

**THE EFFECT OF HUMAN RESOURCE PLANNING AND WORK ENVIRONMENT MEDIATED BY MOTIVATION ON EMPLOYEE PERFORMANCE AT PT BUMI GUNA FOKUSINDO****Farien Dwi Putri, Hendratmoko**

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**Abstract**

This study aims to evaluate PT Bumi Guna Fokusindo's efforts in improving employee performance through human resource (HR) planning, the work environment, and the mediating role of motivation. The issues raised focus on the effectiveness of HR planning and work environment conditions in influencing performance, and to what extent motivation acts as a mediator in the relationship between these variables. The study analyzes the impact of HR planning and the work environment on employee performance; the role of motivation in mediating the influence of HR planning and the work environment on performance; and the direct effect of motivation on employee performance. Primary data was collected through questionnaires and analyzed using the Partial Least Squares (PLS) technique with SmartPLS 4.0. The results show that HR planning has a positive and significant effect on employee performance, emphasizing the importance of effective HR planning. However, the work environment does not have a significant effect on employee performance, although it shows a positive direction. Motivation also does not show a significant influence. HR planning does not significantly affect employee motivation. On the other hand, the work environment has been proven to significantly increase motivation. However, when employee performance is mediated by motivation between HR planning and the work environment, its effect remains insignificant.

**Keywords:** Human Resource Planning (HRP), Work Environment, Motivation and Employee Performance.

**INTRODUCTION**

An organization/company in realizing its existence in order to achieve its business objectives, requires a number of workers who are able to carry out the entire volume of work. These workers may already be in the organization/company, while it may also be necessary to plan human resources oriented to the results of job analysis so that the necessary workers can be fulfilled both in terms of quantitative (number) and qualitative (quality). With the availability of a number of workers who are relevant to the demands of the job description and or specifications, it is expected that the entire volume of work can be carried out productively and with quality, not only in the

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production process with all the work that supports it but also in marketing which requires the ability to provide quality service for consumers. (Nawawi, 2016, p. 136).

For this reason, HR planning must be carried out professionally, because it will determine the qualifications of workers who have a major influence on the success or failure of the company in realizing its competitive existence now and in the future. With proper planning for a certain period of time, information will be obtained about the human resources needed to increase the efficiency and effectiveness of work implementation, because reducing adding and even rearranging the placement of workers will have no meaning or benefit if it just adds to the cost, while the work goes on as before. Likewise, it will be worse if it results in the implementation of work becoming more ineffective and inefficient, in the form of decreased productivity (quantitative and qualitative) or worsening services provided to consumers. In other words, HR planning should not lead and plunge the company into the abyss of loss, because the provision or additional financing (cost) for HR does not affect its realization as a competitive organization/company. (Nawawi, 2016).

Therefore, it is necessary to improve the quality of human resources (HR). HR is one of the important elements so that a business or company can run well. HR plays an active role in developing and managing a company in order to have an innovative, creative, and real work impact in a company because the progress and retreat of a company are determined by how good the HR in it is. In improving performance and developing the quality of HR, professional-based human resource planning is needed. HR planning intends to make arrangements for the flow of worker movements within the organization, which means it is a process to utilize available human resources effectively and efficiently. Human resource planning at PT Bumi Guna Functional must be functioned first in order to ensure that the company's needs regarding employee needs will be met appropriately.

Human Resource Planning at PT Bumi Guna Fokusindo that occurs there are still some employees who work not in accordance with their educational background and there is still a lack of employee experience in carrying out work, this makes employees not enthusiastic about doing the assigned tasks so that the tasks are not completed on time.

A gap between supply and demand for human resources in a company or organization is something that needs to be considered in top-level management decision-making. Doing strategic planning to formulate the problem of the gap between supply and demand for human resources in a company, it is necessary to do human resource planning as a way to anticipate future uncertainties. (Haqiqi, 2017).

Another factor that can improve employee performance is the work environment, which includes physical and psychological conditions in the workplace that affect employees. The work environment is one of the important factors in creating employee performance and has a direct influence on employees in completing their work, so that in the end it will improve organizational performance. A work

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environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. (Karlina, 2018).

In addition, the work environment in a company or organization needs to be considered, this is because the work environment has a direct influence on employees. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel at home in his workplace, and do his activities so that working time is used effectively. Conversely, if the work environment is inadequate, it will reduce employee performance. (Suryani, 2019).

