



Work Motivation Mediates the Influence of the Work Environment on Employee Performance

EMA ANJANI PUTRI UTAMI¹, IKA YULIANA², MAKIAH³, IRWAN CAHYADI⁴, FEBRIA NURMELIA MARLINI⁵
^{1,2,3,4,5} Program Studi Manajemen, Universitas Bumigora, Mataram

Abstract

This study aims to analyze the influence of the work environment on employee performance, with work motivation acting as a mediating variable at PT Kijang Lombok Raya. A quantitative approach using an associative-causal design was employed. The sample consisted of 50 active employees selected through a total sampling method. Data were collected via Likert-scale questionnaires and analyzed using Structural Equation Modeling (SEM) with SmartPLS. The results show that the work environment does not have a direct and significant effect on employee performance. However, the work environment significantly influences work motivation, which, in turn, significantly affects employee performance. Furthermore, work motivation was found to significantly mediate the relationship between the work environment and employee performance. These findings suggest that improving employee performance requires not only a supportive work environment but also both strong intrinsic and extrinsic motivation. Therefore, it is recommended that company management focus on enhancing employee motivation by providing adequate workplace facilities, supportive leadership, and fostering a positive organizational culture to encourage optimal performance.

Keywords: Work Environment; Work Motivation; Employee Performance.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja terhadap kinerja karyawan, dengan motivasi kerja sebagai variabel mediasi di PT Kijang Lombok Raya. Pendekatan kuantitatif menggunakan desain asosiatif-kausal digunakan. Sampel terdiri dari 50 karyawan aktif yang dipilih melalui metode pengambilan sampel total. Data dikumpulkan melalui kuesioner skala Likert dan dianalisis menggunakan Structural Equation Modeling (SEM) dengan SmartPLS. Hasil penelitian menunjukkan bahwa lingkungan kerja tidak memiliki pengaruh langsung dan signifikan terhadap kinerja karyawan. Namun, lingkungan kerja secara signifikan memengaruhi motivasi kerja, yang pada gilirannya secara signifikan memengaruhi kinerja karyawan. Lebih lanjut, motivasi kerja ditemukan secara signifikan memediasi hubungan antara lingkungan kerja dan kinerja karyawan. Temuan ini menunjukkan bahwa peningkatan kinerja karyawan tidak hanya membutuhkan lingkungan kerja yang mendukung tetapi juga motivasi intrinsik dan ekstrinsik yang kuat. Oleh karena itu, disarankan agar manajemen perusahaan fokus pada peningkatan motivasi karyawan dengan menyediakan fasilitas tempat kerja yang memadai, kepemimpinan yang mendukung, dan menumbuhkan budaya organisasi yang positif untuk mendorong kinerja optimal.

Kata Kunci: Lingkungan Kerja; Motivasi Kerja; Kinerja Karyawan.

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Corresponding_ emaajanii@gmail.com

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I. INTRODUCTION

Human resources (HR) are a strategic factor that significantly determines the success of an organization. The ability of HR to carry out their duties and their competencies play a crucial role in supporting company operations and achieving long-term goals. Therefore, effective HR management, which includes competency development, increased work motivation, and the creation of a conducive work environment, is crucial for improving employee performance (Sewang et al., 2024). Employee performance is a key indicator of organizational success, reflecting employees' ability to complete tasks according to their assigned responsibilities, both in terms of quality and quantity (Pricilia et al., 2023). Facing increasingly fierce business competition, companies must ensure that every employee can work effectively and efficiently to achieve organizational goals (Panjaitan, 2017).

Various factors can influence employee performance, including the work environment. A conducive work environment, encompassing both physical and non-physical factors, plays a crucial role in influencing comfort, safety, and social relationships in the workplace. Research shows that a supportive work environment can increase employee enthusiasm, motivation, and productivity, while an unconducive environment can decrease performance (Nurdin & Djuhartono, 2021). Factors such as lighting, temperature, cleanliness, and psychological well-being in the workplace are crucial elements in creating an optimal work environment (Panjaitan, 2017). Therefore, it is crucial for companies to create a positive work environment to maximize employee performance.

