



The Effect of Work Environment and Motivation on Employee Performance at PT. Agro Sinergi Nusantara Aceh Barat

Pengaruh Lingkungan Kerja dan Motivasi terhadap Kinerja Karyawan di PT. Agro Sinergi Nusantara Aceh Barat

Al Mouliza¹, Damrus², Muzakir³, Nabila Hilmy Zhafira⁴

Universitas Teuku Umar

Email: almouliza0503@gmail.com¹, damrus@utu.ac.id², muzakirzakir@utu.ac.id³, Nabilahilmyzhafira@utu.a.c.id⁴

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Abstrak

Penelitian ini menganalisis tantangan yang dihadapi perusahaan di Kota Pekanbaru dalam menarik talenta Generasi Z di tengah persaingan yang ketat. Penelitian ini bertujuan untuk mengetahui pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja karyawan di PT. Agro Sinergi Nusantara Aceh Barat. Pendekatan yang digunakan dalam penelitian ini adalah pendekatan korelasional kuantitatif untuk menguji pengaruh antar variabel. Populasi dalam penelitian ini adalah seluruh karyawan PT. Agro Sinergi Nusantara Aceh Barat, berjumlah 397 orang. Teknik pengambilan sampel menggunakan rumus Slovin dengan tingkat kesalahan 10%, menghasilkan sampel sebanyak 80 responden, yang dipilih menggunakan teknik simple random sampling. Sumber data diperoleh melalui penyebaran kuesioner tertutup dengan skala Likert 1–5. Analisis data dilakukan menggunakan regresi linier berganda melalui perangkat lunak SPSS versi 27, dengan uji validitas, uji reliabilitas, dan uji asumsi klasik terlebih dahulu. Hasil penelitian menunjukkan bahwa secara parsial variabel lingkungan kerja (X1) memiliki pengaruh positif dan signifikan terhadap kinerja karyawan (Y) dengan nilai t -hitung 8,658 > t -tabel 1,990 dan nilai signifikansi yang besar. Nilai signifikansi t -tabel 3,733 > t -tabel 1,990 dan signifikansi 0,000 < 0,05. Variabel motivasi kerja (X2) juga secara parsial memiliki pengaruh positif dan signifikan terhadap kinerja karyawan (Y), dengan nilai t -tabel hitung 3,733 > t -tabel 1,990 dan signifikansi 0,000 < 0,05. Secara simultan, variabel lingkungan kerja (X1) dan motivasi kerja (X2) secara signifikan mempengaruhi kinerja karyawan (Y), dengan nilai F -tabel hitung 70,403 > F -tabel 3,110 dan signifikansi 0,000 < 0,05. Temuan ini menunjukkan bahwa lingkungan kerja yang kondusif dan motivasi kerja yang positif memainkan peran signifikan dalam meningkatkan kinerja karyawan di PT. Agro Sinergi Nusantara Aceh Barat. Berdasarkan temuan ini, perusahaan disarankan untuk meningkatkan kualitas komunikasi kerja, memperkuat hubungan sosial antar karyawan, dan meningkatkan keandalan karyawan dalam melaksanakan tugas untuk mendorong peningkatan kinerja yang berkelanjutan.

Kata kunci: Lingkungan Kerja (X1), Motivasi Kerja (X2), Kinerja Karyawan (Y).

Abstract

This study analyzes the challenges companies in Pekanbaru City face in attracting Generation Z talent amidst This study aims to determine the influence of work environment and work motivation on employee performance at PT. Agro Sinergi Nusantara West Aceh. The approach used in this study is a quantitative correlational approach to test the influence between variables. The population in this study were all employees of PT. Agro Sinergi Nusantara West Aceh, totaling 397 people. The sampling technique used the Slovin formula with an error rate of 10%, resulting in a sample of 80 respondents, selected using a



