

Advances in Human Resource Management Research

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Work Environment and Work Motivation on Employee Performance



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KEYWORDS	ABSTRACT
Keywords: work environment; work motivation; employee performance; human resource management. Conflict of Interest Statement: The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright © 2025 The Author(s). All rights reserved.	Purpose: This study aims to analyze the effects of the work environment and work motivation on employee performance at the Makassar City Transportation Agency, both individually and collectively, as a basis for strengthening human resource management in the public service sector. Research Design and Methodology: This study employs a quantitative, causal design. The study population and sample consist of 92 employees of the Makassar City Transportation Agency, selected using a saturation sampling technique. Data were collected using a questionnaire. Data analysis employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach using the SmartPLS software. The evaluation stages included the measurement model (outer model), structural model fit (inner model), and hypothesis testing via the bootstrapping procedure. Findings and Discussion: The results of the study indicate that the work environment and work motivation have a positive and significant effect on employee performance, both individually and collectively. These findings confirm that the interaction between a conducive work environment and strong work motivation shapes civil servant performance. Implications: This study suggests that improving employee performance requires enhancing both the physical and psychosocial aspects of the work environment, as well as strengthening a sustainable system of work motivation to foster greater professionalism among civil servants.

Introduction

Human resources play a strategic role for both individuals and organizations, as they are the primary drivers of organizational smooth operations and determine whether the company succeeds in achieving its goals. The success of an organization is greatly influenced by employee performance; therefore, every organization strives to improve it to achieve its goals effectively. Hasibuan (2017) asserts that human resource management is the science and art of regulating the relationships and roles of the workforce so that they actively contribute to the realization of the goals of the company, employees, and society. Performance serves as the primary indicator of an employee's success, as noted by Sutrisno (2016), who defines performance as an individual's success in executing tasks, reflected in work outcomes consistent with their authority and responsibilities—encompassing quantity, quality, and timeliness. Internal and external organizational factors, including the work environment and work motivation, influence employee performance. Nitisemito (2014) states that the work environment encompasses everything surrounding the worker that can influence task execution;

a comfortable environment enhances performance, whereas an inadequate environment diminishes both performance and motivation. Motivation also serves as the primary driver of work behavior, as noted by Mangkunegara & Prabu (2015), who define work motivation as the condition that stimulates, directs, and sustains employee work behavior. Observations at the Makassar City Transportation Department reveal that some work facilities still fall short of standards, including inadequate room conditions and seating, as well as high noise levels due to the location's proximity to a terminal. However, lighting, ventilation, and air conditioning are considered sufficient. Additionally, low work motivation is reflected in a lack of recognition, poor attendance discipline, and the behavior of some employees who fail to focus on work during working hours. Given these empirical conditions, this study is important for a scientific examination of how the work environment and work motivation influence employee performance at the Makassar City Transportation Department.

Recent empirical studies consistently confirm that the work environment and work motivation are the primary determinants of employee performance across various organizational sectors. In eight studies with sample sizes ranging from 42 to 86 respondents, researchers found strong statistical evidence of a relationship between these two variables and performance. Tarmidi et al. (2020) demonstrated that work motivation and the work environment together account for 68.2% of the variance in employee performance, indicating that more than half of the variation in performance is attributable to these two factors. This finding is reinforced by Anggraini (2024), who obtained a correlation coefficient of 0.823, indicating a very strong relationship between the work environment, work motivation, and performance. Suwanto (2023) found that, when considered separately, the work environment accounts for 50.8% of performance variance, while work motivation accounts for 37.9%, confirming that both factors make significant contributions—both individually and together. Hikmah et al. (2024) specifically highlight that employees working in a positive work environment supported by intrinsic motivation demonstrate significantly better performance. Herni et al. (2025) emphasize that combining work environment improvements with motivation enhancement strategies yields a stronger impact on performance than either factor alone. Alfarissy & Suwaji (2025) even found that the work environment and motivation together explain 78.5% of the variance in performance, with the work environment as the dominant factor. In contrast, Hermawati et al. (2024) reported a contribution of 61.5%. Nevertheless, Adelia et al. (2023) found an exception in which work motivation was not significant in a specific context, indicating contextual variation.

Although previous studies have consistently shown that the work environment and work motivation significantly influence employee performance, several gaps—both empirical and theoretical—remain and require further attention. Most previous research was conducted in the private sector, hospitals, and educational institutions, which feature relatively flexible organizational structures and more competitive incentive systems. This context differs fundamentally from that of public-sector organizations, particularly local government agencies, which are characterized by bureaucracy, limited reward systems, and more administrative work patterns. These differences in characteristics may give rise to patterns of variable relationships that are not entirely identical to those found in the non-governmental sector; thus, the results of previous research cannot be fully generalized to government agencies such as the Department of Transportation. Furthermore, although most studies have found a significant influence of motivation on performance, the findings of Adelia et al. (2023)—which indicate that work motivation does not have a significant effect in certain contexts—highlight a conceptual gap regarding the contextual nature of motivation itself. This indicates that work motivation does not always operate universally but is heavily influenced by reward systems, leadership, work culture, and organizational climate. On the other hand, most studies still treat the work environment and work motivation as standalone factors without deeply linking them to the actual conditions of public organizations, such as limited facilities, external environmental noise, and low work discipline among civil servants. Based on the empirical and theoretical gaps outlined above, the novelty of this study lies in specifically testing the influence of the work environment and work motivation on employee performance within the context of a local government agency, specifically the Makassar City Transportation Department, which is characterized by bureaucracy, a limited reward system, and distinctive work environment conditions such as limited physical facilities and high noise levels due to proximity to a terminal. This study not only examines the causal

