

The Influence of Work Motivation and Work Environment on Employee Performance at PT Usaha Digdaya Muncul Bali

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ABSTRACT

Employee performance within an organization is significantly impacted by two crucial factors: work motivation and the work environment. When employees possess high levels of motivation and operate within a favorable work environment, their positive influence on the organization becomes evident, leading to the attainment of organizational goals. The objective of this research is to comprehensively analyze the influence of work motivation and work environment on employee performance at PT Usaha Digdaya Muncul Bali. In this study, there are three main variables under consideration: work motivation (X1) and work environment (X2) as independent factors, and employee performance (Y) as the dependent factor. The research methodology employed is quantitative in nature. The outcomes reveal that work motivation yields a significant and positive impact on employee performance. Moreover, job satisfaction is found to have a noteworthy positive influence on employee performance, both when considered individually and when examined in conjunction with other factors. The combined effects of work motivation and work environment are substantial, contributing to approximately 57.0% of overall employee performance. However, it's important to note that the remaining 43.0% of employee performance is influenced by other variables that have not been explored within the scope of this study.

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INTRODUCTION

Amidst the era of globalization and intensifying business rivalry, enterprises are compelled to uphold and enhance their market standing. The triumph of a company hinges not solely on its products or services, but equally on the company's capacity to forge and sustain a competitive edge that sets it apart from rivals (Lelet et al., 2022). Within this framework, human resource management (HR) emerges as a pivotal determinant, assuming a significant role in propelling the organization towards goal attainment and enduring competitive superiority (Tampubolon, 2016).

Along with this understanding, Kasmawati (2018) emphasizes that human resource capabilities have a significant impact on the performance and competitive advantage of a company. This confirms that efficiency, productivity, and innovation generated by employees will be the main pillars in differentiating the company from its competitors. Therefore, attention to the management and development of employees as part of the company's strategic assets is becoming increasingly important (Kawiana, 2022).

In their main role as a driver of company operations, leaders or managers have a major responsibility in optimizing all components that contribute to organizational success (KR & Yulianah, 2022). One component that receives special attention is employees. Leaders must have

the ability to recognize the potential, motivation, and needs of employees so that they can create a work environment that facilitates optimal growth and performance (Hasanudin & Budiharjo, 2021).

The management of human resources is intricately linked with the factor of employees, who are anticipated to deliver their utmost performance to realize company objectives (Kawiana, 2020). To attain effective and efficient performance, several reinforcing elements come into play. Among these, the company is obliged to reciprocate by acknowledging the workforce through gestures like recognition, empowerment, growth prospects, and equitable remuneration. Such measures aim to stimulate and invigorate employees, fostering a culture of diligent and enthusiastic effort to yield optimal outcomes (Hasanudin et al., 2021). Consequently, the establishment of an environment that cultivates a strong work ethic becomes imperative. Work motivation serves as a mechanism to guide and channel employees, enabling them to carry out their respective responsibilities with a heightened sense of awareness and accountability, all aimed at accomplishing goals (Nathalia et al., 2021).

Every activity that someone wants to do is driven by the presence of strength from within a person and this driving force is called work motivation (Yulianah et al, 2021). Therefore the organization's attention to fulfilling the wants and needs of employees is an important motivation for the people involved in the company and how to properly motivate their work the company can create employees who are more enthusiastic and innovative (Asmawiyah et al, 2021). Through employees who are motivated to work, companies can more easily achieve their goals because employees will voluntarily work with maximum levels of effort, even without supervision from superiors (Lusri, 2017).

Beyond motivational factors, the workplace setting where employees operate holds equal significance in elevating their performance. The work environment encompasses both tangible and intangible conditions prevailing within the organization (Yanuari, 2019). It follows that the organization is duty-bound to furnish a suitable work environment, encompassing both physical and non-physical facets. An optimal work environment can galvanize task execution, igniting employee enthusiasm and, in turn, ameliorating their performance. The achievement of company objectives, as stipulated, necessitates the attainment of peak employee performance (Supriyanto & Mukzam, 2018).