simple random sampling technique. Data sources were obtained through the distribution of closed questionnaires with a Likert scale of 1–5. Data analysis was carried out using multiple linear regression through SPSS software version 27, with prior validity tests, reliability tests, and classical assumption tests. The results showed that partially the work environment variable (X1) had a positive and significant effect on employee performance (Y) with a t-count value of $8.658 > t\text{-table } 1.990$ and a sig. value of $0.000 < 0.05$. The work motivation variable (X2) also partially had a positive and significant effect on employee performance (Y), with a calculated t-value of $3.733 > t\text{-table } 1.990$ and a sig. $0.000 < 0.05$. Simultaneously, the work environment (X1) and work motivation (X2) variables significantly influenced employee performance (Y), with a calculated F-value of $70.403 > F\text{-table } 3.110$ and a sig. $0.000 < 0.05$. These findings indicate that a conducive work environment and positive work motivation play a significant role in improving employee performance at PT. Agro Sinergi Nusantara West Aceh. Based on these findings, the company is advised to improve the quality of work communication, strengthen social relationships between employees, and increase employee reliability in carrying out tasks to encourage sustainable performance improvement.

Keywords: Work Environment (X1), Work Motivation (X2), Employee Performance(Y).

INTRODUCTION

The increasingly competitive business environment has compelled organizations to continuously improve their organizational performance in order to maintain sustainability and achieve competitive advantage. Human resources are widely recognized as one of the most valuable organizational assets because organizational success largely depends on employees' ability to perform effectively. Regardless of technological advancement or organizational resources, companies cannot achieve their strategic objectives without employees who demonstrate high levels of performance. Consequently, improving employee performance has become a primary concern for organizations across various industries, including the plantation sector.

Employee performance refers to the quality and quantity of work accomplished by employees in carrying out their responsibilities according to organizational standards and objectives. High-performing employees contribute significantly to organizational productivity, operational efficiency, and long-term competitiveness. Conversely, poor employee performance may lead to reduced productivity, increased operational costs, lower service quality, and failure to achieve organizational targets. Therefore, organizations are expected to identify factors that can improve employee performance and develop appropriate managerial strategies to maximize employees' potential.

Among the numerous factors influencing employee performance, the work environment has consistently been identified as one of the most important determinants. The work environment encompasses both physical and non-physical conditions surrounding employees while performing their duties, including workplace facilities, safety, communication, interpersonal relationships, and organizational atmosphere. A supportive work environment enables employees to perform their tasks comfortably, reduces work-related stress, enhances concentration, and encourages greater productivity. Conversely, an unfavorable work environment may create discomfort, reduce job satisfaction, weaken employee commitment, and ultimately lower work performance. According to Herzberg's Two-Factor Theory, a conducive work environment represents one of the hygiene factors that prevent employee dissatisfaction and support organizational effectiveness.



In addition to the work environment, work motivation is another essential factor that determines employee performance. Work motivation represents the internal and external driving forces that encourage employees to exert greater effort in accomplishing organizational goals. Motivated employees tend to demonstrate higher enthusiasm, stronger commitment, greater responsibility, and increased persistence in completing their assigned duties. Based on McClelland's Theory of Needs, employee motivation is reflected through the need for achievement, the need for power, and the need for affiliation. Employees who possess strong motivation are generally more willing to improve their competencies, collaborate effectively with colleagues, and maintain high performance despite workplace challenges. Therefore, organizations must continuously develop motivational strategies that encourage employees to perform optimally.

Numerous previous studies have reported that both work environment and work motivation positively influence employee performance across various organizational settings. However, most empirical studies have primarily focused on manufacturing companies, educational institutions, hospitals, or government organizations, while relatively limited attention has been devoted to plantation companies operating in Indonesia. In addition, differences in organizational characteristics, management systems, and employee responsibilities may produce different empirical findings regarding the relationship between these variables. Consequently, further investigation remains necessary to provide more comprehensive evidence regarding the influence of work environment and work motivation on employee performance within the plantation industry.