However, beyond the work environment, work motivation also plays a crucial role in boosting employee performance. Work motivation, both internal and external, influences employee behavior in achieving organizational goals. Employees with high work motivation tend to perform better than those with low motivation (Listyarini & Nugroho, 2025; Nurdin & Djuhartono, 2021). Therefore, work motivation can serve as a mediating variable that strengthens the relationship between a conducive work environment and optimal employee performance.

Previous studies have shown that the relationship between the work environment, work motivation, and employee performance remains inconsistent. For example, research by Listyarini & Nugroho, (2025) found that the work environment significantly influences employee performance through work motivation as a mediating variable. However, another study by Nurwati Nurwati, (2025) stated that work motivation does not mediate the influence of the work environment on employee performance. These discrepancies in research findings indicate a gap in the literature that requires further investigation, particularly in a more specific practical context.

PT Kijang Lombok Raya, a company engaged in labor placement, particularly for Indonesian Migrant Workers (PMI), faces challenges related to human resource management. Based on initial observations and a pre-survey conducted at PT Kijang Lombok Raya, a concerning phenomenon related to the physical work environment was observed. 86.67% of employees stated that the physical work environment, which includes aspects such as lighting, room temperature, cleanliness, and other facility conditions, was suboptimal and did not support their work comfort. For more details, see Table 1. This phenomenon can significantly impact employee performance because an unsupportive environment can cause physical discomfort that disrupts concentration, lowers morale, and hinders their ability to complete tasks effectively and on time. Additionally, 10 out of 15 employees (66.67%) reported difficulty completing tasks on time, which could be influenced by an unsupportive work environment. Furthermore, there are indications that a lack of comfort in the physical work environment also impacts other aspects, such as teamwork, initiative, and effective communication, all of which are crucial elements for an organization's success.

Table 1. Employee Performance Based on Pre-Survey

No	Performance Indicators	Number of employees	Percentage (%)	Information
1	Physical Work Environment	13	86.67%	13 out of 15 employees feel that the physical work environment (such as lighting, temperature, cleanliness) does not support their comfort and performance.
2	Ability to Complete Tasks on Time	10	66.67%	10 out of 15 employees find it difficult to complete tasks on time.
3	Quality of Work	12	80%	12 out of 15 employees rated the quality of their work as good, although there were some areas that needed improvement.
4	Ability to Work in a Team	9	60%	9 out of 15 employees feel uncomfortable working in a team, which affects the overall team performance.
5	Work Initiative	7	46.67%	7 out of 15 employees tend to wait for instructions, rather than taking initiative in their work.

No	Performance Indicators	Number of employees	Percentage (%)	Information
6	Ability to Adapt to Change	11	73.33%	11 out of 15 employees are quite capable of adapting to change, despite challenges related to job uncertainty.
7	Effective Communication	8	53.33%	8 out of 15 employees consider communication between employees to be less effective, which causes delays in completing tasks.

Source: Initial Observation, (2025)

Based on the explanation above, improving the physical work environment at PT Kijang Lombok Raya is a crucial step in increasing employee comfort, satisfaction, and performance. Therefore, this study aims to analyze the influence of the physical work environment on employee performance and to find ways of improvement that can create more conducive and productive working conditions for employees. Considering the gap in previous research, this study is very important to conduct. The main objective of this study is to examine the influence of the work environment on employee performance, with work motivation as a mediating variable at PT Kijang Lombok Raya. This study not only provides a theoretical contribution to the development of knowledge in the field of human resource management, particularly related to the role of the work environment and motivation in improving employee performance, but is also expected to provide practical insights for companies in managing human resources more effectively. Thus, this study not only provides an overview of the factors that influence employee performance but also offers practical solutions for PT Kijang Lombok Raya in facing the challenges of human resource management, particularly in increasing work motivation and creating a conducive work environment to achieve organizational goals.