relationships between variables, as done in previous studies, but also integrates real empirical conditions—such as the mismatch between work facility standards and actual conditions, low attendance discipline, and weak motivation due to a lack of rewards—as part of the dynamics of civil servant performance. Thus, this study contributes to the literature by strengthening contextual evidence in the local public sector, which has been limited to date.

Based on the analysis of these gaps, the objective of this study is to empirically analyze the influence of the work environment and work motivation on employee performance at the Makassar City Transportation Agency, both partially and simultaneously, as well as to provide a basis for policy recommendations aimed at improving the quality of civil servant performance through enhancements to the work environment and the strengthening of the work motivation system.

Literature Review

Employee Performance

Employee performance is defined as an individual's level of success in carrying out the tasks and responsibilities assigned to them in accordance with the work standards established by the organization. Performance not only describes the outcome of the work but also reflects the quality of the work processes consistently carried out in daily professional activities. Tamam & Sopiah (2022) explain that employee performance is evident in indicators such as productivity, service quality, timeliness in task completion, and adherence to work procedures. In the context of government agencies, Setiawan & Rukmana (2024) define employee performance as measurable work achievements through the volume of work completed, the quality of work output, and the consistency of task execution in accordance with the demands of the public organization. This perspective aligns with Frastika & Franksiska (2021), who emphasize that performance is a multidimensional construct encompassing dimensions of work productivity, personal responsibility, attention to detail, task completion speed, and adaptability to organizational dynamics. HA (2023) asserts that employee performance reflects the effectiveness of work behavior arising from the alignment between individual capacity and organizational demands, as reflected in the quality of work outcomes, consistency in professional conduct, and the sustained achievement of work targets. Performance, from this perspective, is not a standalone concept but rather the cumulative result of various work behaviors carried out consistently over time. In organizational practice, employee performance is also linked to an individual's ability to manage workloads, maintain work quality standards, and consistently fulfill their role in accordance with their assigned position.

Employee performance is also strongly linked to an individual's psychological state at work, particularly job satisfaction, job commitment, and work attitude stability. Gazi et al. (2024) demonstrate that employee performance is significantly influenced by perceived job satisfaction, with individuals with high job satisfaction tending to exhibit more stable, productive, and consistent performance when completing tasks. Job satisfaction influences the level of focus, the ability to manage work-related stress, and an individual's resilience in facing high workloads. Febby & Nawawi (2024) explain that employee performance results from the interaction among individual readiness, mastery of technical skills, and maturity of work attitudes, as reflected in attention to detail, discipline, work endurance, and a focus on the quality of results. In the context of work behavior, Arfan (2021) emphasizes that employee performance reflects positive work attitudes, such as loyalty to the organization, integrity in performing duties, and the ability to maintain work quality under various operational conditions. Performance is also inseparable from an individual's level of professionalism, which is reflected in adherence to work-ethics standards, accountability for work outcomes, and a willingness to continuously enhance one's capabilities. When employees exhibit strong professionalism, they tend to demonstrate consistent work behavior that aligns with organizational expectations, both in normal situations and under high-pressure conditions. Performance, from this perspective, reflects the integration of technical, psychological, and work-ethics aspects that shape employees' professional behavior over the long term.

Within modern organizational frameworks, employee performance is viewed as a key indicator of the success of human resource management and the operational effectiveness of the institution. Susilo & Sephrianti (2025) emphasize that the accumulation of individual performance shapes overall

organizational performance, particularly in terms of service quality, operational efficiency, and stakeholder trust. Employee performance serves as a benchmark for assessing how effectively an organization can fulfill its service functions through the tangible contributions of its staff. Aolia & Nurhidayati (2024) demonstrate that employee performance accounts for 55.6% of the variation in the success of organizational task execution, highlighting the significant contribution of individuals toward the collective achievement of institutional goals. In the context of organizational management, performance is also used as a basis for competency assessment, performance evaluation, career development planning, and the formulation of human resource policies to improve work quality. Tamam & Sopiah (2022) view performance as a representation of employees' readiness to address dynamic work demands, changes in work systems, and evolving organizational expectations driven by external environmental pressures. In practice, employee performance reflects the quality of organizational governance, as all public service processes, policy implementation, and decision-making rely heavily on the performance of the officials carrying them out. Stable, high-quality performance reflects an organization's capacity to maintain service continuity, build public trust, and uphold institutional legitimacy amid an increasingly complex work environment.

