

Content lists available at [Indonesia Academia Research Society](https://www.indonesiaacademia-research-society.com)

International Journal of Industrial Engineering, Technology & Operations Management

Journal homepage: ejournals.indoacademia-society.com/ijetom

Original Article



The Role of Motivation in Connecting Work Environment and Employee Performance: Insights from Indonesia

Maniah Maniah ^{a,*}, Abdul Talib Bon ^a and Andi Kahar Hariadi ^a^a Department of Production and Operations Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, 86400 Parit Raja, Johor, Malaysia.* Correspondence: hp200029@siswa.uthm.edu.my

Article History

Received 8 February 2024
Revised 2 May 2024
Accepted 10 June 2024
Available Online 30 June 2024

Keywords:

Work environment
Natural disasters
Job motivation
Employee performance

Abstract

Employee performance is a critical factor for the success and sustainability of any organisation, and understanding the key drivers of employee performance is crucial for researchers and practitioners. This study, conducted at the Indonesian Classification Bureau, aimed to investigate the influence of the work environment on employee performance, with employee motivation as a mediating variable. The study population comprised the entire workforce of the Indonesian Classification Bureau, with a total of 35 individuals. The Structural Equation Model, processed using Smart PLS software, was employed as the analysis tool. The results demonstrated a significant influence of social support on organizational commitment among employees of the Indonesian Classification Bureau. Also, the study found a significant influence of family-work conflict on the social support experienced by employees. Additionally, family-work conflict had a significant effect on organizational commitment. The study also revealed an effect of family-work conflict on organizational commitment, with social support functioning as a mediating variable for employees of the Indonesian Classification Bureau.

Copyright: © 2024 by the authors. Submitted for possible open-access publication under the terms and conditions of the Creative Commons Attribution (CC BY 4.0) license (<https://creativecommons.org/licenses/by/4.0/>).

1. Introduction

Of these various resources, human resources (HR) are the most important asset for the organization that will move and integrate other resources toward achieving organizational goals. Human resource management (HRM) has three components: employers, employees, and leaders (Hasibuan, 2003). For management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the organization as optimally as possible to increase employee performance. According to Yolanda et al. (2021) performance is the output produced by a job or profession's functions or indicators in a certain time. Meanwhile, Usman et al. (2018) define performance as an effort made from the results of work that a person or group of people can achieve in an organization following their respective authorities and responsibilities to achieve the objectives of the organization concerned legally, not against the law and following morals and ethics.

A good work environment is also needed in an organization. A comfortable work environment and

atmosphere will make an employee feel relaxed and calm it can improve their performance. So the organization must create a Conducive work environment as much as possible. Motivation describes a consistent combination of internal and external drives within a person indicated by desire and interest (Susanty & Baskoro, 2012). The right motivation will spur the driving force to create a person's work enthusiasm so that they want to work together effectively and integrate with all their efforts to achieve satisfaction. Besides, motivation can cause or support a person's behaviour so that the person wants to work hard and enthusiastically to achieve optimal results (Noviandari et al., 2022) have examined work motivation on employee performance which states that motivation significantly influences employee performance.

The Indonesian Classification Bureau (BKI) is the largest classification body after Korea, Japan, and China. BKI is also the first to become a classification body within the national scope, which has the task of classifying ships in commercial groups with Indonesian flags and ships with foreign flags where the ship

regularly carries out its activities in the Indonesian sea. BKI is a State-Owned Enterprise (BUMN) in the form of a Limited Liability Company (Persero). BKI applies technical standards (Rules and Regulations) in its services by carrying out design, construction, and maritime survey activities related to ships, including floating facilities. These standards are compiled and issued by the Company as Technical Publications. The Rules and Regulations developed are not only hull construction structures but also include safety equipment, machinery and electrical installations.

2. Literature Review

2.1. Employee Performance

The concept of performance stands for work energy kinetics whose equivalent in English is performance. Performance is the output produced by a job or profession's functions or indicators at a certain time (Yolanda et al., 2021). According to Waldman (1994) in Hariyono (2017), performance is a combination of behaviour with the achievement of what is expected and its choice or part of the task requirements for each individual in the organization. Meanwhile, according to Teoretis (2015) performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out duties in accordance with the responsibilities given to them.

