities because it provides a deeper understanding of the variables that affect employee performance in the field of human resource management. This research can also contribute to the development of theories regarding the relationship between the variables studied in the application of the world of work. Practically, this research can be used as a reference for policy making or determining strategies in improving employee performance. In addition, it can also be a reference for discussions on employee welfare by providing compensation and employee motivation programs and creating a good work environment both physically and non-physically.

Thesis Statement

Based on the background that has been described previously, the problem can be formulated in the following problem research:

1. How does compensation (X1) affect employee performance (Y) at the RSI Sultan Agung Semarang Consumer Cooperative?
2. How does motivation (X2) affect employee performance (Y) at the RSI Sultan Agung Semarang Consumer Cooperative?
3. How does the work environment (X3) affect employee performance (Y) at the RSI Sultan Agung Semarang Consumer Cooperative?

METHODS

Research Design

This type of research is quantitative research with an ex post facto approach, to see the influence of events that have occurred.

Data Collection

The population of the study was 300 Kopmensa employees, then a sample calculation was carried out using the Slovin formula with a tolerance of 10%, so that a sample of 75 employees was obtained. The sampling technique used simple random sampling, the entire population had the same opportunity to be sampled. The data source used is primary data, which means that the data was taken directly by the researcher, the type of data used is

subject data in the form of respondent responses with data collection techniques in the form of questionnaires given to 75 employees.

Data Analysis

The data analysis technique used is multiple linear regression analysis. Before conducting multiple linear regression, validity and reliability tests were carried out on the questionnaire used, then classical assumption tests were carried out in the form of normality, multicollinearity, and heteroscedasticity tests.

Participants

The following is the demographic data of respondents with a total of 75 respondents:

Table 2. Respondent's Education

Education	Count	Percentage
Senior/Vocational High School	65	86,7 %
Diploma	0	0 %
Bachelor/Post Graduate	10	13,3 %
Jumlah	75	100 %

Data source: primary data in 2023

Based on the table above, it can be seen that respondents who have a high school/vocational high school education are 65 respondents or 86.7%, respondents with a diploma education are 0, and respondents with a bachelor's/master's/doctoral education are 10 respondents or 13.3%.

Furthermore, a description of the research respondents' income can be seen as follows:

Table 3. Respondent's Income

Income	Count	Percentage
< Rp. 1.500.000	0	0 %
Rp. 1.500.000 – Rp. 2.500.000	68	90,7 %
Rp. 2.500.000 – Rp. 3.500.000	5	6,7 %
> Rp. 3.500.000	2	2,6 %
Jumlah	75	100 %

Data source: primary data in 2023

Based on the table above, it can be seen that there are no respondents who have incomes of less than IDR 1,500,000, respondents who have incomes of IDR 1,500,000 - IDR 2,500,000 are 68 respondents or 90.7%, respondents who have incomes of IDR 2,500,000 - IDR 3,500,000 are 5 respondents or 6.7%, and respondents who have incomes > IDR 3,500,000 are 2 respondents or 2.6%.

Ethical Considerations

Ethics during this research are giving individuals the right to determine whether to participate in the research or to be willing to be respondents, keeping the respondents' names confidential, maintaining a good relationship between researchers and respondents.

RESULT AND DISCUSSION

Presentation of Data

Before conducting the research, a validity test was conducted by comparing the calculated *r* with the table *r*, from the calculation it was obtained that the instrument was valid because the calculated *r* value was greater than the table *r* (0.195). Furthermore, from the reliability it can be said that the instrument is reliable because it has a Cronbach's Alpha value of $7.30 > 0.60$. Before conducting multiple linear regression analysis, a classical assumption test was conducted, from the data obtained it showed that the data was normally distributed with a significance value from the Kolmogorov Smirnov test of $0.783 > 0.05$. In the research data there was also no multicollinearity because all variable tolerance values were more than 0.10 and the VIF value was less than 10. When the heteroscedasticity test was carried out, there was no heteroscedasticity.