II. LITERATURE REVIEW

Employee Performance

Employee performance plays a crucial role in determining a company's success. In increasingly competitive business environments, companies need to ensure that every employee is able to perform at an optimal level. According to Panjaitan, (2017) optimal performance is crucial for achieving company goals because it not only impacts operational efficiency but also supports the achievement of long-term targets. Performance itself is defined as the work results achieved by employees within a specific period according to their duties and responsibilities, which are aimed at helping achieve organizational goals while adhering to laws and moral and ethical norms. Performance reflects the quantity and quality of work completed, which is the result of employee abilities and efforts (Kimberly et al., 2019; Pricilia et al., 2023).

Work Environment

The physical work environment impacts employee performance, where unfavorable conditions such as noise, poor lighting, or uncomfortable room temperatures can quickly fatigue and demotivate employees (Dwi Parwata et al., 2026). In addition to physical aspects, psychological factors also play a significant role, such as excessive work pressure, unclear tasks, or a lack of appreciation for achievements, which can all decrease performance. Conversely, a conducive work environment can increase productivity. Factors that shape the work environment include lighting quality, comfort level, good ventilation and air circulation, cleanliness of the work area, and the security of employee belongings (Panjaitan, 2017).

Work Motivation

Understanding employee motivation is crucial for ensuring they act in accordance with organizational goals, as motivation is a key driver of work behavior (Esisuarni et al., 2024). Motivation, influenced by external factors such as the environment and leadership, as well as internal factors such as character, education, and future expectations, drives individuals to achieve their goals (Hanafi et al., 2018). Companies that make employees feel valued will increase work morale, reduce conflict, and support target achievement.

III. RESEARCH METHODOLOGY

This study uses a quantitative, associative-causal approach to examine the causal relationships between independent, mediating, and dependent variables. This approach was chosen because it can explain the extent to which the work environment influences employee performance, both directly and indirectly through work motivation as an intermediary variable (Sugiyono, 2023). This approach allows the study to explore more complex interactions and identify the influence of each variable on the desired outcomes. The population in this study was all employees of PT Kijang Lombok Raya. The sampling technique used was saturated sampling, meaning all 50 members of the population were included in the study. The data collection instrument used was a questionnaire constructed using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." Variable

indicators were adapted from previous research that had been tested for validity and reliability, then adjusted to be relevant to the company context.

Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 3 software. The analysis stages included testing the validity and reliability of the instrument, testing the measurement model (outer model), testing the structural model (inner model), and analyzing direct, indirect, and mediation effects (Hair, 2010). The PLS technique was chosen because it is highly suitable for relatively small sample sizes, such as in this study, and is capable of effectively estimating complex relationships between variables. Furthermore, PLS has the ability to address multicollinearity issues and allows researchers to test models involving unobserved or latent variables, a strength of this study. This approach is expected to provide a clear and in-depth picture of how the work environment and motivation influence employee performance at PT Kijang Lombok Raya.

IV. RESULT / FINDING

The implementation of convergent validity testing is carried out by examining the outer loading values of each indicator. An indicator is considered valid if the outer loading value is ≥ 0.70 (Hair et al., 2019).