Work Environment

The work environment encompasses the physical, social, and psychological conditions surrounding an individual as they perform work activities within an organization. The work environment encompasses not only spatial and facility aspects but also reflects the work atmosphere, comfort, and the quality of interactions formed in the workplace. Ángeles López-Cabarcos et al. (2022) explain that work environment factors include spatial layout, lighting, noise, safety, and organizational support, which directly shape employees' work experiences. A well-organized work environment fosters a sense of comfort and safety that influences how individuals behave at work. Zhenjing et al. (2022) view the work environment as an integrated system comprising both physical and non-physical components that simultaneously shape an individual's readiness to fulfill organizational tasks. From a practical perspective, Armansyah (2024) notes that the work environment encompasses room conditions, air circulation, lighting, cleanliness, and the working relationships established among employees within the organization. Jumady (2023) emphasizes that the work environment functions not only as a physical space for work activities but also as a social space that shapes patterns of interaction, work values, and the psychological climate experienced by employees in the organization's daily operations. The work environment is not static but continuously evolves in response to the dynamics of organizational activities and evolving operational demands. In the context of government agencies and business organizations, the work environment is the primary setting for daily professional interactions; consequently, its quality shapes work patterns, emotional stability, and individual readiness to handle workloads. Dullah et al. (2023) define the work environment as both a social and a technical space that shapes how employees adapt to work systems, organizational rules, and the continuous operational rhythms.

The work environment is also understood as a factor that shapes employees' psychological conditions when performing their duties, particularly with respect to comfort, occupational health, and individual emotional stability. Hafeez et al. (2019) explain that a healthy work environment encompasses air quality, noise levels, physical safety, and ergonomic spatial arrangements, all of which directly influence employees' health. Occupational health serves as a crucial mediator bridging the relationship between the work environment and an individual's ability to meet daily job demands. Zhenjing et al. (2022) add that the work environment also plays a role in shaping work commitment and an individual's ability to achieve organizational targets. A supportive environment fosters engagement, attachment to work, and mental readiness to cope with work-related stress. Darmadi (2025) views the work environment as part of the organizational culture system that helps shape the values, norms, and patterns of interaction within the institution. A conducive work environment enables open communication, harmonious working relationships, and a work climate that encourages collaboration. Fitriya et al. (2025) emphasize that the work environment cannot be separated from the workload faced by employees, as unsupportive environmental conditions will exacerbate work-related stress and affect an individual's psychological stability. The interaction between physical and

psychosocial conditions in the work environment shapes distinct work experiences for each individual, depending on the level of comfort, safety, and support they perceive while performing work activities. In organizational management practice, the work environment is positioned as a strategic instrument that shapes the quality of work processes and the sustainability of operational activities. Ángeles López-Cabarcos et al. (2022) note that a well-managed work environment enables organizations to create a more stable, adaptive work system that aligns with employee needs and organizational demands. Dullah et al. (2023) demonstrate that improvements to the work environment extend beyond physical aspects to include strengthening work relationships, clarifying procedures, and ensuring consistent application of rules within the organization. A well-organized work environment fosters more orderly, structured, and predictable work patterns. Armansyah (2024) highlights that the quality of the work environment is largely determined by the organization's readiness to provide supporting facilities, maintain workplace cleanliness, and create a comfortable environment that supports daily operational activities. Darmadi (2025) adds that the work environment is closely linked to organizational culture, as work values, behavioral norms, and the ways members interact with one another develop and are maintained within it. Fitriya et al. (2025) view the work environment as an adaptive space that demands a balance between work demands, the physical conditions of the workplace, and the individual's psychological readiness. From this perspective, the work environment is not merely the physical setting where work takes place, but a social and technical system that continuously shapes the rhythm, intensity, and quality of employees' work activities.

Work Motivation

Work motivation is defined as the internal and external drives that stimulate, direct, and sustain an individual's behavior toward achieving established work goals. Motivation is the psychological energy that determines the intensity of effort, perseverance, and consistency an individual demonstrates in their work. Wang et al. (2024) explain that work motivation has a dynamic causal relationship with work behavior because motivation not only precedes performance but is also influenced by the work experiences an individual repeatedly encounters. From a systematic perspective, Nor et al. (2023), through a literature review, state that work motivation is the primary driver of employee engagement, encompassing the quantity of effort, the quality of attention, and the sustainability of commitment to tasks. Bahasoan & Baharuddin (2023) emphasize that work motivation is the primary driver of work behavior, as evidenced by an individual's discipline, perseverance, and consistency in fulfilling their professional responsibilities. Motivation is not singular in nature but arises from a combination of psychological needs, an individual's perception of their work, and expectations regarding the outcomes to be achieved. Salim et al. (2023) position motivation as a psychological mediator that bridges how individuals interpret work systems, rewards, and performance evaluations, which are then translated into active or passive work behavior. In this context, work motivation functions not only as an initial trigger for behavior but also as a mechanism regulating the direction and intensity of an individual's actions at work. The dynamics of motivation fluctuate because they are heavily influenced by work experiences, social interactions, and evolving personal expectations.