The work environment's role within a company holds profound importance, demanding meticulous attention from management. Although the work environment itself may not directly engage in the production process, it wields a direct impact on the employees who do (Gardjito et al., 2014). An environment that offers comfort to employees can act as a catalyst for performance enhancement. Conversely, an unsatisfactory work environment can undermine performance, leading to a subsequent decline in employee motivation (Sunarsi et al., 2020).

This research will involve a study of the influence of work motivation and work environment on employee performance at PT Usaha Digdaya Muncul Bali. PT. Digdaya Muncul Bali Enterprises is one of the national companies engaged in the sale of copier machines. The success and development of the company comes from human resources who are committed to working responsibly, applying technology superiorly and seizing new opportunities for increasingly profitable growth. Efforts to improve and enhance a safe work environment are continuously being enhanced.

This company is a business entity that operates in a dynamic and competitive environment, thus making human resource management a crucial matter. We realize that all need harmonious

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cooperation so that our employees work every day to always find innovations in service and service so as to produce quality photocopier products. Through this research, we aim to gain a deeper understanding of how work motivation and work environment can influence employee performance in this corporate context.

By understanding these dynamics, it is hoped that the results of this research can provide valuable input for companies in designing more effective human resource management strategies. In addition, this research is also expected to provide a theoretical contribution in the development of human resource management literature, especially in the context of the influence of work motivation and work environment on employee performance in competitive industries.

LITERATURE REVIEWS

1. Work motivation

Work motivation is characterized by a willingness to invest a significant amount of effort toward accomplishing organizational objectives, contingent upon the capacity of that effort to fulfill personal needs. These needs arise when there exists an imbalance between one's possessions and expectations. Encouragement, on the other hand, is a mental force oriented towards meeting expectations and attaining goals. Goals represent the aims or objectives that an individual strives to achieve (Robbins, 2006).

According to George & Jones (2012), work motivation encompasses three dimensions: behavioral direction, effort level, and persistence level. Behavioral direction pertains to the choices made in the work context, driven by the inclination to complete tasks and adhere to regulations. The effort level pertains to the intensity of exertion put forth by an individual in alignment with their chosen tasks, as gauged by their dedication to their work and aspiration for self-improvement. Persistence level involves the extent to which employees will continuously strive to enact their chosen behaviors, quantified through their eagerness to enhance skills, contribute to the company's advancement, and sustain their diligence even in an unsupportive environment.

2. Work environment

According to (Nitisemito, 2004), the work environment encompasses the surroundings in which employees operate and has the potential to impact their execution of assigned tasks. This definition highlights that the work environment constitutes a state or circumstance significantly influencing employees' work performance and the overall operations of the company. Sedamaryanti (2001) categorizes the work environment into two broad types: the physical work environment and the non-physical work environment. The physical work environment encompasses all tangible factors surrounding the workplace, capable of exerting a direct or indirect influence on employees. In line with Nitisemito (2004), examples of elements within the physical work environment include lighting, air temperature, spatial arrangements, security provisions, cleanliness, auditory ambiance, and other similar factors.

3. Employee performance

In accordance with (Sinambela, 2011), performance refers to an employee's capability to demonstrate specific skills. The significance of employee performance lies in its direct impact on the overall company performance, as it showcases the extent of an employee's proficiency in

fulfilling assigned tasks. As a result, it becomes imperative to establish precise and quantifiable criteria, collaboratively defined as a benchmark. Conversely, (Handoko, 2010) defines performance as the ultimate gauge of an employee's accomplishment in executing their job responsibilities. From this standpoint, it can be deduced that performance signifies an employee's aptitude for assuming accountability for their designated tasks.