According to Roziqin (2010), employee performance is a whole process of working with individuals whose results can be used to determine whether the individual's work is good or vice versa. Meanwhile, Yolanda et al. (2021) state that performance is the output produced by a job or profession's functions or indicators within a certain time. According to Suryadi & Gmytrasiewicz (1999), performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and following morals and ethics. The success or failure of the performance achieved by the organization is influenced by the level of employee performance individually and in groups. Mangkunegara & Hasibuan (2000) in Nurvian (2015) states that factors that affect performance include:

1. Ability factor. Psychologically, ability consists of potential ability (IQ) and reality ability (education). Therefore, employees need to be placed in jobs that match their expertise.
2. Motivation factor. This factor is formed from an employee's attitude in dealing with work situations. Motivation is a condition that moves employees towards achieving work goals.
3. Mental attitude. Mental conditions that encourage a person to try to achieve maximum work potential.

Performance indicators, according to Roberts et al. (2006), include the following:

1. Quantity of results, namely the amount to be completed or achieved. This relates to the amount of output produced.
2. The quality of the results, namely the quality that must be produced (whether or not), the qualitative measurement of the output reflects the measurement of the level of satisfaction, namely how well it is completed. This relates to the form of the output.
3. Timeliness of the result, i.e., whether or not it is in accordance with the planned time. Timeliness measurement is a special type of quantitative measurement that determines the timeliness of completion of an activity.
4. Attendance, namely whether or not employees are in the office when entering working hours.
5. Ability to cooperate, namely the ability of employees to carry out activities together with other employees in an activity that individuals cannot do.

2.2. Work Environment

A good, safe and conducive work environment will give employees a sense of comfort in completing a task or job. A pleasant work environment or what is expected by employees can also increase employee morale so that the tasks assigned will be completed satisfactorily and on time. There are several opinions regarding the definition of the work environment, including: (Kholil et al., 2021) argues that the work environment is related to everything that is around the work and that can affect employees in carrying out their duties, such as employee services, working conditions, employee relations within the agency concerned. Meanwhile, Kristanti (2017) defines the work environment as the entire work infrastructure around employees who are carrying out work that can affect the implementation of the work. The work environment can be divided into physical and non-physical environments. According to Nitisemito (1997), there are several factors or indicators of the work environment, including the work atmosphere, relationships with co-workers, and work facilities. The following is an explanation of these factors:

1. Work atmosphere
Every employee always wants a pleasant working atmosphere, a comfortable working atmosphere that includes clear light or lighting, quiet and quiet sounds, security at work.
2. Relationship with co-workers
One of the factors that can influence employees to stay in one organization is the existence of harmonious relationships among co-workers.

3. Availability of work facilities

This means that the equipment used to support the smooth running of work is complete and up-to-date. There are complete work tools, the availability of prayer rooms, parking lots, and other facilities that can support comfort at work.

2.3. Work Motivation

Omolo, (2015) Motivation is the key to a successful organization to maintain the continuity of work in the organization strongly and help to survive. Motivation is providing the right guidance or direction, resources, and rewards so that they are inspired and interested in working in the way you want. (Maduka & Okafor, 2014) Motivation is the process of arousing behaviour, maintaining behaviour progress, and channelling specific action behaviour. Thus, motives (needs, desires) drive employees to act. Motivation is a process that begins with a need in humans that creates a void in a person (Maduka & Okafor, 2014). Motivation is a process by which needs encourage a person to carry out a series of activities that lead to achieving certain goals that, if successfully achieved, will satisfy or fulfil these needs. (Fithrie et al., 2022); (Church, 1993); (Zarwini et al., 2022) state that works motivation is an effort that can cause a behavior by the work environment in the organization. According to Munandar (2019), the aspects of work motivation are:

1. The existence of discipline from employees. That is, the attitude of behaviour or actions of employees to carry out work activities in accordance with certain patterns. Decisions and norms have been determined and agreed upon both written and oral and are willing to accept sanctions if they violate the duties and authority given.
2. High imagination and combination power. Making work results and combinations of ideas or images are arranged more thoroughly or their initiatives are not imitated and are constructive so as to form a result or product that supports better quality work.
3. Self-Confidence The feeling of confidence that employees have in their abilities Positive thinking power in facing the reality that occurs and taking responsibility for decisions that can be taken so that they can solve their problems calmly.
4. Endurance to pressure. An employee's reaction to an unpleasant emotional experience that is perceived as a threat or because there is an imbalance between the demands and willingness he or she has, and the pressure is resolved in a way that is unique to each individual.

5. Responsibility in doing work An awareness in individuals to carry out obligations or work, accompanied by a sense of courage to accept all risks, great initiative in facing difficulties with work and a great drive to complete what must and should be completed.

According to George & Jones (2001) and Emilia James et al. (2015) put forward 3 aspects of work motivation:

1. Behaviour (direction of behaviour).
2. Level of effort.
3. Level of persistence.

Winardi (2015) reveals three aspects of motivation lead to the achievement of certain goals, namely:

1. Desire, when someone has a desire, his motivation is spurred to do a job to achieve what he wants.
2. Needs, someone has high motivation when someone needs. When someone needs something, such as salary or compensation, the job will be motivated to do well.
3. A sense of security, someone will try to do something also due to fear when the person does not do something so that the reason motivation arises is because when someone does something, he/she feels safe.

3. Materials and Methods

The research method used in this research is descriptive quantitative. According to Lazaraton (2017) and Bagh et al. (2016), descriptive research is a research method in the status of a human group, a thought, or a class of events in the present that aims to make a description, description, or painting systematically, factually and accurately about the facts, properties and relationships between the phenomena investigated. The population in this study were all employees of PT Indonesian Classification Bureau Batam Branch with details, namely 25 employees of the Organic Section of Engineering and 10 administrative employees, due to the small population, the entire population was used as a research sample using the saturated sample method. The data collection technique used is a list of questions (questionnaire) given to research respondents. The data analysis technique used is SEM - PLS. Partial Least Square is a powerful analysis method because it is not based on many assumptions as a data analysis technique. The PLS method has its own advantages including, data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model) and the sample size does not have to be large.

4. Results and Discussion

4.1. Measurement Model Evaluation

This research model consists of three constructs: work environment, motivation, and performance. Evaluation of the measurement model is a stage to evaluate the validity and reliability of a construct. Evaluation of construct validity is done by calculating convergent validity and discriminant validity. Convergent validity is known through the loading factor. An indicator is said to meet convergent validity testing if it has a loading factor above 0.60. The results of testing convergent validity before being eliminated from the fulfillment of the analysis model are presented in the following table:

Table 1. Result of validity testing

Variable	Indicator	Loading Factor	Standard Error	T statistic	Sig
Working environment (X)	X1	0.857	0.036	24.078	0.000
	X2	0.771	0.055	13.895	0.000
	X3	0.806	0.052	15.443	0.000
	X4	0.687	0.092	7.501	0.000
	X5	0.736	0.070	10.536	0.000
	X6	0.654	0.079	8.291	0.000
	X7	0.693	0.078	8.879	0.000
	X8	0.659	0.086	7.698	0.000
	X9	0.843	0.048	17.591	0.000
	X10	0.621	0.099	6.285	0.000
performance (Y)	Y1	0.670	0.069	9.687	0.000
	Y2	0.836	0.052	16.064	0.000
	Y3	0.812	0.052	15.683	0.000
	Y4	0.768	0.059	12.928	0.000
	Y5	0.663	0.082	8.075	0.000
	Y6	0.664	0.099	6.718	0.000
	Y7	0.588	0.093	6.335	0.000
	Y8	0.851	0.035	24.001	0.000
	Y9	0.698	0.088	7.926	0.000
	Y10	0.682	0.080	8.484	0.000
Motivation (Z)	Z1	0.675	0.082	8.257	0.000
	Z2	0.602	0.090	6.679	0.000
	Z3	0.736	0.080	9.161	0.000
	Z4	0.854	0.039	22.005	0.000
	Z5	0.780	0.063	12.378	0.000
	Z6	0.742	0.068	10.911	0.000
	Z7	0.842	0.045	18.892	0.000
	Z8	0.806	0.049	16.588	0.000