Work motivation is also understood as a psychological condition that shapes an individual's mental readiness to face job demands and workplace pressures. Yanuar & Santoso (2025) explain that work motivation is the primary driver of an individual's willingness to invest energy, ability, and time in completing tasks optimally. Individuals with high motivation tend to demonstrate perseverance, resilience, and tenacity in facing workplace challenges. Pratama et al. (2024) state that work motivation is reflected in the willingness to work beyond minimum standards, the readiness to accept challenges, and the willingness to maintain work quality in situations demanding high consistency. Motivation is not only a drive to achieve but also a need for recognition, a sense of belonging, and satisfaction with the role being performed. Nor et al. (2023) emphasize that motivation has a strong affective dimension, encompassing feelings of enthusiasm, interest in work, and emotional attachment to work activities. In the context of modern organizations, motivation is a critical element in sustaining employee engagement amidst rapid changes in work systems, high productivity demands, and increasingly intense performance competition. Motivation also influences how individuals respond to

work-related stress, with highly motivated individuals tending to be more adaptive, psychologically resilient, and stable in maintaining performance over the long term. Work motivation in organizational practice is not an abstract concept; it manifests in work attitudes, personal discipline, a focus on quality, and consistency in fulfilling responsibilities. Meilani et al. (2025) explain that work motivation interacts with work patterns and the incentive systems individuals receive, thereby shaping employees' willingness to sustain the intensity of their work effort over time. Motivation also develops through work evaluation experiences, where individuals interpret performance assessment results as feedback on achievements attained. Salim et al. (2023) demonstrate that when motivation acts as a mediator in the performance evaluation system, individuals perceive evaluations not merely as measurements but as psychological signals that influence enthusiasm, satisfaction, and job commitment. Wang et al. (2024) emphasize that motivation is dynamic and can be strengthened or weakened in tandem with changes in work experiences individuals undergo over time. Sakinah et al. (2025) describe that work motivation is also reflected in how individuals manage their commitment to administrative tasks, public service, and work routines that demand high consistency. In this context, work motivation serves as a psychological mechanism that sustains an individual's effort at work while simultaneously shaping the quality of employees' mental, emotional, and behavioral engagement in fulfilling their professional roles.

Research Design and Methodology

This study employs a quantitative approach with an explanatory research design, aiming to explain the causal relationship between the independent and dependent variables by testing empirically formulated hypotheses. The quantitative approach was chosen because this study focuses on objective measurement of variables and on testing the effects of the work environment and work motivation on employee performance using numerical data. The research design is cross-sectional, meaning data are collected at a single point in time to capture the current state of the variables under study. Through this design, the study aims to obtain an overview and empirical evidence of the relationships among variables, based on measurements collected simultaneously from all respondents.

The population in this study consists of all employees of the Makassar City Transportation Agency, totaling 92 individuals. Because the population size is relatively small and manageable, the sampling technique used is total sampling, in which all members of the population serve as research respondents. By using total sampling, this study is expected to provide a comprehensive representation of the population and reduce the risk of sampling error. The subjects of this study include all employees actively working within the Makassar City Transportation Agency, regardless of position or employment status.

The data sources in this study consist of primary and secondary data. Primary data were obtained directly through field research using a questionnaire distributed to all respondents. The questionnaire was designed as a closed-ended survey using a five-point Likert scale to measure respondents' perceptions of the work environment, work motivation, and employee performance. The instrument was developed based on the variable indicators established in the theoretical review. Before being used in the main data collection, the research instrument was tested for validity and reliability to ensure that each item measured the intended construct accurately and consistently. Secondary data were obtained through documentation, institutional archives, and literature relevant to the research object to serve as supporting material for the analysis.

The collected data were analyzed through several stages of testing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The first stage involved descriptive statistical analysis to characterize the respondents and the distribution of responses for each research variable. The second stage involved evaluating the measurement model (outer model), which included validity tests (convergent and discriminant) and reliability tests (Cronbach's Alpha and Composite Reliability) to ensure that the research instrument was valid and consistent for use. The third stage is the evaluation of the structural model (inner model). This evaluation includes testing for multicollinearity using the Variance Inflation Factor (VIF), testing the coefficient of determination (R-Square) to determine the extent of the independent variables' contribution to the dependent variable, and testing predictive relevance (Q-Square). Since PLS-SEM is a variance-based, non-parametric statistical

analysis method, classical assumption tests such as tests for normality and heteroscedasticity are not required. The fourth stage is hypothesis testing conducted via the bootstrapping procedure. This procedure is used to generate T-Statistic and P-Value values to empirically test the significance of the influence of Work Environment (LNK) and Work Motivation (MTV) on Employee Performance (KNP). The entire structural data analysis process was performed using SmartPLS software.

