

Employee Performance Based on Work Environment, Motivation and Corporate Culture

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Abstract

This study aims to analyze the effect of work environment, motivation and corporate culture on employee performance CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra. Data collection in this study was carried out through a survey approach with the type of explanatory research. The population that was sampled in this study were employees of CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra with a total of 68 respondents. Data collection techniques were carried out by studying documentation and questionnaires. The data analysis tools used in this study were multiple linear regression analysis, hypothesis testing using a partial significant test (T test), simultaneous significant testing (F test), and testing the coefficient of determination (R²). The results showed that partially (T test) and simultaneously (F test) it was known that the work environment, motivation and corporate culture had a significant effect on the direction of a positive relationship on employee performance CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra. Analysis of the test with the coefficient of determination (R²) obtained a value of 0.556, which means 55.6% of the employee performance factors of CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra can be explained by the work environment, motivation and corporate culture, while the remaining 44.4% is explained by other factors not examined in this study.

Keywords

work environment; motivation; company culture; employee performance



I. Introduction

The company is faced with the achievement of high employee performance to be able to meet the demand for needs. This can be formed by the presence of human resources (HR) who play a role in determining the realization of the company's performance. In general, the company's goal is to make a profit and the continuity of smooth running of its business. The achievement of complex goals of the company, adjusted to a professional workforce and high morale, to achieve the set targets. Employee performance is the level of excellence expected from control to meet company goals. Companies need to explore the potential of human resources in order to compete, because companies will definitely need potential human resources to achieve the desired goals. Have potential human resources, the company can encourage employees to excel and be able to create conducive situations and conditions so that they will not experience decreased performance.”

Performance in general is an embodiment of work carried out by employees and is generally used as a basis or reference for assessment in a company. “Good performance is a step towards achieving company goals. Therefore, performance is also a determining tool

in achieving goals so that efforts need to be made to increase the company's targets. Each company must also be able to choose a strategy, which in essence focuses on certain steps taken by management. According to Bernardin (2013) performance is the result obtained from the job function over a certain period of time. Colquitt and Wesson (2013) stated that employee performance is a number of behaviors and contributions of company members to the achievement of goals. According to Bose, (2018), Employee performance is the ability of an employee to carry out their duties and responsibilities. Employee performance is also associated with results, achievements, and collective efforts and behaviors that are relevant to the company's goals and are controlled by the employees themselves. Ivancevich et., al (2014) added that performance is the result of performance in carrying out a job. Several constructs that can be used as benchmarks for implementing employee performance can be analyzed from the Work Environment, Motivation and Corporate Culture.

A supportive work environment is very important for employee performance. The work environment can encourage the spirit from within employees to work better and show the condition of an employee to be able to do work ideally. The work environment can also provide a sense of security and allow employees to work optimally. If employees like the environment in which they work, employees will be able to carry out their duties effectively. On the other hand, an inadequate work environment will reduce employee performance. Based on the results of the pre-survey on the work environment that researchers found on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra, is the undynamism of employees in doing their work and the lack of employee solidarity which causes the work environment to be less conducive. Akinwale and George, (2020) argues that the work environment is a physical and emotional aspect of the workplace environment and has an important role in improving employee performance in the company.

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

Motivation is an aspect that can increase the desire of employees to remain loyal to the company in order to create the goals that have been set (Shah and Asad, 2018). The same thing was also stated by Zhu, et.al. (2018) that motivation is the desire to do something with great effort to achieve company goals and is conditioned by efforts to meet individual needs. In CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra, the problem of work motivation observed is focused on the lack of feedback positive or support for employees in terms of doing work. Employees need continuous stimulus to carry out their duties well. Enthusiasm in completing their work and not easily discouraged when experiencing failure, is needed by employees. In essence, employees are motivated to do their jobs if there is a motive force that influences them.

