

**The Influence of Motivation and Work Environment on Employee Performance Mediated by Job Satisfaction on Employees of PG Kebon Agung Malang**

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**ABSTRACT**

*The purpose of this study was to examine how motivation and work environment affect employee performance through job satisfaction as a mediating variable at PG Kebon Agung Malang. This study used a quantitative method with a simple random sampling technique with 110 respondents. Data collection was carried out by distributing questionnaires directly to respondents. The analysis tool used was SmartPLS 3.0. The results of this study indicate that the motivation variable (X1) does not directly affect employee performance (Y) with a value of  $0.279 > 0.05$ . The work environment variable (X2) has a positive and significant effect on employee performance (Y) with a value of  $0.000 < 0.05$ . The job satisfaction variable (Z) has a positive and significant effect on employee performance (Y) with a value of  $0.000 < 0.05$ . The motivation variable (X1) has a positive and significant effect on job satisfaction (Z) with a value of  $0.000 < 0.05$ . The work environment variable (X2) has a positive and significant effect on job satisfaction (Z) with a value of  $0.000 < 0.05$ . In addition, the results of the study indicate that the motivation variable (X1) has a positive and significant effect on employee performance (Y) through the mediating role of job satisfaction (Z). The job satisfaction variable (Z) is also able to mediate the influence of the work environment (X2) on the performance of employees of PG Kebon Agung Malang.*

**Keywords:** Motivation, Work Environment, Job Satisfaction, Employee Performance

**ABSTRAK**

Tujuan dari penelitian ini adalah untuk mengkaji bagaimana motivasi dan lingkungan kerja mempengaruhi kinerja karyawan melalui kepuasan kerja sebagai variabel mediasi di PG Kebon Agung Malang. Penelitian ini menggunakan metode kuantitatif dengan teknik *simple random sampling* dengan 110 responden. Pengumpulan data dilakukan dengan membagikan kuesioner langsung kepada responden. Alat analisis yang digunakan adalah SmartPLS 3.0. Hasil penelitian ini menunjukkan bahwa variabel motivasi (X1) tidak secara langsung mempengaruhi kinerja karyawan (Y) dengan nilai  $0,279 > 0,05$ . Variabel lingkungan kerja (X2) berpengaruh positif dan signifikan terhadap kinerja karyawan (Y) dengan nilai  $0,000 < 0,05$ . Variabel kepuasan kerja (Z) memiliki pengaruh positif dan signifikan terhadap kinerja karyawan (Y) dengan nilai  $0,000 < 0,05$ . Variabel motivasi (X1) memiliki pengaruh positif dan signifikan terhadap kepuasan kerja (Z) dengan nilai  $0,000 < 0,05$ . Variabel lingkungan kerja (X2) memiliki pengaruh positif dan signifikan terhadap kepuasan kerja (Z) dengan nilai  $0,000 < 0,05$ . Selain itu, hasil penelitian menunjukkan bahwa variabel motivasi (X1) memiliki pengaruh positif dan signifikan terhadap kinerja karyawan (Y) melalui peran mediasi kepuasan kerja (Z). Variabel kepuasan kerja (Z) juga mampu memediasi pengaruh lingkungan kerja (X2) terhadap kinerja karyawan PG Kebon Agung Malang.

**Kata Kunci:** Motivasi, Lingkungan Kerja, Kepuasan Kerja, Kinerja Karyawan

## INTRODUCTION

Indonesian society certainly cannot be separated from the need for sugar. This staple ingredient is an ingredient that is always present in almost every dish. It is not surprising that sugar is always in the kitchen as a food flavoring. This condition is an opportunity for companies engaged in sugar production considering that the need for sugar in the market is never quiet. On the other hand, companies must also remain vigilant against competitors and always strive to improve the quality of their products to achieve competitive advantage. Good human resource management is needed in the company environment so that the company can operate optimally. For the development of these human resources, the presence of human resource management is needed which will organize the capabilities and placement needs according to the competencies possessed (Siregar et al., 2020).

With high performance, employees can work well and produce good output. Employee performance is one of the factors that determines the success of an organization or company in achieving its goals. As a result, employee performance can affect the overall performance of the organization (Nurhandayani, 2022). Seeing the importance of employee performance in a company, it is only right for the company to make employee performance one of the aspects that must continue to be improved. In order to improve employee performance, the company must know the various factors that influence employee performance.