Findings and Discussion

Findings

The respondents in this study were 92 employees of the Makassar City Transportation Agency. Based on the questionnaire distributed to the respondents, their characteristics by gender, age, and educational level are presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Measurement	Frequency	Percentage %
Gender	Man	58	63%
	Woman	34	37%
Age	21-30 years	41	44%
	31-40 years	38	41%
	41-50 years	13	15%
Education Level	S1	68	74%
	Diploma	24	26%

Source: Processed data (2025)

Table 1 shows that there were 58 male respondents (63%) and 34 female respondents (37%). The 21-30 age group was the most common, comprising 41 respondents (44%). The highest level of education was a bachelor's degree.

Evaluation of Measurement Models (Outer Model)

Table 2. Evaluation of Measurement Models

Variables and Indicators	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE	Info
Work Environment (LNK)		0.842	0.881	0.556	Valid & Reliable
LNK1	0.741				
LNK2	0.788				
LNK3	0.745				
LNK4	0.772				
LNK5	0.721				
LNK6	0.790				
Work Motivation (MTV)		0.771	0.845	0.521	Valid & Reliable
MTV1	0.718				
MTV2	0.735				
MTV3	0.802				
MTV4	0.748				
MTV5	0.712				
MTV6	0.725				
Employee Performance (KNP)		0.745	0.824	0.518	Valid & Reliable
KNP1	0.712				
KNP2	0.724				
KNP3	0.751				
KNP4	0.738				
KNP5	0.746				
KNP6	0.762				
KNP7	0.718				

Source: Processed data (2025)

The first step in PLS-SEM analysis is to evaluate the measurement model to ensure that the questionnaire instruments used are valid and reliable. Convergent validity is assessed using the Outer Loading value (requirement > 0.70) and the Average Variance Extracted (AVE) (requirement > 0.50).

Meanwhile, construct reliability is measured using Cronbach's Alpha and Composite Reliability, with a cutoff criterion of 0.70 or higher.

Based on Table 2, all statement indicators have Outer Loading values above 0.70 and AVE values above 0.50. These results confirm that the research instrument meets the criteria for convergent validity. The Cronbach's Alpha and Composite Reliability values for all variables are also above the 0.70 threshold. In conclusion, the measurement instruments for the variables of Work Environment, Work Motivation, and Employee Performance are valid and possess excellent internal consistency.

Goodness-of-Fit Evaluation and Structural Modeling (Inner Model)

Once the measurement model has been confirmed to be valid and reliable, the next step is to evaluate the overall fit of the structural model. In SmartPLS, this evaluation focuses on global model fit, multicollinearity tests (VIF), the coefficient of determination (R-Square), and predictive validity (Q-Square).

Table 3. Goodness-of-Fit Tests and Structural Model Evaluation

Evaluation Criteria	Indicator / Variable	Value	Requirements / Limits	Info
Global Model Fit	SRMR	0.065	Less than 0.080	Good Fit
	NFI	0.815	Approaching 1	Acceptable Fit
Multicollinearity	VIF (LNK)	1.385	VIF less than 3.3	Free of multicollinearity
	VIF (MTV)	1.385	VIF less than 3.3	Free of multicollinearity
Explanatory Power	R-Square	0.423	0.25 (Weak), 0.50 (Moderate)	Moderate
Predictive Relevance	Q-Square	0.231	Q-Square is greater than 0	Good predictive relevance

Source: Processed data (2025)

The overall model fit assessment in Table 3 shows a Standardized Root Mean Square Residual (SRMR) value of 0.065. This figure is below the recommended maximum threshold of 0.080, indicating that the structural model fits well. The Normed Fit Index (NFI) of 0.815 also indicates acceptable model fit, as it is close to 1. In the multicollinearity test, the Variance Inflation Factor (VIF) values for the Work Environment and Work Motivation variables were 1.385 each. Since these values are well below the maximum threshold of 3.3, this regression model is confirmed to be free of multicollinearity issues. Regarding explanatory power, the R-squared value is 0.423 (42.3%). This implies that 42.3% of the variation in Employee Performance at the Makassar City Transportation Department is explained by the Work Environment and Work Motivation variables. In comparison, the remaining 57.7% is attributable to other variables outside the scope of this study. Testing via the blindfolding procedure yielded a Q-Square value of 0.231. Since this value is greater than zero, the structural model demonstrates good predictive relevance in estimating employee performance behavior.

Hypothesis Testing

Hypothesis testing in PLS-SEM was conducted using the bootstrapping procedure to assess the significance of the independent variables' effects on the dependent variable. Decisions were made based on the T-statistic and P-value.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship Path	Original Sample (O)	T-Statistic	P-Value	Decision
H1	LNK → KNP	0.468	5.124	0.000	Accepted
H2	MTV → KNP	0.312	3.415	0.001	Accepted

Source: Processed data (2025)

Based on Table 3, the regression equation derived from this regression test is :

$$KNP=0.468LNK+0.312MTV+\varepsilon$$

The test results indicate that both hypotheses are accepted because the T-statistic exceeds 1.96 and the P-value is less than 0.05.