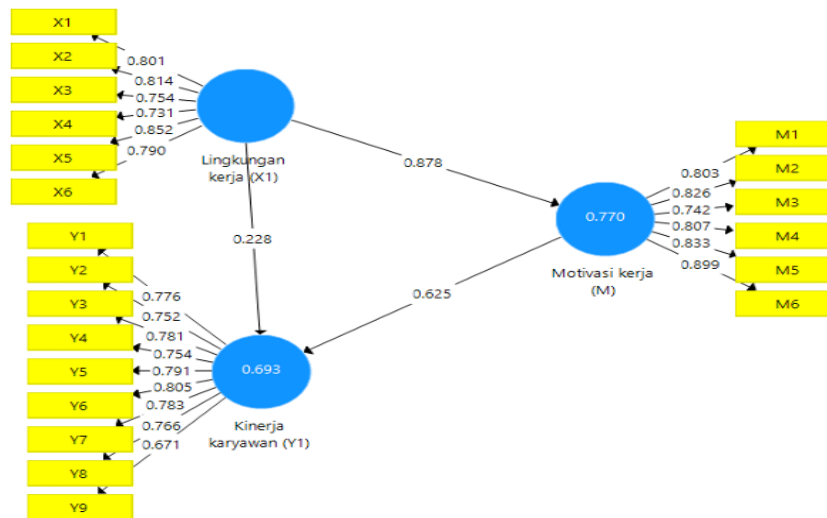


Figure 1. Outer Loading Results
Source: Research Results, (2025)

Based on the outer loading results in this study, all indicators for the variables Work Environment (X), Work Motivation (M), and Employee Performance (Y) have values above 0.60. This indicates that all indicators meet the criteria for convergent validity.

Discriminant Validity

An indicator is said to have discriminant validity if the cross-loading value for the construct it measures is greater than the cross-loading value for other constructs. Furthermore, construct validity can be assessed using the Average Variance Extracted (AVE), with a construct considered valid if the AVE exceeds 0.50.

Table 2. Validity Test Results

Variables	Work Environment	Work Motivation	Employee Performance
Work Environment	0,765		
Work Motivation	0,777	0,791	
Employee Performance	0,852	0,878	0,820

Source: Processed Primary Data, (2025)

Composite Reliability

Construct reliability was assessed using the Composite Reliability and Average Variance Extracted (AVE) values. According to Hair et al. (2019), a construct is considered reliable if the Composite Reliability value is ≥ 0.70 and the AVE is ≥ 0.50 . The analysis results show that all constructs have Composite Reliability values above 0.90 and AVE values above 0.50. This indicates that each variable in this study has excellent internal consistency, and its indicators explain the measured latent variables.

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Composite Reliability	Information
Work Environment	0,880	0,909	Reliabel
Work Motivation	0,901	0,925	Reliabel
Employee Performance	0,911	0,927	Reliabel

Source: Processed Primary Data, (2025)

R-Square (R²)

The R-squared value measures the magnitude of the independent variables' influence on the dependent variable. The results of the study showed an R² value of 0.770 for the Work Motivation variable, indicating that the Work Environment explains 77% of the variation in Work Motivation, with the remaining 23% attributable to other factors outside the model. The R² for Employee Performance is 0.693, indicating that the Work Environment and Work Motivation together explain 69.3% of the variation in Employee Performance. An R² value above 0.67 is considered strong.

Table 4. R-Square Test Results

Variables	R Square	R Square Adjusted
Work Motivation	0,770	0,765
Employee Performance	0,693	0,678

Source: Processed Primary Data, (2025)

Hypothesis Testing

To test the relationship between variables in the model, a hypothesis test was conducted using the Bootstrapping method in SmartPLS. This method is used to obtain more stable and valid estimates when working with relatively small samples, as in this study. The results of the hypothesis test will provide information on the strength of the relationship between the tested variables and whether the proposed hypothesis can be accepted or rejected. Table 5 below presents the results of the hypothesis test, showing the path coefficient, t-statistic, and p-value for each relationship between variables. The path coefficient indicates the magnitude of the influence of one variable on another, while the t-statistic and p-value are used to test the significance of the relationship.