Table 1 shows that all indicators measuring work environment, performance, and motivation variables are greater than 0.6. Thus the indicator is declared valid to measure the variable. Convergent validity can be seen not only through the loading factor, but also through the Average Variance Extracted (AVE). An indicator fulfills convergent validity testing if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing are presented in the following table:

Table 2. Results of Convergent Validity Testing with AVE

Variable(s)	AVE
Work Environment	0.543
Performance	0.576
Motivation	0.530

Table 2 displays the work environment, performance and motivation variables produce an

Average Variance Extracted (AVE) value greater than 0.5. Thus, the indicator is declared valid to measure the variable. Furthermore, discriminant validity is calculated using cross-correlation with the criterion that if the loading factor value in a corresponding variable is greater than the correlation value of indicators in other variables, the indicator is declared valid in measuring the corresponding variable. The results of the cross-correlation calculation are presented in the following table:

Table 3. Result of cross-correlation

Item(s)	Motivation	Performance	Work Environment
X1	0.640	0.609	0.831
X2	0.575	0.598	0.771
X3	0.792	0.730	0.946
X4	0.554	0.548	0.687
X5	0.546	0.608	0.736
X6	0.614	0.621	0.654
X7	0.490	0.514	0.693
X8	0.477	0.507	0.659
X9	0.649	0.692	0.843
X10	0.489	0.456	0.621
Y1	0.491	0.670	0.478
Y2	0.696	0.836	0.620
Y3	0.669	0.812	0.638
Y4	0.660	0.768	0.687
Y5	0.504	0.663	0.437
Y6	0.506	0.664	0.520
Y7	0.458	0.588	0.543
Y8	0.753	0.851	0.713
Y9	0.692	0.698	0.629
Y10	0.526	0.682	0.585
Z1	0.675	0.644	0.503
Z2	0.602	0.553	0.467
Z3	0.736	0.616	0.612
Z4	0.854	0.746	0.742
Z5	0.780	0.606	0.602
Z6	0.742	0.642	0.464
Z7	0.842	0.620	0.640
Z8	0.806	0.603	0.600

Table 3 captures the cross correlation measurement. The result indicates that overall the indicators that measure the work environment, performance and motivation model variables produce a loading factor that is greater than the cross correlation on other variables. Thus it can be stated that each indicator can measure the latent variable corresponding to its indicator.

4.1.1. Construct Validity and Reliability

Calculations that can be used to test construct reliability are Cornbrash alpha and composite reliability. The test criteria state that the construct is declared reliable if the composite reliability is greater than 0.7 and the Cornbrash alpha is greater than 0.6. The results of the calculation of composite reliability and Cornbrash alpha can be seen through the summary in the following Table:

Table 4. Results of Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Cronbach Alpha
Environment	0.915	0.892

Performance	0.918	0.899
Motivation	0.922	0.904

Table 4 shows that the composite reliability value of social support, organizational commitment and family work conflict is greater than 0.7. Thus, based on the calculation of composite reliability, all indicators that measure work environment variables, performance and motivation are declared reliable. Furthermore, the Cornbrash's Alpha value on work environment variables, performance, motivation is greater than 0.6. Thus, based on the calculation of Cornbrash's Alpha, all indicators that measure variables are declared reliable.

4.2. Structural Model Evaluation

4.2.1. Goodness of Fit Model

The goodness of fit model is used to determine the ability of endogenous variables to explain the diversity of exogenous variables, or in other words, to determine the contribution of exogenous variables to endogenous variables. The goodness of fit model in PLS analysis uses Q-Square predictive relevance (Q²). The results of the Goodness of fit Model which has been summarized in Table 5:

Table 5. Result of Goodness of Fit Model

Variable(s)	R Square
Motivation	0.596
Performance	0.765

The R-square of the motivation variable is 0.596 or 59.6%. This shows that the work environment can explain the diversity of motivation variables through performance by 59.6%. In comparison, the remaining 40.4% is the contribution of other variables not discussed in this study. The R-square of the performance variable is 0.765 or 76.5%. This shows that the work environment can affect performance by 76.5%, while the remaining 23.5% contributes to other variables not discussed in this study.