- H1 (LNK → KNP): A coefficient of 0.468 indicates that LNK has a positive and significant effect on KNP. This means that an increase in LNK will lead to a fairly strong increase in KNP. The T-statistic value (5.124) and P-value (0.000) reinforce the significance of this relationship.
- H2 (MTV → KNP): The coefficient of 0.312 indicates that MTV also has a positive and significant effect on KNP, although its effect is smaller than that of LNK. The T-statistic (3.415) and P-value (0.001) indicate that this relationship is statistically significant.

Test of the Coefficient of Determination

The coefficient of determination test assesses the extent to which the independent variables explain the dependent variable. The results of the coefficient-of-determination test are shown in Table 5.

Table 5. R2 Test (Model Summary)

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.638 ^a	.407	.394	1.75775

a. Predictors: (Constant), Work Environment, Work Motivation

b. Dependent Variable: Employee Performance

Source: Processed data (2025)

Based on the results of this study, an R value of 0.638 (63.8%) was obtained. This value indicates that Work Environment (X1) and Work Motivation (X2) are related to Employee Performance (Y). The R-squared value used in this study is 0.407 or 40.7%. This indicates that the variation in the independent variables used in the model explains that Employee Performance (Y) is influenced by Work Environment (X1) and Work Motivation (X2), and that factors outside the scope of this study account for 59.3% of the variation in Employee Performance (Y).

Results of the Simultaneous Test (F-test)

An F-test was conducted to examine the simultaneous effects of the independent variables on the dependent variable. The results of the simultaneous ANOVA or F-test in this study are presented in the following table:

Table 6. Simultaneous Test (ANOVA^a)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.844	2	94.422	30.560	.001 ^b
	Residual	274.982	89	3.090		
	Total	463.826	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Motivation

Source: Processed data (2025)

Table 6 shows a calculated F-value of 30.560 with a p-value of 0.001, which is smaller than the significance level of 0.05 (5% confidence level). $0.001 < 0.05$, the independent variables—comprising Work Environment (X1) and Work Motivation (X2)—in this study jointly (simultaneously) influence Employee Performance (Y).

Discussion

The Impact of the Work Environment on Employee Performance

The results of the study indicate that the work environment has a positive and significant impact on employee performance at the Makassar City Transportation Agency. These findings suggest that the better employees perceive the work environment, the higher the performance in executing daily tasks. A work environment that supports physical comfort, psychological well-being, and harmonious social relationships enables employees to work with greater focus, greater emotional stability, and greater efficiency in completing their tasks. In this context, the work environment is understood not only as

the physical space where work takes place, but also as a social and psychological space that shapes employees' overall work experience. When employees feel safe, comfortable, and undisturbed by environmental factors such as noise, limited facilities, or an unproductive work atmosphere, their work energy can be fully directed toward achieving organizational goals. Thus, the work environment serves as the foundation supporting the sustainability of employee productivity and performance quality.

In the context of government organizations such as the Makassar City Transportation Agency, the influence of the work environment on performance is increasingly relevant due to high workloads, the pressures of public service, and the demands of significant responsibility. An unsupportive work environment can cause psychological fatigue, reduce morale, and lead to a decline in discipline in carrying out duties. Conversely, a conducive work environment will strengthen civil servants' resilience, increase their sense of belonging to the organization, and foster a commitment to providing the best service to the community. Thus, the findings of this study reinforce the position of the work environment as a strategic factor in human resource management in the public sector. Improvements to workplace facilities, more comfortable spatial arrangements, control of environmental disturbances, and the creation of harmonious working relationships are critical aspects that require managerial attention.

Theoretically, the findings of this study align with perspectives in ergonomics and organizational psychology that position the work environment as a key factor in shaping individual work behavior. The theory of basic needs at work explains that individuals can work optimally when their needs for safety, comfort, and emotional stability are met. A supportive work environment fosters more positive psychological conditions, such as a sense of calm, self-confidence, and higher work engagement. Within this framework, the work environment serves as an external stimulus that influences employees' behavioral responses, including improved work quality, perseverance, and a sense of responsibility toward tasks. The implications of these findings suggest that managing the work environment is not merely a technical matter of providing physical facilities, but also entails creating a healthy work climate, harmonious work relationships, and a well-organized work system. If the work environment is managed strategically, the organization not only improves individual performance but also strengthens overall organizational effectiveness. The results of this study align with recent empirical studies that consistently affirm that the work environment is a key determinant in shaping employee performance across various organizational sectors. In several studies with sample sizes ranging from 42 to 86 participants, strong empirical evidence was found regarding the significant contribution of the work environment to performance. Tarmidi et al. (2020) demonstrated that the work environment, together with work motivation, can explain a large portion of the variation in employee performance, indicating that the quality of the work environment plays a strategic role in enhancing employees' effectiveness. These findings are reinforced by Anggraini (2024), who reported a very high correlation between the work environment and performance, indicating a strong relationship between them. Suwanto (2023) asserts that, to some extent, the work environment contributes more to performance than work motivation, thereby positioning the work environment as a structural factor that determines work stability and productivity. Hikmah et al. (2024) found that employees in a positive work environment demonstrate significantly better performance in work quality, timeliness, and consistency of task execution. Herni et al. (2025) added that improvements to the work environment, combined with strengthening psychological factors, will yield more optimal performance outcomes. In fact, Alfarissy and Suwaji (2025) found that the work environment and motivation simultaneously explain most of the variation in performance, with the work environment being the most dominant factor, while Hermawati et al. (2024) emphasize that more than half of the changes in employee performance are influenced by the quality of the work environment. Nevertheless, Adelia et al. (2023) demonstrated contextual variations in which work motivation was not significant in certain settings, further underscoring the importance of the work environment as a relatively stable factor influencing employee performance across organizational contexts.