Performance is very important for achieving goals and will encourage someone to be even better at achieving goals. Information obtained from performance appraisal can be used for supervisors or managers to manage employee performance, find out what causes weaknesses and successful employee performance so that it can be used as a consideration for setting targets and further steps for improvement in achieving business goals. Performance is measured using four indicators (Robbins, 2006) namely quantity, quality, efficiency and ability of employees.

Framework of thinking

The subsequent theoretical framework has been derived from a comprehensive analysis of existing literature and previous research endeavors. This proposed framework comprises three pivotal variables: motivation, work environment, and employee performance. The visual representations provided below encapsulate the essence of this research:

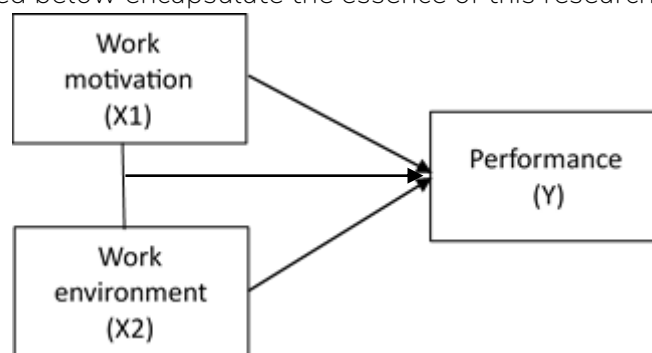


Figure 1 Thinking Framework

hypothesis

The research hypothesis, namely:

H 1: Work motivation has a positive effect on employee performance

H 2: The work environment has a positive effect on employee performance

H 3: Motivation and work environment affect employee performance

METHODS

The research design employed in this study is explanatory research, utilizing a quantitative methodology. The target population consists of all employees within PT. Bali Emerging Digdaya Enterprises, totaling 96 individuals. From this population, a sample was selected to represent the broader group. Given the relatively small size of the population, a saturated sampling technique was utilized, encompassing the entire population as the study's sample. Data collection was conducted through the administration of online questionnaires, facilitated by the Google Form platform. This approach was chosen to streamline the questionnaire completion process for respondents, offering speed and efficiency. The questionnaire itself was structured employing a Likert scale, enabling participants to provide responses to statements concerning work motivation,

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work environment, and employee performance. Following completion, the questionnaires were assessed using the Likert scale. The gathered data underwent subsequent analysis through partial and simultaneous tests, utilizing the SPSS 26.0 software tool. This analytical phase aimed to uncover relationships between work motivation, work environment, and employee performance, examining both individual and collective impacts.

RESULTS AND DISCUSSION

1. Validity test

To assess the soundness of each statement within the research instrument, a per-item statement validity test will be conducted. This test employs the product moment formula and is facilitated by the SPSS version 26.0 software. The outcome of the Validity Test for the variables of work motivation (X_1), work environment (X_2), and employee performance (Y) indicates that, based on the provided data, the conclusion drawn is that the items are valid. This determination is drawn from the fact that the calculated r value exceeds the critical r value (0.3).

2. Reliability Test

The reliability assessment was performed utilizing the Cronbach's Alpha method, a widely recognized technique. As per Sugiono's guidance, a research instrument is deemed reliable when the calculated Cronbach's Alpha value is equal to or exceeds 0.6. The correlation of the data was executed using the assistance of the SPSS version 26.0 software.

Table 1 Reliability Test Results

Statement	r_{count}	$r_{critical}$	information
Work motivation (X_1)	0.784	0.6	<i>realistic</i>
Work environment (X_2)	0.813	0.6	<i>realistic</i>
Employee performance (Y)	0.798	0.6	<i>realistic</i>

Referring to Table 1, it is evident that all variables possess Cronbach's alpha values exceeding 0.6. This indicates that each variable demonstrates a significant level of reliability, signifying that the employed instruments consistently yield uniform data when measuring the same entity. It is commonly accepted that a construct or variable is considered reliable if its Cronbach's alpha surpasses the threshold of 0.6.