Corporate culture also has an influence on employee performance. The company's work culture includes the values, beliefs, attitudes, and behaviors that employees use to do their jobs. Work culture in the company can also determine employees work, understand the company, and take part in achieving goals. In addition, work culture can also encourage decision-making, action, which ultimately focuses on the overall performance of the company. The phenomenon of research on culture in CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra, is that the stability of a good social system has not been fulfilled (the awareness to foster social relations between employees has not been fulfilled properly). The results of the survey conducted by researchers also found several problems related to culture, like employees who work only based on experience, without exploring the creativity that is within them to do a better job. The employees also

have not shown good cooperation to complete the work optimally. Ivancevich et., al (2014) declare culture as a pattern of basic assumptions created, discovered, or developed and taught to members as the correct way to perceive in relation to the problem at hand.

II. Review of Literature

2.1 Employee Performance

Employee performance is defined as the behavior produced by a person when performing certain tasks, this is also related to the results produced by employers in a company (Kalogiannidis and Papaevangelou, 2020). According to Al Qudah, et al, (2014), employee performance is an activity that uses knowledge, skills, experience and abilities, to carry out the assigned mission effectively and efficiently. Pahos, et al., (2018) states that employee performance is an achievement obtained from employee contributions in practical and measurable terms. The performance indicators in this study are based on 1) the volume of work that can be completed by employees during certain working hours, 2) the quality of service that can be realized without causing complaints from the public who use public services, 3) the entire time series when carrying out a process, 4) length of time used in doing the work that has been given, 5) attitudes or actions taken by employees (Mendoca, et al, 2019).

2.2 Work Environment

The work environment has many characteristics that can affect physical and mental health, a quality workplace and is very important to keep employees working effectively. As a profit-oriented company, creating a good work environment is a must (Agbozo, et al., 2017). The physical work environment can be measured through several indicators such as: air circulation, that is, the workspace must have clean air circulation; work space atmosphere, including good lighting/lighting and tranquility at work; cleanliness or the existence of a clean work space; office equipment, namely the available facilities must be complete to support employee performance; and lighting (Leuhery and Manuhutu, 2018). In addition, the non-physical work environment is all conditions that occur around employees related to work relationships, both relationships with superiors and with fellow co-workers (Mafra, 2019). A good work environment will automatically affect the achievement of employee performance. Indicators of the non-physical work environment include: supervision; work atmosphere; good treatment; relations between employees; and the reward system (Fitriani, et al, 2018). Some of the explanations put forward, the indicators of the work environment in the study consist of: 1) the atmosphere of the work space, including good lighting. 2) serenity at work; 3) cleanliness, the existence of a clean work space; 4) office equipment, facilities available must be complete to support employee performance; 5) Relations between employees.

2.3 Motivation

According to Pang and Lu, (2018), motivation is an internal mechanism that guides behavior, and can then be referred to employees in order to improve their performance. The definition of motivation in relation to employee performance can be simply defined as a factor, element, or desire that encourages employees to pursue and achieve work goals (Jaiswal, 2019). Syamsuri (2017) adds that motivation is a condition that encourages someone to take action or behavior to achieve goals in the context of individuals and companies in the workplace. Motivated employees will have personal characteristics that have quality internal and external strengths in order to be successful in carrying out their

work. Jufrizen and Hadi, (2021) states that the motivation indicators consist of: 1) the desire or desire to do work; 2) there is an incentive to carry out activities in the company; 3) the existence of hopes or ideals that are owned by employees; 4) the existence of an environment that supports activities; 5) there is a need to carry out activities.

2.4 Corporate Culture

Work culture in the company is an activity in which there are elements of sensitivity, freedom, courage, and openness. According to Syamsuri et al., (2022), an increase in work culture can be realized if employees have high self-awareness and personality to be able to realize team orientation so that the achievement of organizational goals will be fulfilled. Santhanam and Balaji, (2020) added, work culture becomes a social order that is used as a group norm in a company, work culture can shape attitudes and behavior which is then used as a good or bad habit by employees. Several indicators in the work culture of the company quoted from Robbins and Judge, (2017) are: 1) Aggressiveness, 2). Stability. 3) Orientation of individual employees, 4). Team orientation, and 5). Work result orientation. The company's work culture can be achieved if its employees are able to put themselves in the work they are doing, follow the rules and obey the existing guidelines.