PT. Agro Sinergi Nusantara (ASN) Aceh Barat is one of the largest palm oil plantation companies operating in Aceh Province. As a labor-intensive organization, the company relies heavily on employee performance to ensure efficient plantation management, harvesting processes, operational effectiveness, and organizational productivity. Despite implementing various management practices, preliminary observations and interviews conducted within the company indicate that employee performance has experienced fluctuations over time. Several employees reported that workplace facilities remain insufficient in certain operational units, communication between employees and supervisors is not always optimal, and organizational support has not fully met employees' expectations. Furthermore, differences in employee motivation have also been observed, reflected in varying levels of enthusiasm, commitment, initiative, and responsibility when carrying out daily work activities. These conditions potentially affect employee productivity and organizational performance if not appropriately addressed.

Although PT. Agro Sinergi Nusantara has continuously attempted to improve organizational performance through better management practices, empirical evidence regarding the simultaneous influence of work environment and work motivation on employee performance within the company remains limited. Understanding these relationships is essential because the findings may provide valuable information for management in designing policies that enhance employee productivity, strengthen organizational commitment, and improve overall organizational effectiveness. Moreover, examining these variables contributes to the broader application of Herzberg's Two-Factor Theory by explaining how hygiene factors (work environment) and motivational factors jointly influence employee performance in the Indonesian plantation industry.



Accordingly, this study aims to examine: (1) the effect of the work environment on employee performance; (2) the effect of work motivation on employee performance; and (3) the simultaneous effect of work environment and work motivation on employee performance among employees of PT. Agro Sinergi Nusantara Aceh Barat, Indonesia. The findings are expected to contribute both theoretically by enriching the human resource management literature and practically by providing recommendations for organizational policies aimed at improving employee performance

LITERATURE REVIEW

Work Environment

The work environment refers to all physical and non-physical conditions surrounding employees while performing their duties. It includes workplace facilities, organizational atmosphere, interpersonal relationships, communication patterns, safety, lighting, temperature, and other environmental factors that may influence employees' comfort and effectiveness at work. A supportive work environment creates favorable conditions that enable employees to perform their responsibilities efficiently while minimizing physical and psychological stress.

According to Herzberg's Two-Factor Theory (Herzberg et al., 1959), the work environment is classified as a hygiene factor that does not necessarily increase employee motivation directly but prevents dissatisfaction and supports stable performance. Employees who work in a comfortable, safe, and well-organized environment are more likely to maintain positive attitudes toward their work, experience lower levels of fatigue, and demonstrate greater commitment to organizational objectives. Conversely, an unfavorable work environment may reduce employee satisfaction, increase work-related stress, and negatively affect productivity.

Previous empirical studies have consistently demonstrated that the work environment significantly influences employee performance across various organizational settings. Employees who perceive their work environment positively tend to exhibit higher job satisfaction, stronger organizational commitment, better teamwork, and improved work performance. Therefore, organizations should continuously improve workplace conditions by providing adequate facilities, creating harmonious interpersonal relationships, and maintaining a supportive organizational climate to maximize employee performance.

In this study, the work environment is measured using three indicators: work atmosphere, relationships with coworkers, and availability of work facilities.

Work Motivation

Work motivation refers to the internal and external forces that encourage employees to perform their duties enthusiastically and persistently in order to achieve organizational objectives. Motivation serves as the psychological energy that directs employee behavior, determines the intensity of work effort, and influences the willingness to overcome workplace challenges. Employees with higher motivation generally demonstrate greater initiative, responsibility, commitment, and persistence in completing assigned tasks.

McClelland's Theory of Needs explains that employee motivation is primarily driven by three fundamental psychological needs: the need for achievement, the need for power, and the need



for affiliation. Employees with a high need for achievement continuously strive to accomplish challenging goals and improve their work performance. Those with a strong need for power seek opportunities to influence organizational outcomes and assume leadership responsibilities, while employees with a high need for affiliation prioritize harmonious interpersonal relationships and effective teamwork.

Numerous studies have reported that motivated employees exhibit higher productivity, greater creativity, stronger organizational commitment, and better overall performance than less motivated employees. Motivation encourages employees to utilize their knowledge and skills effectively while maintaining high levels of work engagement. Consequently, organizations are expected to implement motivational strategies through recognition, career development opportunities, rewards, and supportive leadership practices that foster sustainable employee performance.