3. Coefficient of Determination

The utilization of the partial determination coefficient aids in ascertaining the extent of the linear association between a specific variable and other variables, namely work motivation (X_1) and work environment (X_2), concerning their impact on employee performance (Y). The outcome of data analysis through SPSS software version 26.0 yields the following results regarding the influence of (X_1) and (X_2) on (Y):

Table 2 Test Results for the Coefficient of Determination
Summary Model ^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.755 ^a	.570	.562	1628	1827

a. Predictors: (Constant), work motivation, work environment

b. Dependent Variable: Employee performance

As indicated in the presented Table 2, the coefficient of determination (R²) exhibits a value of 0.570. This implies that the combined impact of work motivation and work environment on employee performance amounts to 57.0%. The remaining portion, which constitutes 43.0%, is accounted for by other factors related to work motivation and work environment that have not been examined within the scope of this study.

4. Hypothesis testing

a. Partial Test (t test)

The t statistical test serves as a fundamental tool to ascertain the extent to which an individual independent variable elucidates the variance in the dependent variable. This partial examination involves a comparison between the α (alpha) value and the p-value. When the p-value < α (0.05), the null hypothesis (H₀) is refuted. Consequently, it can be inferred that a partial influence exists between the independent and dependent variables, and vice versa. The outcomes of the t statistical test are presented in the ensuing Table 3.

Table 3 Partial test results (t test)

Variable	P-Value	Sig	Information
Work motivation	0.001	0.05	Influential
Work environment	0.001	0.05	Influential

Referring to the provided Table 3, it is evident that the work motivation variable demonstrates a P-value of 0.001, which falls below the 0.05 threshold. Following the stipulated test criteria, when the probability value is <0.05, the conclusion can be drawn that the work motivation variable exerts an influence on employee performance (H₁ is affirmed). Similarly, the analysis reveals that the work environment variable yields a P-value of 0.001, also residing below the 0.05 threshold. Adhering to the specified test criteria, a probability value <0.05 signifies a partial effect of the work environment on employee performance (H₂ is validated).

b. Simultaneous Test (Test f)

The F statistic test serves as a means to assess the collective extent to which the independent variables jointly account for the variance in the dependent variable. This simultaneous evaluation involves a comparison between the α (alpha) value and the p-value. When the p-value < α (0.05), the null hypothesis (H₀) is refuted. This implies a simultaneous influence between the independent variables and the dependent variable, and vice versa. Conversely, if the p-value > α (0.05), H₀ is accepted, indicating the absence of a simultaneous influence between the independent variables

and the dependent variable. The ensuing Table 4 provides an overview of the outcomes of the F statistical test:

Table 4 Simultaneous Test Results (t test)

		ANOVA ^a				
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	335.701	2	167.851	62.679	,000 ^b
	residual	249.027	93	2.666		
	Total	584.735	95			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work environment, Work motivation

From the presented Table 4, it becomes apparent that the independent variable exhibits a P-value of 0.000, falling below the 0.05 threshold. In accordance with the established test criteria, a probability value below 0.05 leads to the conclusion that the combined variables of work motivation and work environment indeed wield an influence on employee performance (H3 is confirmed).

Discussion

Effect of work motivation on employee performance

Work motivation shows a significant effect on employee performance at PT. Bali's Emerging Digdaya Enterprises. This is verified through a significance value (t) which is lower than the significance level (α) which is set at 0.05, (0.001<0.05). This fact emphasizes the important role of motivation and ability in stimulating quality performance, supported by the positive impact of diversity which is reflected in increased productivity.

The concept of motivation illustrates a process in which individuals consciously acknowledge unmet needs, then develop goals and actions as an effort to achieve those goals. This cycle forms the foundation in which achieving goals represents need fulfillment, and the same actions tend to be repeated when similar needs resurface. In the corporate realm, this dynamic encourages employees to continue to achieve, stimulates extraordinary performance, and encourages individuals to make optimal contributions to organizational goals.