Table 4. Analysis of Determination Coefficient

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.314 ^a	.398	.260	1.67262

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Data source: primary data processed by SPSS in 2023

Based on the table above, the value in the Adjusted R Square column is 0.260. This means that variations in all independent variables can influence changes in the dependent variable by 0.260 (26%) while the remaining 74% (from 100%-26%) is influenced by other variables outside the research.

Table 5. F Test Hypothesis Analysis

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.686	3	7.229	2.584	.000 ^a
	Residual	198.634	71	2.798		
	Total	220.320	74			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Data source: primary data processed by SPSS in 2023

The calculated F value was obtained at 2,584 and the significance value was 0.00, meaning it was significant because <0.05. So it is stated that there is a simultaneous influence between motivation, compensation and work environment on employee performance.

Table 6. Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	3.570	2.803		1.274	.207		
X1	.190	.057	.179	2.271	.021	.974	1.027
X2	.233	.077	.204	2.435	.047	.917	1.090
X3	.073	.127	.067	.578	.565	.937	1.067

a. Dependent Variable: Y

Data source: primary data processed by SPSS in 2023

Regression equation as follows:

$$Y = \alpha + b1X1 + b2X2 + b3X3$$

$$Y = 4.236 + 0.233X1 + 0.264X2 + 0.61X3$$

1. Constant value of 3.570. This means that before being influenced by compensation, motivation and work environment variables, performance has a constant value of 3.570 or positive.
2. Compensation regression coefficient of 0.190. This means that if compensation increases, employee performance will increase and other variables are considered constant. Conversely, if compensation decreases, employee performance will also decrease.
3. Motivation regression coefficient of 0.233. This means that if motivation increases, employee performance will increase and other variables are considered constant. Conversely, if motivation decreases, employee performance will also decrease.

4. Work environment regression coefficient of 0.073. This means that if the work environment is good, employee performance will increase and other variables are considered constant. And conversely, if the work environment is not good, employee performance will also decrease.

Table 7. T test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	3.570	2.803			1.274	.207		
X1	.190	.057	.179		2.271	.021	.974	1.027
X2	.233	.077	.204		2.435	.047	.917	1.090
X3	.073	.127	.067		.578	.565	.937	1.067

a. Dependent Variable: Y

Data source: primary data processed by SPSS in 2023

Based on the results of the hypothesis test, it shows that the compensation significance value (X1) is $0.021 < 0.05$, meaning that the hypothesis is accepted. Compensation has a positive and significant effect on employee performance. The motivation significance value (X2) is $0.47 < 0.05$, meaning that the hypothesis is accepted. Motivation has a positive and significant effect on employee performance. The work environment significance value (X3) is $0.067 > 0.05$, meaning that the hypothesis is rejected. There is no influence between the work environment and employee performance.

Key Findings

The important findings of this study indicate that compensation and motivation have a positive and significant influence on employee performance, confirming that extrinsic compensation in the form of financial incentives and intrinsic compensation related to recognition and encouragement to do something have an important role in improving employee performance. On the other hand, the results of the study also show that the work environment does not have a significant influence on performance, which challenges previous assumptions about the role of the work environment in improving employee performance if the work environment only pays attention to the physical environmental aspects, instead what needs to be done is to also pay attention to the non-physical environment regarding good relationships or communication between all employee members. These findings provide new insights for human resource management in designing more effective strategies to

improve employee performance through optimizing compensation and motivation and evaluating the work environment.

Interpretation of Results

The Effect of Compensation (X1) on Employee Performance (Y)

The results of the analysis show that compensation has a positive and significant effect where the significance value (sig) of the compensation variable is 0.021, because the sig value of $0.021 < \text{probability } 0.05$, it can be concluded that H1 is accepted. In the results of multiple linear regression, the compensation regression coefficient value is 0.190 or positive with a constant value of 3.570 which can be concluded that if the compensation is good, employee performance will be better. The t-count value of the compensation variable is $2.271 > t \text{ table } 1.994$, it can be concluded that H1 is proven and can be interpreted that the better the compensation, the better the performance of Kopmensa employees at the Sultan Agung Islamic Hospital.