Table 5. Hypothesis Test Results

Hypothesis	Relationship Between Variables	Path Coefficient	T-Statistic	P-Value	Impormation
H1	Work Environment → Employee Performance	0,228	0,997	0,319	Rejected
H2	Work Environment → Work Motivation	0,878	26,197	0,000	Accepted
H3	Work Motivation → Employee Performance	0,625	2,761	0,006	Accepted
H4	Work Environment → Work Motivation → Employee Performance	0,542	2,738	0,006	Accepted

Source: Processed Primary Data, (2025)

V. DISCUSSION

Work Environment and Employee Performance

The results of the hypothesis test indicate that the work environment has a positive but insignificant influence on employee performance at PT Kijang Lombok Raya. Although the average perception score for the work environment is very high (4.5), indicating a favorable view of existing working conditions, its impact on employee performance is not significantly realized. This may be due to several operational constraints, such as internet connection disruptions, limited training facilities, and fluctuations in overseas demand, which also impact job stability. Therefore, although perceptions of the work environment tend to be positive, this has not been reflected in a tangible increase in performance. This finding indicates that positive perceptions of the work environment alone are not sufficient to improve performance without improvements in operational aspects and more comprehensive human resource development (Nabila et al., 2025; Yumalia et al., 2025).

This phenomenon aligns with studies conducted by (Alqorrib et al., 2023; Dewanti & Siagian, 2025), which also found that the work environment does not always have a significant impact on employee performance. While the physical and psychological aspects of the work environment can positively influence job comfort and satisfaction, other external factors, such as technical and economic issues, also need to be considered in explaining

employee performance. This demonstrates the importance of a broader understanding of the influence of the work environment on performance, incorporating contextual factors that can moderate the relationship.

This phenomenon provides PT Kijang Lombok Raya with new insights into the importance of effective operational management, particularly in addressing technical disruptions and economic fluctuations, to achieve tangible performance improvements. Therefore, a long-term strategy that focuses not only on improving the physical work environment but also on strengthening internal systems and improving employee support facilities is key. While the work environment can enhance employee comfort and satisfaction, the operational challenges faced by the company must remain a primary focus in efforts to improve performance. Understanding the interaction between work environment factors and external constraints is crucial for developing a more integrated strategy for improving employee performance within the company.

Work Environment and Work Motivation

This study demonstrates that the work environment has a positive and significant impact on work motivation at PT Kijang Lombok Raya. The average work motivation score, classified as very good, indicates that the physical, psychological, and social aspects of the company's work environment are adequate. Complete facilities and superior support are key factors that increase employee motivation. However, it is important to delve deeper into how these factors are concretely implemented in daily practice and their impact on employee work motivation overall.

Comfortable physical conditions, such as adequate workspace and supportive facilities, contribute to employee well-being, which in turn reduces stress and boosts morale. Conversely, open superior support and opportunities for employee development play a crucial role in increasing a sense of appreciation, which also motivates employees to perform optimally (Yuliawati Pertiwi et al., 2025). This reflects the application of Herzberg's two-factor theory, which states that hygiene factors, such as good working conditions, when met, can reduce dissatisfaction and boost morale. However, although aspects of the work environment are considered supporting factors, it is important to consider that other motivational factors, such as challenges in the job and recognition for achievement, also play a role in improving performance (Ginting, 2026).

This finding aligns with research by (Zhenjing et al., 2022), which emphasized that a positive work environment directly increases employee motivation. However, the phenomenon at PT Kijang Lombok Raya demonstrates that work environment factors alone are insufficient to motivate employees overall, without integration between work environment management and the fulfillment of other motivational needs. In this context, companies need to continuously optimize the balance between hygiene factors and motivators to create truly conducive working conditions that can improve long-term performance.

Work Motivation Towards Employee Performance

The results of this study indicate that work motivation has a positive and significant effect on employee performance at PT Kijang Lombok Raya, indicating that H3 is accepted. The very high average employee performance score reflects that strong motivation directly influences discipline, responsibility, and proactivity at work. This is not merely a number, but rather illustrates a real-world phenomenon: highly motivated employees are more driven to achieve set goals, perform tasks attentively, and strive for optimal results.