2.5 Hypothesis

Based on the theoretical basis, the hypotheses of this research are:

- H1: Work environment affects employee performance CV. Vulkanisir Ban Makmur Serdang Bedagai, North Sumatra
- H2: Motivation affects employee performance CV. Vulkanisir Ban Makmur Prosperous Tires, North Sumatra
- H3: Corporate culture affects employee performance CV. Vulkanisir Ban Makmur Serdang Bedagai North Sumatra
- H4: Work environment, motivation and corporate culture affect employee performance CV. Vulkanisir Ban Makmur Serdang Bedagai, North Sumatra

III. Research Method

This research conducted in CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra with a research population of all employees CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra totaling 68 people. The time of the study was carried out in December 2021-February 2022. The sampling technique used a census by taking samples from the entire population of 68 employees. Data collection techniques in this study used documentation studies and questionnaires. The analytical tools used are validity and reliability tests, coefficient of determination test (R^2), t test (partial), and f test (simultaneous).

IV. Results and Discussion

4.1 Results

The validity test was carried out as one of the requirements in the study to measure the accuracy of the instrument. Ghazali (2018) states that the validity test is used as a measure of a proper questionnaire and is declared valid or not. Valid data is data that does not differ between the data reported by the researcher and the actual data on the object of research. The measurement value of the validity test uses significant criteria > 0.5 . The results of the validity test can be contained in Table 1:

Table 1. Validity Test Results

Variable	Indicator/ Items	Total Correlation	Validity value criteria	Classification
Work environment (X1)	Q1	0.750	0.5	Valid
	Q2	0.768	0.5	Valid
	Q3	0.694	0.5	Valid
	Q4	0.739	0.5	Valid
	Q5	0.897	0.5	Valid
Motivation (X2)	Q6	0.775	0.5	Valid
	Q7	0.798	0.5	Valid
	Q8	0.736	0.5	Valid
	Q9	0.650	0.5	Valid
	Q10	0.820	0.5	Valid
company culture (X3)	Q11	0.780	0.5	Valid
	Q12	0.662	0.5	Valid
	Q13	0.706	0.5	Valid
	Q14	0.610	0.5	Valid
	Q15	0.847	0.5	Valid
Employee performance (Y)	Q16	0.775	0.5	Valid
	Q17	0.617	0.5	Valid
	Q18	0.729	0.5	Valid
	Q19	0.765	0.5	Valid
	Q20	0.862	0.5	Valid

Information: *Measurement Criteria > 0.5

Source: Research results, 2022

Table 1. shows that all items/indicators have valid values because they have a measurement criterion value of > 0.5. The reliability test test (a test that shows an indicator has a consistency value in measuring the research construct) is said to be reliable if it gives a Cronbach Alpha value > 0.7. The results of the reliability test in this study can be contained in Table 2:

Table 2. Reliability Test Results

Cronbach's Value Alpha	Measurement value criteria	Number of Items	Classification
0.916	0.7	20	Reliable

Information: *Criteria CA > 0.7

Source: Research results, 2022

Based on Table 2, the results of the reliability test are said to be reliable. This can be seen from the CA value >0.7(0.916 > 0.7), so it can be stated that the research instrument is feasible to be used in research.

Multiple linear regression analysis is intended to determine the linear relationship between several independent variables, namely Work Environment (X1), Motivation (X2) and Corporate Culture (X3) with the dependent variable being Employee Performance (Y). In this study, the results of the multiple linear regression analysis are presented in Table 3:

Table 3. Multiple Linear Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.358	3,832		-.094	.926
	Work environment	.367	-.124	.321	2,962	.004
	Motivation	.311	.128	.262	2,429	.018
	company culture	.367	.132	.291	2,785	.007

a. Dependent Variable: Employee Performance

Information: *p< 0.05

Source: Research results, 2022

Based on the results of multiple linear regression analysis, the regression structure equation can be obtained as follows: $Y = -0.358 + 0.367X_1 + 0.311X_2 + 0.367X_3 + e$. Constant value (a) of -0.358 it means if work environment, motivation and company culture the value is 0 then the employee performance is -0.358. This shows that the performance of employees in CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra has decreased based on work environment, motivation and company culture. The value of the work environment regression coefficient (b1) is positive, namely 0.367 means that every time there is an increase in the work environment 0.367 then employee performance will also increase by 0.367 assuming other independent variables remain. Motivation regression coefficient value (b2) has a positive value i.e. 0.311 means that every time there is an increase in motivation as big as 0.311 then employee performance will also increase by 0.311 assuming other independent variables remain. Corporate culture regression coefficient value (b3) has a positive value i.e. 0.367 means that every time there is an increase in corporate culture as big as 0.367 then employee performance will also increase by 0.367 assuming other independent variables remain.

The coefficient of determination shows the correlation value of the influence of Work environment (X1), Motivation (X2) and company culture (X3) to the dependent variable, namely Employee performance (Y), the results of the coefficient of determination in this study can be contained in Table 4:

Table 4. Results of the Coefficient of Determination (R2) Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556a	.309	.276	2.119

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

b. Dependent Variable: Employee Performance

Information: *p< 0.05

Source: Research results, 2022

R = 0,556 means variable relationship Work environment, Motivation, and corporate culture to Employee performance by 55.6% which means it has a close relationship. The larger the R means the closer the relationship. Testing the proposed hypothesis is accepted or rejected using the t statistic (t test). Partial test (t test) can be seen in Table 5:

**Table 5. Partial Test Results (t Test)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.358	3,832		-.094	.926
	Work environment	.367	-.124	.321	2,962	.004
	Motivation	.311	.128	.262	2,429	.018
	CultureCompany	.367	.132	.291	2,785	.007

a. Dependent Variable: Employee Performance

Information: *p< 0.05

Source: Research results, 2022

Table 5 partial test indicates that the t-count for the work environment variable (X1) is 2.962, Motivation (X2) is 2.429 and Corporate Culture (X3) is 2.785 with significant values for each independent variable (X1) (0.004), (X2) (0.018) and (X3) (0.007). The ttable value in the t-distribution statistical table with the level of test = 5% and df1 = (k-1) = 4 and df2 = (nk-1) = 63 is 1,998. Based on the criteria that if the value of tcount > ttable, namely (X1) (2,962 > 1,998), (X2) (2,429 > 1,998) and (X3) (2,785 > 1,998) it can be stated that the work environment variables (X1), Motivation (X2) and Corporate culture (X3) has a significant effect on the direction of a positive relationship to employee performance (Y) on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra. Testing the proposed hypothesis is accepted or rejected can also use the F test. The F test aims to analyze the value of the contribution of the independent variables, namely the work environment (X1), motivation (X2), corporate culture (X3) and work environment (X4), on the dependent variable, namely Employee performance (Y). The test results using Anova can be loaded in Table 6:

**Table 6. Results Simultaneous Test (F test)
Anova^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.365	3	42,788	9.531	.000b
	Residual	287,326	64	4.489		
	Total	415,691	67			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work environment, Motivation, Company culture

Information: *p< 0.05

Source: Research Results, 2022

Based on the results of the simultaneous test, it can be seen that the value of F test of 9.531 with a significant level of 0.000 while the value of Ftable in the t distribution statistical table with the level of test = 5% and df1 = (k-1) = 3 and df2 = (nk-1) = 64 as big as 2,750. When compared to the value of Fcount (9.531) > Ftable (2,750) it can be indicated that simultaneously the variable work environment (X1), Motivation (X2) and corporate culture (X3) have a significant effect on the direction of a positive relationship to Employee performance (Y) CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra.