As a business entity, it must pay attention to the elements that are included in how to improve performance to maintain the company's existence. These elements include motivation, work environment, and job satisfaction. One strategy to improve employee performance is to pay attention to employee motivation. PG Kebon Agung Malang as a company engaged in sugar production provides bonuses to employees when production results exceed targets. This is done so that employees are motivated to improve their performance so that both the company and employees can gain more benefits. According to research conducted by Susanto, (2019), it shows that work motivation affects employee performance. This is in line with research conducted by Sukiyah et al., (2021) which shows that work motivation has a significant effect on employee performance. On the other hand, the results of this study differ from the results found by Nadapdap et al., (2022) which show that work motivation has a negative and insignificant effect on employee performance.

In addition to employee motivation, companies must also pay attention to the conditions of their work environment. Referring to research conducted by (Yasiri & Almanshur, 2022), it states that the work environment has a positive and significant effect on employee performance. In addition, companies are expected to be able to provide a conducive work environment to make employees feel comfortable. Work environment conditions that are in accordance with employee expectations can provide job satisfaction with the tasks given. This statement is contained in the research of Nadapdap et al., (2022) showing that the right work environment has a maximum impact on job satisfaction, so that it can directly influence employee

behavior in the company. However, this study had different results from the findings of Hartati et al., (2020) in their research which proved that the work environment had a negative and insignificant effect on employee performance.

In addition to motivation and work environment, another variable that is also important to consider in efforts to improve employee performance is the job satisfaction variable. Mwesigwa et al., (2020) said that job satisfaction contributes to increasing positive employee behavior, namely employees who are satisfied with their jobs tend to be more innovative and creative, which in turn results in positive changes for the organization. The study has similar results to the study conducted by Nauval et al., (2022) in a study showing that job satisfaction has a positive and significant effect on employee performance. However, the results of the study above are not the same as the results of the study conducted by Andayani, (2020) in a study which showed that job satisfaction does not have a significant influence on employee performance.

The purpose of this study is to examine how motivation and work environment affect employee performance through job satisfaction as a mediating variable. In addition, based on the findings of previous research results that vary, the researcher intends to conduct further research that aims to answer the differences or gaps in research results in previous studies.

## **LITERATURE REVIEW**

### **Motivation**

Work motivation is a direction of employee ability to have responsibility and enthusiasm in working (Kinicki & Kreitner, 2008). Motivation is a resource when doing activities to produce energy that can create encouragement and enthusiasm for individuals (Rami Shani & Lau, 2009). Work motivation as the foundation of employees in influencing and providing enthusiasm when doing a job (Mangkunegara, 2000). In (Ivancevich et al., 2006), there are four important content approaches to motivation, one of which is Maslow's Hierarchy of Needs. The core of Maslow's theory is that needs are arranged in a hierarchy (Maslow, 1943). The needs at the lowest level are physiological needs and the needs at the highest level are self-actualization needs. These needs are defined as follows: 1) physiological needs; 2) safety needs; 3) belongingness, social, and love; 4) esteem; 5) self-actualization.

### **Work Environment**

According to (Nitisemito, 2014), the work environment is everything that is around the workplace that can influence workers in carrying out their duties and responsibilities, so that the realization of a conducive work environment is a way to create a sense of comfort and at home, in order to achieve a high level of efficiency. In addition, Nabawi (2019) stated that employee engagement towards the organization is influenced by the work environment, the conduciveness of the work environment makes employees feel comfortable in working, so that it directly affects the

effectiveness and efficiency in carrying out employee duties. Meanwhile, according to (Kurniawan & Hazir, 2019) the work environment plays an important role in supporting the achievement of organizational goals, when the work environment is not conducive it will directly affect performance, then it can affect achievement and job satisfaction. According to Sedarmayanti (2017:27) factors that influence the physical work environment are: 1) lighting in the workplace; 2) temperature; 3) cleanliness; 4) use of color; 5) security; 6) working hours; while non-physical work environment indicators include: 1) working relationships between subordinates and superiors; 2) working relationships between co-workers.

## **Job Satisfaction**

Hasibuan (2006:202) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline, and work performance. Rivai (2011:475) satisfaction is an evaluation that describes a person's feelings of happiness or dissatisfaction at work. According to McShane & Glinow (2018), job satisfaction is a process that someone does to assess their work, which includes the work environment situation, job attributes, and psychological experiences in the workplace. According to Hasibuan (2014) states that indicators of job satisfaction are: 1) enjoying their work; 2) loving their work; 3) work morale; 4) discipline; 5) work performance. The article's initial presentation does not include a title. It contains various theories relevant to the research variables, including the indicators used to measure them and a description of the relationship between variables.