Referring to Vroom's Expectancy Theory, motivation arises when employees feel confident that their efforts will result in good performance, ultimately yielding desired results (Lee & Raschke, 2016). In the context of PT Kijang Lombok Raya, high motivation not only increases work enthusiasm but also strengthens the internal drive to complete tasks with maximum dedication and dedication. Employees who feel that their efforts will be appreciated and produce clear results tend to work harder and with greater responsibility. This suggests that the relationship between work motivation and employee performance is not automatic, but rather depends on employees' belief that their efforts will produce desired results and be recognized by the company.

This finding aligns with research by Agustriani et al., (2022), which emphasized that low work motivation negatively impacts employee performance. Decreased motivation can lead to decreased work quality and productivity, which in turn impacts the achievement of organizational goals. Therefore, maintaining and improving work motivation should be a top priority for management. Strategies that can be implemented to increase motivation, such as rewarding achievements, providing opportunities for self-development, and creating a supportive environment, will be key to maintaining and improving employee performance at PT Kijang Lombok Raya.

The phenomenon at PT Kijang Lombok Raya demonstrates that work motivation is not merely a driving factor but a crucial foundation for continuously improving employee performance. By understanding this dynamic, companies can better design HR development programs that support employee motivation and, ultimately, improve their performance and contribution to achieving organizational goals.

Work Environment on Employee Performance through Work Motivation

This study proves that the work environment influences employee performance through work motivation as a full mediator, thus the hypothesis is accepted. These results indicate that a well-managed work environment not only creates physical and psychological comfort but can also influence employee work motivation, ultimately improving their performance. Referring to Vroom's Expectancy Theory, which states that individuals are motivated when they believe that their efforts will yield desired results, these findings suggest that a conducive work environment fosters this belief. Employees who feel supported by adequate facilities, a positive work atmosphere, and attention from superiors tend to be more motivated to perform optimally.

In the context of PT Kijang Lombok Raya, these findings are highly relevant, as motivation is the primary link between the work environment and employee performance. Employees who perceive a positive work environment will feel appreciated and motivated to work harder, which in turn increases productivity and work quality. This is confirmed by the results of the hypothesis test, which showed a positive and significant relationship between the work environment, motivation, and employee performance. Thus, a conducive work environment not only fosters motivation but also improves overall performance.

These findings align with research by Rochmah & Suhartono, (2023), which emphasized that work motivation plays a significant mediator in the relationship between the work environment and employee performance. This research emphasizes the importance of creating a supportive work environment, as high motivation not only improves individual performance but also contributes to the achievement of organizational goals more effectively and efficiently. At PT Kijang Lombok Raya, these findings provide insight that the company's efforts to optimally manage the work environment can be a strategic step in maintaining and sustainably improving employee performance, particularly by focusing attention on motivational factors directly linked to existing work environment conditions.

This phenomenon at PT Kijang Lombok Raya underscores that to improve performance, companies need to integrate increased motivation into improvements to the work environment, with a more planned and sustainable strategy. This is crucial not only for improving work quality but also for increasing employee satisfaction and loyalty, which will ultimately contribute to the company's long-term success.

VI. CONCLUSION AND RECOMMENDATION

This study shows that work motivation acts as the main link between the work environment and employee performance at PT Kijang Lombok Raya. A good work environment can enhance work motivation, which in turn contributes to improved employee performance. Therefore, efforts to improve performance should focus on creating a supportive work environment to strengthen employee motivation. The work environment has a positive but not significant effect on employee performance, indicating that although a supportive environment is important, internal factors such as work motivation are still needed to boost performance. Additionally, the work environment has a positive and significant effect on work motivation, meaning that the better the work environment perceived by employees, the higher their work motivation. Work motivation has a positive and significant effect on employee performance, making it an important factor in improving performance because it can serve as an internal drive to achieve targets and demonstrate a positive work attitude. Lastly, work motivation mediates the relationship between the work environment and employee performance, showing that although the work environment does not directly influence performance, increased motivation makes this influence significant.

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