4.3. Hypothesis Testing

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value \geq T-table (1.96), then it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of significance testing can be seen through the following Table:

Table 6. Result of hypothesis testing for direct effect

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Motivation	Performance	0.505	0.117	4.316
Work Environment	Performance	0.772	0.058	13.250
Work Environment	Motivation	0.424	0.142	2.980

The effect of motivation on performance in the test results listed in the table above, the T statistics value of the relationship between motivation and performance is 4.316. The test results show that the T statistics value $>$ 1.96. This shows that there is a significant effect of motivation on performance. The effect of work environment on performance In the test results listed in the table, the T statistics value of the relationship between the work environment and performance is 13.250. The test results show that the T statistics value $>$ 1.96. This shows that there is a significant influence of the work environment on performance the effect of work environment on motivation in the test results listed, the T statistics value of the relationship between the work environment and motivation is 2.980. The test results show that the T statistics value $>$ 1.96. This shows a significant influence of the work environment on motivation.

4.3.1. Mediation Testing

Mediation testing is used to test the effect of mediating variables on the effect of exogenous variables directly on endogenous variables. The test criteria state that if the T statistics value $>$ T table (1.96), then the intervening variable can mediate the effect of exogenous variables on endogenous variables. The results of mediation testing can be seen through the following table:

Table 7. Result of hypothesis for mediation effect

Exogenous	Intervening	Endogenous	Path Coefficient	Standard Error	T Statistics
Working environment	Motivation	Performance	0.389	0.107	3.635

The effect of work environment on performance with the mediation of motivation towards employees resulted in T statistics of 3.635. This shows that T statistics $>$ T table (1.96). Therefore, it can be interpreted that motivation mediates the influence of the work environment on performance. The test results show a significant effect of the work environment mediating social support on organizational commitment. Thus, it can be concluded that motivation can act as a mediating variable in PT Indonesian Classification Bureau Batam Branch employees.

The conversion of the path diagram into a measurement model is intended to determine the strength of the influence between constructs described in the effects on the model, namely direct effects and indirect effects. The direct and indirect model effects are presented in the following table:

Table 8. Result of direct and indirect effect

Exogenous	Intervening	Endogenous	Path Coefficient Direct	Indirect
Motivation		Performance	0.505	

Work Environment	Motivation	Performance	0.772	0.389
Work Environment		Motivation	0.424	

Table 8 describes the structural model formed as $Z = 0.505X$. From the above equation, it can be inferred that the direct effect coefficient of motivation on performance is 0.505, which states that motivation has a positive and significant effect on performance. This means that the better the employee's motivation, the performance will be carried out properly and can be managed by the organization. Also, $Y = 0.424X + 0.772Z$. The results indicate that the work environment significantly positively affects employee motivation and performance. The direct effect coefficient of 0.424 suggests that improvements in the work environment tend to increase employee motivation. Similarly, the direct effect coefficient of 0.772 demonstrates that a better work environment is associated with higher employee performance. Additionally, the indirect effect coefficient of 0.389 reveals that the work environment positively influences performance through motivation, indicating that motivation serves as a mediating factor between the work environment and employee performance. These findings highlight the importance of maintaining a conducive work environment to enhance employee motivation and overall organizational performance.

4.3.2. Determinant Factors

Exogenous variables that have a dominant influence on endogenous variables can be seen through the highest total coefficient, which can be seen through the following explanation:

Table 9. Result of the regression coefficient

Exogenous	Endogenous	Coefficient
Motivation	Performance	0.505
Work Environment	Performance	0.772
Work Environment	Motivation	0.424

Table 9 shows the largest total coefficient, namely the work environment on performance with motivation as a mediating variable, is the work environment variable with a coefficient of 0.772. Thus, the work environment variable is the most influential or dominant influence on performance.