## **Employee Performance**

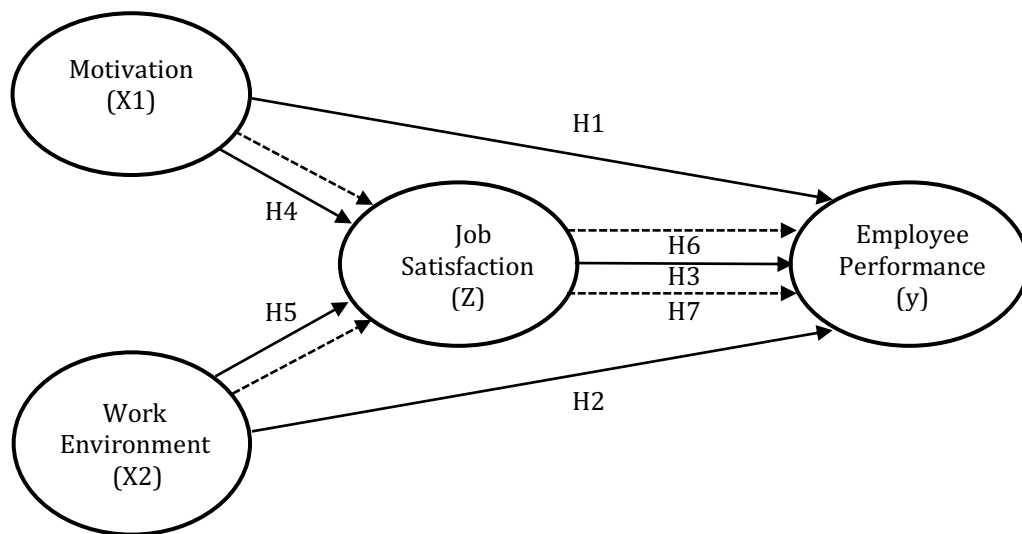
Performance is an overall condition of changes in a certain period (Rivai & Basri, 2005). Employees are assets for the company in supporting performance productivity to achieve goals. Mangkunegara (2000:67) employee performance as a result of work from efforts made in the form of quality and quantity achieved by individuals when carrying out assigned tasks. Cushway (2002:199), performance is assessing how someone has worked compared to predetermined targets. According to Robbins (2016:260) performance indicators are tools used to measure the extent to which employee performance has been achieved. Here are some indicators for measuring employee performance: 1) Work Quality; 2) Quantity; 3) Punctuality; 4) Effectiveness; 5) Independence.

## **METHODS**

The method used for this study is a quantitative method. This study was conducted at PG Kebon Agung Malang which is one of the sugar factories in Malang Regency. The population in this study were all employees of PG Kebon Agung with a total of 634 employees. The guidelines for determining the sample size in this study used the formula of Solimun (2002:78) which is 5 times the number of indicators of all latent variables. The number of indicators of all latent variables used is 22, so the

number of samples is  $22 \times 5 = 110$  respondents and uses a simple random sampling technique. The data collection technique was carried out by distributing questionnaires to respondents. The data that has been obtained is then processed through several tests, namely the outer model and inner model using SmartPLS 3.0 software.

The variables used in this study are as follows: Independent Variable (X): Motivation and Work Environment, Dependent Variable (Y): Performance, Mediating Variable (Z): Job Satisfaction.



**Figure 1. Conceptual Framework**

The hypothesis in this study are:

- H1: Motivation has a significant effect on Employee Performance.
- H2: Work Environment has a significant effect on Employee Performance.
- H3: Job Satisfaction has a significant effect on Employee Performance.
- H4: Motivation has a significant effect on Job Satisfaction.
- H5: Work Environment has a significant effect on Job Satisfaction
- H6: Job Satisfaction mediates the effect of Motivation on Employee Performance.
- H7: Job Satisfaction mediates the effect of Work Environment on Employee Performance.

## RESULTS AND DISCUSSION

### a. Validity Test

This validity test is measured and also known based on the outer loading value of each indicator. If the value is more than 0.50 then the indicator can be declared valid. Meanwhile, if the loading factor value is less than 0.50 then it means it must be removed from the model. The validity test in this study was carried out using the smart PLS 3 application.