Compensation as part of human resource management activities in order to provide appreciation to employees for their work achievements (Mathis and Jackson in Sangudi, 2021) "Compensation is a human resource management activity that aims to provide rewards for employee work or achievements in the form of salary, incentives or allowances. Providing compensation according to employee achievements is important (Azmy, 2022). To measure compensation, extrinsic compensation indicators are used which consist of direct compensation, base pay (wages or salaries), variable pay (related to individual, team or organizational performance), indirect compensation consisting of benefits, insurance, bonuses/rewards, allowances, intrinsic compensation, praise or awards, recognition of employee work achievements, additional education and training, recognition of work through award certificates (Mathis and Jackson in Sangudi, et al., 2021).

The suitability of the compensation given can make employees feel appreciated so that they can work optimally or improve their performance. Although the salary given by the cooperative is below the UMR, allowances, insurance, employee bonuses when reaching targets, awards, training given to employees, and award certificates obtained can affect employee performance and can work optimally. So it can be concluded that H1 is proven and can be interpreted that the better the compensation, the better the performance of Kopmensa employees at Sultan Agung Hospital.

This research is in line with the research results of Sutanto and Perdana (2016), Yulandri and Onsardi (2020) and Arifudin (2019) which stated that compensation has a positive and significant effect on employee performance.

The Influence of Motivation (X2) on Employee Performance (Y)

The results of the analysis show that motivation has a positive and significant effect where the significance value (sig) of the compensation variable is 0.047, because the sig value of $0.047 < \text{probability } 0.05$, it can be concluded that H2 is accepted. In the results of multiple linear regression, the compensation regression coefficient value is 0.233 or positive with a constant value of 3.570 which can be concluded that if motivation is high, employee performance will be better. The t-value of the motivation variable is $2.435 > t \text{ table } 1.994$, it can be concluded that H2 is proven and can be interpreted that the higher the motivation, the better the performance of Kopmensa employees at the Sultan Agung Islamic Hospital.

Motivation as an encouragement, influence or challenge to act and is positive, motivation can also be used as an encouragement to get out of a low point or not repeat mistakes (Duha, 2020). Therefore, motivation is a stimulus for employees to enthusiastically carry out their work and improve their performance. If employees have high motivation, performance achievement can also increase (Dalimunthe, 2018). The goals set by the company will not be achieved if employees do not have the motivation to work together (Ratnawati, et al., 2022). The motivation indicators used are being moved to maximize performance, pursuing work targets, fostering a competitive spirit, achieving achievements, getting out of a slump, correcting mistakes (Duha, 2020). The condition of employee motivation at the Sultan Agung Semarang Hospital Cooperative is good because employees feel moved to maximize their work, meet the targets given by the cooperative, foster a competitive spirit, have high motivation to get out of adversity and try to correct mistakes that employees make. So that employees are more optimal in working, and this can improve employee performance.

Motivation as one of the factors that triggers employees to have high commitment so that it reduces boredom in doing work, the motivation they have also gives employees the enthusiasm to maximize their work results so that they are able to compete (Nugraheni, et al., 2020). Employees need to have a competitive spirit so that the company can survive and employees also continue to improve their abilities to be better. The higher the competition

between companies, the company needs to strive to increase employee motivation which will later have an impact on employee performance and on the company (Ratnawati, 2022).

This research is in line with research conducted by Dalimunthe (2018), Arianto and Kurniawan (2020), Nugraheni, et al (2020) and Ratnawati (2022) which states that motivation has a positive and significant effect on employee performance.

The Influence of the Work Environment (X3) on Employee Performance (Y)

The results of the analysis show that the work environment has no effect where the significance value (sig) of the compensation variable is 0.565, because the sig value of 0.565 > probability 0.05, it can be concluded that H3 is rejected. The t-value of the motivation variable is 0.578 < t table 1.994, it can be concluded that H3 is not proven, meaning that there is no influence between the work environment and employee performance.