In this study, work motivation is measured using three indicators: need for achievement, need for power, and need for affiliation.

Employee Performance

Employee performance refers to the quality and quantity of work accomplished by employees in fulfilling their responsibilities according to organizational standards and predetermined objectives. Performance reflects employees' ability to utilize their knowledge, skills, and competencies to complete assigned tasks efficiently and effectively. High employee performance contributes directly to organizational productivity, operational effectiveness, and competitive advantage.

According to Herzberg's Two-Factor Theory, employee performance is influenced by both motivational factors and hygiene factors. Motivational factors encourage employees to achieve higher levels of performance through recognition, responsibility, and opportunities for personal growth, whereas hygiene factors such as workplace conditions and organizational policies prevent dissatisfaction and support consistent work performance. Consequently, organizations need to balance both intrinsic and extrinsic factors to maximize employee productivity.

Previous empirical studies consistently indicate that employee performance is affected by multiple organizational and individual factors, including work environment, work motivation, leadership, organizational culture, compensation, and employee competencies. Employees who receive sufficient organizational support and maintain high levels of motivation generally demonstrate greater work quality, higher productivity, stronger reliability, and more positive workplace attitudes. Therefore, improving employee performance requires organizations to create supportive work conditions while simultaneously strengthening employees' motivation and engagement.

In this study, employee performance is measured using four indicators: work quality, work quantity, reliability, and work attitude.

Relationship between Work Environment and Employee Performance

A supportive work environment enables employees to perform their duties efficiently by providing physical comfort, psychological safety, and adequate organizational support.



Comfortable workplaces, effective communication, harmonious interpersonal relationships, and sufficient work facilities allow employees to concentrate on their responsibilities while minimizing unnecessary work interruptions. As proposed by Herzberg's Two-Factor Theory, favorable working conditions function as hygiene factors that reduce dissatisfaction and facilitate better employee performance.

Previous studies consistently report a positive relationship between work environment and employee performance. Employees who perceive their work environment positively tend to demonstrate higher productivity, greater job satisfaction, stronger organizational commitment, and better work outcomes than those working under unfavorable conditions. Therefore, organizations should continuously improve workplace conditions to enhance employee performance and organizational effectiveness.

Relationship between Work Motivation and Employee Performance

Work motivation plays a critical role in determining employee performance because motivated employees are more willing to exert additional effort to achieve organizational goals. Motivation influences employees' persistence, initiative, creativity, and willingness to overcome workplace challenges. According to McClelland's Theory of Needs, fulfilling employees' psychological needs encourages them to perform more effectively and contribute positively to organizational success.

Previous empirical evidence indicates that work motivation has a significant positive influence on employee performance across different organizational contexts. Employees with higher levels of motivation generally produce better work quality, complete tasks more efficiently, and maintain stronger organizational commitment. Consequently, organizations should implement motivational strategies that encourage employees to achieve optimal performance through recognition, career advancement opportunities, and supportive leadership.

Conceptual Framework

Based on Herzberg's Two-Factor Theory and McClelland's Theory of Needs, this study proposes that work environment and work motivation serve as independent variables influencing employee performance. A supportive work environment provides favorable working conditions that facilitate employee productivity, while higher work motivation encourages employees to exert greater effort in achieving organizational objectives. Therefore, both variables are expected to positively contribute to employee performance among employees of PT. Agro Sinergi Nusantara Aceh Barat.

Hypotheses

H1: Work environment has a positive and significant effect on employee performance.

H2: Work motivation has a positive and significant effect on employee performance.

H3: Work environment and work motivation simultaneously have a positive and significant effect on employee performance



METHODS

This study employed a quantitative research approach with an explanatory research design to examine the effects of the work environment and work motivation on employee performance at PT. Agro Sinergi Nusantara (ASN) Aceh Barat, Indonesia. The explanatory approach was selected because it enables researchers to investigate causal relationships among variables and empirically test the proposed research hypotheses.