4.2 Discussion

a. Influence Work environment to Employee performance

The results showed that Work environment (X1) has a tcount of 2,962, with a significant value (0.004), while for the t table value in the t distribution statistical table with a level of test = 5% and $df1 = (k-1) = 4$ and $df2 = (nk-1) = 63$ of 1.998. Based on the criteria that if the value of $t_{count} > t_{table}$ i.e. ($2,962 > 1,998$) it can be stated that Work environment (X1) has a significant effect on the direction of a positive relationship to Employee performance (Y) CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatraat = 5%. The results of this study are supported by previous research by Nzewi, et al., (2018) which states that the work environment plays an important role in determining employee performance because it affects the level of job satisfaction. The importance of recognizing employee needs will be able to increase employee participation so that it helps in achieving goals.

b. The Effect of Motivation on Employee performance

The results showed that Motivation (X1) had a tcount of 2,429, with a significant value (0.018), while for the t table value in the t distribution statistical table with a level of test = 5% and $df1 = (k-1) = 4$ and $df2 = (nk-1) = 63$ of 1.998. Based on the criteria that if the value of $t_{count} > t_{table}$ i.e. ($2,429 > 1,998$) it can be stated that the variable Motivation (X1) has a significant effect on the direction of a positive relationship to Employee performance (Y) CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatraat = 5%. The results of this study are in accordance with Kuswati's research (2020), which explains that motivation has an influence on employee performance both descriptively and verifiatively.

c. Influence of Corporate Culture on Employee performance

The results showed that the value of tcount for corporate culture (X3) was 2,785 with a significant value (0.007), while for the t table value in the t distribution statistical table with a level of test = 5% and $df1 = (k-1) = 4$ and $df2 = (nk-1) = 63$ of 1.998. Based on the criteria that if the value of $t_{count} > t_{table}$ i.e. ($2,785 > 1,998$), it can be concluded that corporate culture (X3), has a significant effect on the direction of a positive relationship to Employee performance (Y) CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatraat = 5%. The results of this study are in accordance with previous research by Oyemomi (2018) which explains that the role of corporate culture with innovative strategies directly contributes to improving organizational performance. The relationship between corporate culture and knowledge sharing components can be a company strategy to achieve a company's competitive advantage.

d. Influence Work Environment, Motivation and Corporate Culture on Employee Performance

Test results with F test proves that the value of Fcount is 9.531 with a significant level of 0.000 while the value of Ftable in the t distribution statistical table with the level of test = 5% and $df1 = (k-1) = 4$ and $df2 = (nk-1) = 63$ as big as 2,750. When compared to the value of Fcount ($9.531 > F_{table}(2,750)$) then it can be stated that simultaneously Work environment (X1), Motivation (X2) and Corporate culture (X3) significant effect with the direction of the positive relationship to Employee performance (Y) CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra. The results of this study are in accordance with research conducted by Paais and Pattiruhu (2020) showed that work motivation and corporate culture have a positive and significant effect on employee

performance. Motivation and corporate culture need to be improved to increase employee satisfaction, if employee satisfaction increases, employee performance will also increase.

V. Conclusion

1. Work Environment (X1) has a significant effect on the direction of a positive relationship to Employee Performance (Y) on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra
2. Motivation (X2) has a significant effect on the direction of a positive relationship to Employee Performance (Y) on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra.
3. Corporate Culture (X3) has a significant effect on the direction of a positive relationship to Employee Performance (Y) on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra
4. Work Environment (X1), Motivation (X2) and Corporate Culture (X3) have a significant effect on the direction of a positive relationship to Employee Performance (Y) on CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai, North Sumatra.

Suggestion

1. CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra can increase employee motivation and corporate culture by creating a dynamic work environment so that employee performance is more optimal and company goals are well achieved. A dynamic work environment is the same as being comfortable at work and having high solidarity with fellow employees.
2. Improve employee performance CV. Vulkanisir Ban Makmur Perbaungan Serdang Bedagai North Sumatra can be done by optimizing the company's vision and mission with great enthusiasm and high totality so as to optimize the contribution to the company.
3. Further researchers are expected to be able to conduct research using different variables, such as adding a work spirit variable or adding a dynamic work value variable as a moderator to develop research.

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