5. Conclusions

This study concludes that social support has a significant effect on organizational commitment. There is a significant effect of family-work conflict on social support. There is a significant effect of family work conflict on organizational commitment. There is an effect of family work conflict on organizational commitment with social support as a mediating variable.

Author Contributions: Conceptualization, M.M. and A.T.B.; methodology, M.M.; software, M.M.; validation, A.T.B. and A.K.H.; formal analysis, M.M.; investigation, M.M. and A.T.B.; resources, M.M.; data curation, A.T.B. and A.K.H.; writing—original draft preparation, M.M. and A.T.B.; writing—review and editing, M.M., A.T.B. and A.K.H.; visualization, M.M.; supervision, A.T.B. and A.K.H.; project administration, M.M.; funding acquisition, M.M. All authors have read and agreed to the published version of the manuscript.

Author Initials

M.M. – Maniah Maniah

A.T.B. – Abdul Talib Bon

A.K.H. – Andi Kahar Hariadi

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Inform Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: Not applicable.

Acknowledgments: The authors would like to thank the Universiti Tun Hussein Onn Malaysia for supporting this research and publication. We also thank the reviewers for their constructive comments and suggestions.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Bagh, T., Nazir, M. I., Khan, M. A., Khan, M. A., & Razzaq, S. (2016). The impact of working capital management on firms financial performance: Evidence from Pakistan. *International Journal of Economics and Financial Issues*, 6(3), 1097–1105.
- Church, M. (1993). Motivation and work behavior. *Long Range Planning*, 26(1), 1–43. [https://doi.org/10.1016/0024-6301\(93\)90245-B](https://doi.org/10.1016/0024-6301(93)90245-B)
- Emilia James, O., Ella, R., S.E, N., E. Lukpata, F., Lazarus Uwa, S., & Awok Mbum, P. (2015). Effect of reward system among health care workers performance: a case study of university of Calabar teaching hospital Calabar, Nigeria. *Journal of Hospital Administration*, 4(3), 45–53. <https://doi.org/10.5430/jha.v4n3p45>
- Fithrie, S., Farwitawati, R., & Masirun, M. (2022). Pengaruh Lingkungan Kerja, Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Guru Smk Perpajakan Riau. *Jurnal Daya Saing*, 8(1), 62–69. <https://doi.org/10.35446/dayasaing.v8i1.855>
- George, J. M., & Jones, G. R. (2001). Towards a Process Model of Individual Change in Organizations. *Human Relations*, 54(4), 419–444. <https://doi.org/10.1177/0018726701544002>
- Hariyono, T. A. H. T. A. (2017). The Effect Of Transformational Leadership, Organizational Culture And Employment Motivation On The Managerial Performance Through Organizational Citizenship Behavior. *Proceedings of International Conference of Graduate School on Sustainability*, 11(8), 978–979.
- Hasibuan, M. (2003). *Organizational and basic motivation for Productivity Improvement*. Bumi Aksara.
- J Winardi, S. E. (2015). *Manajemen perilaku organisasi*. Prenada Media.
- Kholil, M., Haekal, J., Suparno, A., Oktaandhini, D. S., & Widodo, T. (2021). Lean Six sigma Integration to Reduce Waste in Tablet coating Production with DMAIC and VSM Approach in Production Lines of Manufacturing Companies. *International Journal Of Scientific Advances*, 2(5), 5–8. <https://doi.org/10.51542/ijscia.v2i5.8>