**Table 1. Validity Test Results (Outer Loading)**

Variable	Indicator	Loading Factor	Description
Motivation (X1)	X1.1	0.442	Invalid
	X1.2	0.658	Valid
	X1.3	0.335	Invalid
	X1.4	0.519	Valid
	X1.5	0.737	Valid
	X1.6	0.666	Valid
	X1.7	0.641	Valid
	X1.8	0.672	Valid
	X1.9	0.791	Valid
	X1.10	0.250	Invalid
Work Environment (X2)	X2.1	0.617	Valid
	X2.2	0.629	Valid
	X2.3	0.546	Valid
	X2.4	0.625	Valid
	X2.5	0.740	Valid
	X2.6	0.660	Valid
	X2.7	0.624	Valid
	X2.8	0.646	Valid
	X2.9	0.626	Valid
	X2.10	0.656	Valid
	X2.11	0.664	Valid
	X2.12	0.663	Valid
	X2.13	0.288	Invalid
	X2.14	0.370	Invalid
	X2.15	0.655	Valid
	X2.16	0.697	Valid
Job Satisfaction (Z)	Z1	0.620	Valid
	Z2	0.774	Valid
	Z3	0.604	Valid
	Z4	0.581	Valid
	Z5	0.814	Valid
	Z6	0.657	Valid
	Z7	0.741	Valid
	Z8	0.539	Valid
Performance (Y)	Y1	0.723	Valid
	Y2	0.571	Valid
	Y3	0.586	Valid
	Y4	0.719	Valid
	Y5	0.628	Valid
	Y6	0.812	Valid

Y7	0.679	Valid
Y8	0.641	Valid
Y9	0.692	Valid
Y10	0.701	Valid

Source: Primary Data Processed by Researchers, 2024

In the validity test above, several statement items were found that had a Loading Factor value of  $<0.05$ , including the motivation variable and the work environment variable so that they had to be removed from the model because they were invalid. Meanwhile, the statement items to measure the job satisfaction variable and the performance variable have been proven to be entirely valid. Thus, the statement items used in this study are statement items that have been proven to be valid because their values are  $>0.05$  as listed in Table 1.

### b. Reliability Test

**Table 2. Reliability Test Results**

Variable	Composite Reliability	Cronbach's Alpha	Description
Motivation	0.861	0.819	Reliable
Work Environment	0.910	0.894	Reliable
Job Satisfaction	0.866	0.823	Reliable
Performance	0.894	0.869	Reliable

Source: Primary Data Processed by Researchers, 2024

Reliability test is conducted by measuring and observing both components, namely composite reliability and Cronbach's alpha. Both of these values must be  $>0.60$ . Thus, the variable can be said to be reliable. Based on Table 2 above, it can be interpreted that all variables in this study are reliable because the final value is more than 0.60.

### c. Hypothesis Test

Hypothesis testing is done by observing the P-value with a significance of 0.05 or 5%. So that later it can be drawn a statement that if the influence between the independent variable to the dependent variable produces a P-value  $<0.05$  then it can be said that there is a significant influence between the two. Meanwhile, if the value is  $>0.05$  then it can be said that there is no influence between the two. The following are the results of the direct influence hypothesis test.

**Table 3. Hypothesis Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation -> Performance	0.104	0.116	0.096	1.084	0.279
Work					
Environment -> Performance	0.351	0.358	0.072	4.845	0.000
Job Satisfaction -> Performance	0.403	0.395	0.100	4.047	0.000
Motivation -> Job Satisfaction	0.357	0.362	0.083	4.281	0.000
Work					
Environment -> Job Satisfaction	0.516	0.515	0.058	8.871	0.000

Source: Primary Data Processed by Researchers, 2024

**Table 4. Mediation Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation -> Job Satisfaction -> Performance	0.144	0.144	0.053	2.724	0.007
Work					
Environment -> Job Satisfaction -> Performance	0.208	0.204	0.060	3.494	0.001

Source: Primary Data Processed by Researchers, 2024

## Discussion

### The Influence of Motivation on Employee Performance

Based on the results of the hypothesis test above, the first hypothesis states that motivation has an effect on performance. The results of the direct influence test between motivation and performance obtained a P-value of  $0.279 > 0.05$ . This indicates that the influence of motivation on performance is not significant. Thus, it can be concluded that the hypothesis that motivation has an effect on performance is

rejected. This strengthens the results of research conducted by Nadapdap et al., (2022) which shows that work motivation has an insignificant effect on employee performance.

### **The Influence of Work Environment on Employee Performance**

The second hypothesis states that the Work Environment affects employee performance. The results of the direct influence test between the work environment and performance obtained a P-value of  $0.000 < 0.05$ . This indicates that the Work Environment has a positive and significant influence on performance. Thus, it can be interpreted that the hypothesis that the work environment affects performance is accepted. These results are in line with the results of research conducted by Yasiri & Almanshur (2022) which stated that the work environment has a positive and significant effect on employee performance.