The population consisted of all employees of PT. Agro Sinergi Nusantara Aceh Barat, totaling 397 employees. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 80 respondents. Respondents were selected using a simple random sampling technique, ensuring that each employee had an equal opportunity to participate in the study. This sampling technique was chosen to obtain representative data reflecting the characteristics of the employee population.

Primary data were collected through a structured questionnaire distributed directly to the respondents. All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of three constructs: work environment, work motivation, and employee performance. The work environment construct was measured using three indicators: work atmosphere, relationships with coworkers, and availability of work facilities, adapted from Nitisemito. Work motivation was measured using McClelland's three dimensions: need for achievement, need for power, and need for affiliation. Employee performance was measured using four indicators adapted from Ranupandojo and Husnan, namely work quality, work quantity, reliability, and work attitude. Prior to the main survey, the questionnaire was reviewed to ensure the clarity, relevance, and comprehensibility of all measurement items.

Data were analyzed using multiple linear regression analysis with IBM SPSS Statistics version 27. Prior to hypothesis testing, the measurement instruments were evaluated through validity and reliability tests to ensure the accuracy and consistency of the questionnaire. Furthermore, the regression model was assessed using the classical assumption tests, including the normality test, multicollinearity test, and heteroscedasticity test, to verify that the data satisfied the assumptions required for multiple linear regression analysis.

The research hypotheses were tested using partial (t-test) and simultaneous (F-test) analyses. The t-test was employed to examine the individual effect of each independent variable on employee performance, while the F-test was used to determine the simultaneous influence of work environment and work motivation on employee performance. Statistical significance was determined at the 5% significance level ($p < 0.05$). Finally, the coefficient of determination (R^2) was calculated to evaluate the proportion of variance in employee performance explained by the independent variables included in the regression mode.

RESULTS AND DISCUSSION

The descriptive analysis indicates that the respondents generally perceived the work environment at PT. Agro Sinergi Nusantara Aceh Barat positively. Employees considered the workplace atmosphere, relationships with coworkers, and the availability of work facilities to be relatively supportive of their daily activities. Similarly, respondents reported relatively high levels



of work motivation, indicating that they possessed strong needs for achievement, power, and affiliation. Furthermore, employee performance was also assessed at a relatively high level, suggesting that employees were able to perform their duties effectively in terms of work quality, work quantity, reliability, and work attitude.

Prior to hypothesis testing, the research instruments were evaluated through validity and reliability analyses. The results confirmed that all questionnaire items were valid, as each corrected item-total correlation exceeded the minimum acceptable value. Reliability analysis also demonstrated satisfactory internal consistency, with Cronbach's Alpha values exceeding the recommended threshold of 0.70 for all constructs. These findings indicate that the measurement instruments were appropriate for subsequent statistical analysis.

The multiple linear regression model was further assessed through classical assumption tests. The normality test indicated that the residuals were normally distributed, while the multicollinearity test revealed that all Variance Inflation Factor (VIF) values were below 10 and tolerance values exceeded 0.10, confirming the absence of multicollinearity. Moreover, the heteroscedasticity test showed no significant heteroscedasticity problems, indicating that the regression model satisfied all assumptions required for multiple linear regression analysis.

The coefficient of determination (R^2) indicated that the work environment and work motivation jointly explained a substantial proportion of the variation in employee performance. The remaining unexplained variance was attributed to other organizational and individual factors that were not included in the present research model, such as leadership style, organizational culture, compensation, employee competence, and job satisfaction.

Hypothesis testing was conducted using multiple linear regression analysis through IBM SPSS Statistics version 27. The results demonstrated that the **work environment had a positive and significant effect on employee performance** ($t = 8.658$; $p < 0.001$), supporting the first hypothesis. Likewise, **work motivation also had a positive and significant effect on employee performance** ($t = 3.733$; $p < 0.001$), confirming the second hypothesis. Furthermore, the simultaneous test revealed that **work environment and work motivation jointly exerted a significant influence on employee performance** ($F = 70.403$; $p < 0.001$), supporting the third hypothesis. The complete hypothesis testing results are presented in Table 1.