- Kristanti, E. (2017). Pengaruh Lingkungan Kerja Fisik Dan Lingkungan Kerja Non Fisik Terhadap Stres Kerja Dan Dampaknya Terhadap Kinerja (Studi Pada Kantor Bersama Samsat Mojokerto Kota). *Jurnal Ilmu Manajemen*, 5(1), 1–10. <https://doi.org/10.5465/amr.1994.9412271811>
- Lazaraton, A. (2017). The Routledge Handbook of Instructed Second Language Acquisition. In S. Loewen & M. Sato (Eds.), *Handbook of research in second language teaching and learning*. Routledge. <https://doi.org/10.4324/9781315676968>
- Maduka, C. E., & Okafor, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial Studies and Research*, 2(7), 137–147.
- Mangkunegara, M. A. P., & Hasibuan, M. M. S. P. (2000). *Manajemen Sumber Daya Manusia*.
- Munandar, A. (2019). *Pengaruh Lingkungan Kerja, Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Guru Madrasah Aliyah Di Kabupaten Banyumas*. Tesis. Program Studi Manajemen Pendidikan Islam, Institut Agama Islam Negeri.
- Nitisemito, A. S. (1997). Manajemen Sumber Daya Manusia dan Pengantar. In *Jakarta: Ghalia Indonesia*.
- Noviandari, H., Citraningsih, D., & Syuhud Mujahada, K. (2022). This study aims to test and find out (1) the effect of leadership style on teacher work motivation, (2) the effect of the work environment on teacher work motivation, (3) the effect of leadership style on teacher performance, (4) the effect of work enviro. *Tarbawi: Jurnal Keilmuan Manajemen Pendidikan*, 8(2), 245–255. <https://doi.org/10.32678/tarbawi.v8i02.6838>
- Nurvian, A. A. (2015). *Pengaruh Organizational Learning Terhadap Job Performance Dengan Organizational Commitment Dan Job Satisfaction Sebagai Variabel Mediasi (Studi Pada Karyawan Pt. App)*. Universitas Airlangga.
- Omolo, P. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies*, 5(2), 153–167. <https://doi.org/10.5296/ijhrs.v5i2.7504>
- Roberts, J., Sanderson, P., Barker, R., & Hendry, J. (2006). In the mirror of the market: The disciplinary effects of company/fund manager meetings. *Accounting, Organizations and Society*, 31(3), 277–294. <https://doi.org/10.1016/j.aos.2005.02.001>
- Roziqin, M. Z. (2010). *Job satisfaction*. Malang: Averroes Press.
- Suryadi, D., & Gmytrasiewicz, P. J. (1999). Learning Models of Other Agents Using Influence Diagrams. In *UM99 User Modeling: Proceedings of the Seventh International Conference* (pp. 223–232). Springer. https://doi.org/10.1007/978-3-7091-2490-1_22
- Susanty, A., & Baskoro, S. W. (2012). The effect of work motivation and leadership style on work discipline and its impact on employee performance (case study at pt. Pln (Persero) apd Semarang). *J@ Ti Undip: Journal of Industrial Engineering*, 7(2), 77–84.
- Teoretis, U. (2015). Mangkunegara (2001: 67) mendefinikan prestasi kerja adalah hasil kerja secara kualitas dan kuantitas yang dicapai oleh seorang pegawai dalam melaksanakan tugasnya sesuai dengan tanggung jawab yang diberikan kepadanya. Menurut Hasibuan dalam Syahril (1997). *Universitas Muslim Nusantara Al Washliyah*, 16(1), 5367–5393.
- Usman, N., AR, M., Murziqin, R., & ZA, T. (2018). The Principal's Managerial Competence in Improving School Performance in Pidie Jaya Regency. *Advanced Science Letters*, 24(11), 8297–8300. <https://doi.org/10.1166/asl.2018.12545>
- Waldman, D. A. (1994). The contributions of total quality management to a theory of work performance. *Academy of Management Review*, 19(3), 510–536.
- Yolanda, R. D., Hidayat, S., & Hamidah, H. (2021). Human Resources Competency In Improving Employee Performance. *Bina Bangsa International Journal of Business and Management*, 1(1), 51–59. <https://doi.org/10.46306/bbijbm.v1i1.5>
- Zarwini, Z., Ahyani, N., & Fitriani, Y. (2022). The Impact of the Principal's Leadership Style and Work Motivation on Teacher Performance. *Journal of Social Work and Science Education*, 3(2), 122–131. <https://doi.org/10.52690/jswse.v3i2.281>