### **The Influence of Job Satisfaction on Employee Performance**

The third hypothesis states that job satisfaction affects employee performance. The results of the direct influence test between job satisfaction and performance obtained a P-value of  $0.000 < 0.05$ . This indicates that job satisfaction has a positive and significant influence on performance. Thus, it can be interpreted that the hypothesis that job satisfaction affects performance is accepted. These results are in line with the results of research conducted by Nauval et al., (2022) in their research which shows that job satisfaction has a positive and significant effect on employee performance.

### **The Influence of Motivation on Job Satisfaction**

The fourth hypothesis states that motivation influences job satisfaction. The results of the direct influence test between motivation and job satisfaction obtained a P-value of  $0.000 < 0.05$ . This indicates that motivation has a positive and significant influence on job satisfaction. Thus, it can be interpreted that the hypothesis that motivation influences job satisfaction is accepted. These results are in line with the results of research conducted by Al Hafizh & Hartono (2022) which states that motivation has a positive and significant influence on job satisfaction.

### **The Influence of Work Environment on Job Satisfaction**

The fifth hypothesis states that the work environment has an effect on job satisfaction. The results of the direct influence test between the work environment and job satisfaction obtained a P-value of  $0.000 < 0.05$ . This indicates that the work environment has a positive and significant effect on job satisfaction. Thus, it can be interpreted that the hypothesis that the work environment has an effect on job satisfaction is accepted. These results are in line with the results of research conducted by Ariansy & Kurnia (2022) which states that the work environment has a positive and significant effect on job satisfaction.

### **The Influence of Motivation on Performance through Job Satisfaction as a Mediating Variable**

The sixth hypothesis states that motivation influences employee performance through job satisfaction as a mediating variable. The results of the indirect influence test between motivation and performance through job satisfaction obtained a P-value of  $0.007 < 0.05$ . This indicates that motivation has a positive and significant influence on performance through job satisfaction as a mediating variable. Thus, it can be interpreted that the hypothesis that motivation has a positive and significant influence on performance through job satisfaction can be accepted.

### **Influence of Work Environment on Performance through Job Satisfaction as a Mediating Variable**

The seventh hypothesis states that the work environment affects employee performance through job satisfaction as a mediating variable. The results of the indirect influence test between the work environment and performance through job satisfaction obtained a P-value of  $0.001 < 0.05$ . This indicates that the work environment has a positive and significant influence on performance through job satisfaction as a mediating variable. Thus, it can be interpreted that the hypothesis that the work environment has a positive and significant influence on performance through job satisfaction can be accepted.

## **CONCLUSION**

Based on the results of the analysis conducted using the SmartPLS 3.0 tool with reference to the data collected from the questionnaire about it can be concluded that: 1) Motivation does not have a significant effect on performance. This shows that employee performance at PG Kebon Agung Malang is not directly influenced by motivation variables. 2) The work environment has a positive and significant effect on employee performance. This shows that the better the work environment at PG Kebon Agung Malang, the better the performance of its employees. 3) Job satisfaction has a positive and significant effect on performance. This shows that the higher the job satisfaction, the higher the performance of employees at PG Kebon Agung Malang. 4) Motivation has a positive and significant effect on employee performance. This shows that the higher the motivation, the higher the job satisfaction of employees at PG Kebon Agung Malang. 5) The work environment has a positive and significant effect on employee performance. This shows that the better the quality of the work environment, the better the performance of employees at PG Kebon Agung Malang. 6) Motivation has a positive and significant effect on performance through job satisfaction as a mediating variable. This shows that job satisfaction is able to mediate the role of motivation on employee performance, so it can be interpreted that high and low job satisfaction affects the influence of motivation on employee performance at PG Kebon Agung Malang. 7) The work environment has a positive and significant effect on performance through job satisfaction as a mediating variable. This shows that job satisfaction is able to mediate the role of the work environment on employee

performance, so it can be interpreted that high and low job satisfaction affects the influence of the work environment on employee performance at PG Kebon Agung Malang.

## SUGGESTIONS

For further researchers, it is recommended to expand the research variables by including other variables such as leadership, organizational culture, or work stress that may also affect employee performance. Research on a wider population or in different locations is also important to increase the generalizability of the results. In addition, qualitative approaches such as in-depth interviews or FGDs can be used to dig deeper into subjective factors. Longitudinal research can be conducted to see long-term effects, and intervention programs such as employee training and rewards can be tested for their effectiveness on performance. Researchers can also add moderator variables, such as education level or work experience, to see if the relationship between variables varies across groups.

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