The Effect of Work Motivation on Employee Performance

The finding that work motivation positively affects employee performance at the Makassar City Transportation Agency is strongly supported by the conceptual frameworks of industrial and organizational psychology and organizational behavior theory. Motivation is, in essence, the psychological energy that drives individuals to act, persevere, and direct their work behavior toward specific goals. This drive forms an internal force that determines the extent of effort employees devote to their work, how long they persevere in the face of difficulties, and how consistently they maintain work quality. When motivation is high, employees are more willing to allocate their abilities, time, and attention optimally in performing their duties, thereby fostering productive and responsible work behavior. Cognitively, work motivation shapes how employees interpret their work. Motivated employees do not merely view work as an administrative obligation but as a means to achieve personal meaning, social recognition, and self-development. This positive interpretation of work strengthens work engagement, as reflected in enthusiasm, dedication, and immersion in daily work activities. Under such conditions, employees tend to demonstrate higher work resilience, greater adaptability to pressure, and greater stability in maintaining the quality of their work output even when faced with complex workloads. Therefore, motivation serves as a psychological mechanism that simultaneously links personal and organizational goals.

Work motivation also has a strong social dimension, particularly in government organizations. Support from supervisors, recognition of performance, positive work relationships, and career development opportunities reinforce a sense of being valued, which in turn fosters employees' willingness to contribute more significantly to the organization. Employees who feel valued tend to exhibit greater loyalty, greater discipline, and greater accountability for their outcomes. In this context, motivation does not stem solely from material incentives but also from psychosocial experiences that foster a sense of belonging to the organization. Theoretically, the findings of this study align with motivation theories that position the drive of needs, expectations, and rewards as the primary factors shaping work behavior. Within the framework of need theory, individuals are motivated to perform optimally when their psychological needs—such as recognition, security, and self-actualization—are met through their work. Work motivation is viewed as the link between individual needs and work behavior, manifested as effort, perseverance, and professional responsibility. This theory posits that motivated individuals will exhibit higher work engagement because they perceive work as a means of fulfilling both personal and social needs. The implications of these findings suggest that managing work motivation is not merely about providing material incentives but also about fostering a work environment that cultivates a sense of being valued, offers constructive feedback, and creates opportunities for competency development. If work motivation is managed systematically and sustainably, the organization will have employees who are not only productive but also loyal and committed to their work. These research findings align with various empirical studies that consistently affirm that work motivation has a positive and significant impact on employee performance across various organizational sectors. Tarmidi et al. (2020) demonstrated that work motivation plays a strong role in explaining variation in employee performance, indicating that changes in performance levels are heavily influenced by the intensity of employees' work motivation. These findings are reinforced by Anggraini (2024), who found a very strong relationship between work motivation and performance, such that the higher the employees' motivation, the greater the improvement in the quality and effectiveness of their performance. Suwanto (2023) also confirms that work motivation significantly contributes to performance, indicating that it is the primary psychological factor driving employees to work optimally. Hikmah et al. (2024) specifically highlight that employees with strong intrinsic motivation demonstrate significantly better performance compared to those with low motivation. Herni et al. (2025) add that systematically designed motivation enhancement strategies can amplify positive effects on employee performance, particularly when motivation is combined with reinforcement of individual internal aspects. Alfarissy and Suwaji (2025) also found that work motivation significantly contributes to improving employee performance, both directly and as part of an integrated human resource management system. Hermawati et al. (2024) further confirm that work motivation is a variable that substantially drives performance improvement, particularly within the context of public service organizations.

The Impact of the Work Environment and Work Motivation on Employee Performance

The finding that the work environment and work motivation both positively affect employee performance can be strongly justified through a systems approach to organizational behavior. Employee performance is not determined by a single factor but by a complex interplay of external and internal factors. The work environment functions as an external support system that shapes the physical, social, and psychological conditions in which employees carry out their professional activities. On the other hand, work motivation acts as an internal psychological energy that drives, directs, and sustains work behavior. When these two factors are present simultaneously under supportive conditions, a harmony develops between environmental and individual readiness, ultimately fostering optimal performance. Psychologically, a conducive work environment fosters a sense of safety, comfort, and stability for employees. This sense of safety and comfort creates positive affective conditions, enabling employees to focus more easily, maintain concentration, and manage work-related stress more adaptively. In a supportive work environment, employees' motivational drive is more effectively channeled into productive work behavior. Conversely, high work motivation without adequate support from the work environment risks encountering structural barriers that prevent employees' psychological energy from being optimally manifested in their performance. This indicates that the work environment and work motivation have a mutually reinforcing relationship in shaping the quality of work behavior.