The work environment as a whole that exists around employees, both physical in the form of comfort and security and non-physical in the form of good relationships with all members involved in the work (Bahri, 2018). The work environment as something that contributes and is important for improving employee performance (Shalahuddin, 2013). The work environment indicators in this study are the physical environment consisting of comfort, security, and the non-physical environment consisting of working relationships with colleagues and superiors (Bahri, 2018). Although the physical environmental conditions of Kopmensa RSI Sultan Agung Semarang are good, the relationship between employees is lacking so that this makes the work environment have no effect on employee performance. The lack of relationship is because each employee focuses on their work so that there is a lack of communication. However, overall the physical and non-physical work environment must still be considered to support employee performance. Employees will feel safe and comfortable in a conducive work environment so that their work is more optimal while at work (Khaeruman, 2020).

This study is in line with Wulan (2019), Warongan, et al. (2022), Totos, et al. (2023) which states that the work environment does not have a positive and significant effect on employee performance.

Theoretical Implications

Employee performance is all employee activities that contribute to the completion of organizational goals (Suwondo and Susanto, 2015). Employee performance is the work results

shown by employees as a form of responsibility for their work both in terms of quality and quantity. To see employee performance, indicators used are punctuality in completing work, employee initiative level, ability to work together (Suwondo and Susanto, 2015). The findings of this study contribute to the theoretical framework that has been described by strengthening the understanding of the factors that influence employee performance. The results of the study indicate that compensation has a positive and significant effect on employee performance, hal ini memperkuat pentingnya penghargaan finansial dan pengakuan kerja untuk mendukung kinerja karyawan melalui kepuasan yang diperoleh dari penghargaan tersebut. Then motivation also has a positive and significant effect on employee performance, thus supporting the importance of internal factors in the form of encouragement to improve employee performance. On the other hand, the results of the study indicate that the work environment does not have a significant effect on performance, this is not in accordance with the previous theory, these results can also indicate that under certain conditions, other factors such as compensation and motivation play a more dominant role in employee performance than the work environment. Therefore, the results of this study not only strengthen the existing theory so that further researchers can take this opportunity to conduct further research on other variables that influence employee performance.

Practical Implications

The practical implications of the results of this study can be used as a reference or consideration for management in determining more effective policies to improve employee performance. With the positive and significant influence of compensation on employee performance, the company can develop a compensation system based on performance. Using employee work achievement references can be used as a strategy to improve employee performance. Likewise with motivation, companies need to pay more attention to motivation by creating programs or activities that can increase employee desire or drive to do positive things. These programs can be in the form of career development, training activities to improve competence, recognition from superiors or coworkers, or by giving employees responsibility so that they feel more appreciated and more involved in their work. As for the work environment, an evaluation needs to be carried out regarding the resources provided for the work environment, although the physical work environment remains important for employee comfort, it is also necessary to pay attention to the non-physical work environment

by building good communication and relationships between all employees involved in the work. Providing questionnaires or job satisfaction surveys can help adjust company policies and improve programs to be more effective and efficient.

Limitations

The limitations of the research conducted are the relatively small number of samples, which can affect the generalization of findings or results to a wider population. Sampling that is too small can indicate that the sample does not fully reflect the characteristics and variations that exist in the employee population as a whole. So, the results of this study need to be interpreted carefully and further researchers can use a larger sample size for a higher level of reliability.

Suggestions for Future Research

Future research is expected to add variables such as leadership to find out how it affects performance. In addition, future research is expected to increase the number of respondents used as samples.

CONCLUSION

Compensation has a positive and significant effect on employee performance at Kopmensa Sultan Agung Hospital Semarang. Likewise with motivation, while the work environment does not affect employee performance at Kopmensa Sultan Agung Hospital Semarang. This study shows that motivation has a positive and significant effect on employee performance. So that Kopmensa RSI Sultan Agung Semarang is expected to be able to maintain employee motivation by maximizing work, meeting targets given by the cooperative, fostering a competitive spirit, having high motivation to get out of adversity and trying to correct employee mistakes. So that employee performance will be even higher. The work environment does not affect employee performance. This can happen because even though the hospital provides security and comfort to employees in the form of supporting tools and facilities, in terms of the non-physical work environment, namely the relationships that are established, employees focus on their respective jobs so that there is a lack of communication or good relationships.

This study has contributed to the field of social humanities, especially in understanding the factors or variables that affect employee performance by considering

compensation, motivation and the work environment. In addition, it can also provide insight into the development of human resource management strategies based on data.

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