Table 1. Multiple Regression Results and Hypothesis Testing

Hypothesis	Relationship	t-value	F-value	p-value	Result
H1	Work Environment → Employee Performance	8.658	–	0.000	Supported
H2	Work Motivation → Employee Performance	3.733	–	0.000	Supported
H3	Work Environment & Work Motivation → Employee Performance	–	70.403	0.000	Supported

Source: Processed primary data using IBM SPSS Statistics 27 (2026).

The findings support Herzberg's Two-Factor Theory, which proposes that employee performance is influenced by both hygiene factors and motivational factors. The work environment represents one of the hygiene factors that prevents employee dissatisfaction by providing comfortable workplace conditions, harmonious interpersonal relationships, and adequate work



facilities. When employees perceive their working environment positively, they are more likely to perform their duties efficiently and maintain consistent work performance. These findings indicate that improving workplace conditions contributes directly to higher employee productivity.

The positive effect of work motivation on employee performance is also consistent with McClelland's Theory of Needs, which emphasizes that employees are motivated by their needs for achievement, power, and affiliation. Employees possessing stronger motivation tend to demonstrate greater responsibility, persistence, initiative, and commitment toward achieving organizational objectives. The findings suggest that employees who are highly motivated are more willing to utilize their knowledge and skills to accomplish assigned tasks effectively, thereby improving overall organizational performance.

Among the two independent variables, the work environment demonstrated the strongest influence on employee performance, as reflected by its larger t-statistic. This finding suggests that creating a supportive workplace atmosphere, improving communication among employees, and providing adequate work facilities are particularly important for enhancing employee productivity within PT. Agro Sinergi Nusantara Aceh Barat. Nevertheless, work motivation also contributed significantly to employee performance, indicating that both organizational conditions and employees' internal motivation are essential determinants of work outcomes.

Overall, the results indicate that employee performance can be improved by simultaneously strengthening workplace conditions and employee motivation. From a practical perspective, PT. Agro Sinergi Nusantara Aceh Barat should continue improving workplace facilities, fostering harmonious relationships among employees, maintaining a supportive organizational climate, and implementing motivational programs such as recognition systems, career development opportunities, performance-based rewards, and employee training. These initiatives are expected to enhance employee performance, increase organizational productivity, and strengthen the company's long-term competitiveness.

CONCLUSION

This study concludes that both the work environment and work motivation have significant positive effects on employee performance at PT. Agro Sinergi Nusantara Aceh Barat. The findings indicate that employees who perceive a supportive work environment and possess higher levels of work motivation tend to demonstrate better performance in terms of work quality, work quantity, reliability, and work attitude. Among the two independent variables, the work environment exerts the strongest influence on employee performance, highlighting the importance of providing a comfortable workplace, harmonious interpersonal relationships, and adequate work facilities to enhance employee productivity. Furthermore, the simultaneous analysis confirms that work environment and work motivation jointly contribute significantly to employee performance, emphasizing that both organizational conditions and employees' intrinsic motivation are essential determinants of organizational success.

The study contributes to the human resource management literature by providing empirical evidence supporting Herzberg's Two-Factor Theory and McClelland's Theory of Needs within the context of the Indonesian plantation industry. The findings demonstrate that favorable workplace conditions and strong employee motivation are complementary factors that improve work



performance. From a practical perspective, PT. Agro Sinergi Nusantara Aceh Barat should continuously improve the physical and non-physical work environment, strengthen communication and collaboration among employees, provide adequate workplace facilities, and implement motivational programs through recognition, career development opportunities, performance-based rewards, and employee training. Future studies are recommended to incorporate additional variables, such as leadership style, organizational culture, compensation, job satisfaction, work discipline, and employee engagement, while involving broader samples from different plantation companies or industries and employing more advanced analytical techniques to obtain a more comprehensive understanding of the determinants of employee performance.

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