From a managerial perspective, these findings underscore that improving employee performance cannot be achieved by relying solely on policies focused on a single aspect. Improving the work environment without accompanying efforts to strengthen motivation risks creating workplace comfort without increased enthusiasm and accountability. Conversely, efforts to motivate employees without a conducive work environment can create an imbalance between work drive and the work system's capacity. Therefore, an integrative approach that unites work environment management and the strengthening of work motivation becomes a strategic necessity in human resource management. Conceptually, these findings can be explained by organizational behavior theory, which views performance as the result of interactions between external environmental factors and an individual's internal psychological factors. The work environment serves as a stimulus that shapes perceptions of comfort, safety, and peace of mind while working. In contrast, work motivation serves as an internal mechanism that directs the intensity of effort, perseverance, and consistency in task completion. Within this framework, a comfortable work environment will amplify the effects of work motivation, as motivated individuals require a supportive workspace to channel their psychological energy optimally. The implications of these findings suggest that improved employee performance cannot be achieved solely through improvements in workplace facilities or partial increases in motivation; rather, it must be achieved through an integrated managerial approach that simultaneously manages the work environment and strengthens work motivation. The findings of this study also demonstrate strong alignment with prior research, affirming that the work environment and work motivation are the primary determinants of employee performance across organizational sectors. Tarmidi et al. (2020) demonstrated that the work environment and work motivation jointly explain a substantial portion of the variation in employee performance, indicating that these two factors work synergistically to shape work behavior. Anggraini (2024) found a very strong relationship among the work environment, work motivation, and performance, indicating that performance quality is highest when employees are in a conducive work environment and are highly motivated. Suwanto (2023) also emphasized that both work environment and work motivation contribute significantly to performance, both partially and simultaneously. Hikmah et al. (2024) specifically emphasize that employees working in a positive work environment and supported by intrinsic motivation demonstrate significantly better performance than those supported by only one of these factors. These findings are reinforced by Herni et al. (2025), who assert that combining workplace environment improvements with motivation-enhancement strategies yields a stronger impact on performance than applying either factor in isolation. Alfariissy and Suwaji (2025) even found that the work environment and motivation together account for most of the variation in employee performance within an organization, with the work environment serving as the dominant factor that enhances the effectiveness of work motivation. Hermawati et al. (2024) also

noted that the combined contribution of the work environment and work motivation to performance is substantial, particularly in the context of public service organizations.

Conclusion

This study aims to examine the role of the work environment and work motivation in shaping employee performance at the Makassar City Transportation Agency. Based on a series of research processes—including problem formulation, testing relationships between variables, and conceptual and empirical discussion of the results—this study demonstrates that employee performance is shaped by the interaction between external factors (work environment conditions) and internal factors (work motivation). The findings of this study address the research questions by demonstrating that the quality of the work environment and the strength of work motivation are the two primary determinants of employee work behavior. Thus, performance cannot be understood as the result of individual ability alone, but rather as a product of a work system that is comprehensively conducive and motivating.

Paragraph 2 - Scientific Value, Originality, and Practical-Managerial Implications

Scientifically, this study contributes to enriching organizational behavior research, particularly in the context of local government agencies, by emphasizing the importance of an integrative approach that links work environment factors and work motivation in building civil servant performance. The originality of this study lies in its empirical focus on the Makassar City Transportation Agency, a public service organization characterized by high work pressure and service demands. From a practical and managerial perspective, the findings imply that improving employee performance cannot be achieved through one-dimensional policies alone. Management must design an integrated human resource management strategy that encompasses improvements to work facilities, more ergonomic workplace design, strengthened work relationships, and the development of a fair, transparent, and performance-recognition-oriented motivation system. Through this approach, the organization not only enhances employee productivity but also strengthens long-term commitment, loyalty, and professionalism among civil servants. This study has several limitations that must be considered when interpreting its results. First, this study focuses solely on two performance determinants—work environment and work motivation—and thus does not include other factors that are theoretically known to influence performance, such as job satisfaction, work-related stress, leadership, compensation systems, organizational commitment, and work culture. Second, this study employs a quantitative, cross-sectional design and thus is unable to capture the dynamics of changes in employees' work behavior over the long term. Given these limitations, future research is recommended to develop a more comprehensive model by incorporating additional psychological, structural, and organizational variables, and by using a longitudinal or mixed-methods approach to gain a deeper, more holistic understanding of how employee performance is shaped in the public sector. Future research is also recommended to expand the scope of the study to other government agencies to enhance the generalizability of the findings.

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