Like PT. Bali Emerging Digdaya Enterprises, management needs to understand the factors that drive employee motivation. By establishing an organizational culture that supports and facilitates individual growth, as well as providing appreciation for achievement, companies can produce employees who have superior performance and have a significant impact on achieving company goals. Hence, possessing a comprehensive comprehension of the intricacies and ramifications of work motivation stands as a crucial advantage for PT. Bali's Digdaya Emerging Business to uphold its competitive edge within a challenging market landscape. The findings of this study align with the conclusions drawn in the research conducted by Hasibuan (2018) and Dwiyantri et al. (2019), both of which affirm the influence of the work environment on employee performance. Elevated work motivation among employees fuels a drive to harness their full capabilities and contribute proactively to their tasks.

The influence of the work environment on employee motivation

The work environment exhibits a noteworthy and substantial impact on employee performance within PT. Bali's Emerging Digdaya Enterprises. This assertion is substantiated by the attainment of a significance value (t) that falls below the designated significance level (α) of 0.05, specifically ($0.001 < 0.05$). This underscores the imperative for effective human resource management, emphasizing the indispensable role of the work environment as a catalyst for cultivating valuable organizational resources.

An advantageous work environment can be construed as a space where employees experience comfort and are empowered to carry out their responsibilities efficiently, ultimately influencing the level of performance attained. The presence of a conducive and pleasant work environment elicits a positive impact on employee morale and dedication, fostering an atmosphere that stimulates optimal contributions and unleashes their untapped potential. As a result, this facet significantly influences productivity and the seamless execution of production operations within the company.

By understanding the impact produced by a positive work environment, companies are expected to pay more attention to and optimize efforts to create a favorable atmosphere for employees. By creating a good work environment, companies not only encourage individual performance improvements, but also contribute to the overall organizational performance. As a result, this effort will help PT. Digdaya Muncul Bali's efforts to remain competitive in a competitive market and achieve long-term success. The results of this study are consistent with the research of Lestary & Chaniago (2017) and Siagian & Khair (2018) which state that the work environment influences employee performance.

The Effect of Work Motivation and Work Environment on Employee Performance

The outcomes of the comprehensive simultaneous test analysis indicate that motivation and work environment, when considered together, exert a significant and collective influence on employee performance at PT. Bali's Emerging Digdaya Enterprises. The findings reveal that the combined effects of work motivation and work environment contribute to 57.0% of the variance observed in employee performance. This signifies that work motivation and work environment account for 57.0% of the factors shaping employee performance, leaving the remaining 33% attributed to other variables.

These results underscore the significance of adopting a holistic perspective when managing the determinants of employee performance. Robust motivation and a positive work environment not only synergize with each other but also amplify each other's impact on overall performance. Therefore, for companies aiming to enhance employee quality and productivity, it is imperative to address both these factors cohesively, fostering a synergy that maximizes employees' contributions toward the broader organizational objectives. These findings corroborate the viewpoints expressed by Mahyani & Jufri (2020) and Nurdin & Djuhartono (2021), who assert that motivation and work environment are indeed influential factors affecting employee performance.

CONCLUSION

Based on the conducted data analysis, the research findings lead to the following conclusions: work motivation and job satisfaction exhibit both partial and simultaneous positive

and significant impacts on the performance of employees at PT. Bali's Emerging Digdaya Business. These variables collectively contribute to 47.0% of the variance observed in employee performance, leaving the remaining 43.0% to be influenced by unexamined variables. This underscores the premise that a combination of strong motivation and a favorable work environment fosters enhanced employee performance. However, it's important to acknowledge that this study bears limitations concerning the selection of independent variables. For future researchers, there is an anticipation that research endeavors could expand by incorporating other independent variables such as compensation, leadership, and work stress, in order to gain a more comprehensive understanding of their potential impact on employee performance.

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