The implementation of work by workers in a company environment basically takes place in the condition of workers as humans, as mentioned above. The inner/psychological atmosphere of a worker as an individual in the company community that is his/her work environment has a very big influence on the implementation of his/her work. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the business objectives of the organization/company where he works. From a psychological point of view, the fact shows that being passionate or excited and conversely not passionate or not excited by a worker in carrying out his work is greatly influenced by the work motivation that drives him. In other words, every worker needs strong motivation to be willing to carry out work enthusiastically, passionately, and dedicatedly. (Nawawi, 2016).

The next factor that can affect the quality of employee performance is motivation, where the role of motivation is an internal or external drive that affects the level of effort and perseverance of employees in carrying out their duties. Motivation can come from various sources, including compensation, recognition, opportunities for career development, and a supportive work environment. Motivated employees tend to have higher performance because they feel valued and eager to achieve organizational goals. (Robbins & Judge, 2013).

Companies with high performance will be realized if supported by existing human resources. Performance is the result of work as a description of the work that has been done in the organization. Understanding performance is directed to the real and clear work results of an organization. Many things affect employee performance in agencies, which include a conducive work environment, tool knowledge, attitudes, improvement and discipline, responsibility, work motivation, abilities, skills, and managerial techniques. (Komarudin, 2018).

In the ever-evolving dynamics of the work environment, interesting phenomena arise as curiosity about employee performance is closely related to structured human resource planning, motivation, and the work environment. Global challenges, technological changes, and fierce competition in the market have triggered questions about how the complex interactions between HR planning strategies, the role of work motivation, and work environment conditions can shape the quality of individual performance within the organization. In this context, further exploration of these phenomena is expected to yield deep and relevant insights to inform human resource

management policies and organizational strategies that are more adaptive and responsive to change.

HR planning in organizations has actually existed since the recognition of organizations as a forum for joint efforts in achieving a goal. (Tiwa, 2022, p. 59). Based on a research journal conducted by (Chakraborty & Biswas, 2020), it shows that one of the human resource planning activities, namely recruitment plans, has a negative and insignificant impact on performance. Besides that, Ibrahim et al. (2022) Their research results state that motivation has no significant effect on employee performance. Tahiri et al. (2022) Also stated that not all motivational tools have a significant effect on employee performance. Although some motivational tools have a strong relationship with employee performance design is not significant as a predictor in the model. In research conducted by Ocfa Indah Nst & A Dewantoro Marsono (2023) No significant relationship was found between the work environment and employee performance. This suggests that the physical or social conditions of the work environment may not have a significant direct influence on employee performance.

## **RESEARCH METHODS**

The research method is a scientific way to obtain data with the aim of specific uses. Sugiyono (2020, p. 2). This process involves various systematic and planned steps, starting from problem formulation, data collection, and data analysis, to drawing conclusions. In research methods, researchers must use an objective and rational approach to ensure that the data obtained is valid and reliable. In addition, research methods also allow researchers to test hypotheses, answer research questions, and contribute to existing knowledge. Thus, proper application of research methods is essential to achieve accurate and useful results in various fields of study.

The research used by the author is Human Resource Planning, Work Environment Mediated by Motivation on Employee Performance at PT Bumi Guna Fokusindo. The subject of this research is employees who are working at PT Bumi Guna Fokusindo, the research period was conducted in July 2024.

In this study, the research design used refers to the methodology described by Schindler (2022) In his book "Business Research Methods". These dimensions include various important aspects of research design such as research objectives, the researcher's ability to manipulate the variables to be studied, the scope of the topic, the emphasis on measuring research techniques, the complexity of the design, data collection methods, the research environment, the time dimension, and the awareness of participants in the research.

## **RESULTS AND DISCUSSION**

### **H1: HR Planning → Employee Performance**

The results of hypothesis testing show that HR planning has a significant positive effect on employee performance with a path coefficient value of 0.525. This result is supported by a p-value of 0.008 which indicates a significant positive or strong

statistical significance. This is reinforced by the non-zero confidence interval, which is from 0.167 to 0.911, reinforcing that the effect of HR planning on employee performance is indeed positive and has a consistent impact on employee performance in this context. The f square value of 0.543 indicates that HR planning makes a meaningful contribution to the variation in employee performance.

The results of this study are in line with the findings of Jayasukmana & Muhammadiyah (2021), which shows that HR planning is significantly positive, this is also in line with research conducted by Nonong (2022), which states that if better HR planning is implemented, it will be able to improve performance even better.

### **H2: Work Environment → Employee Performance**

Testing the relationship between work environment and employee performance shows a small path coefficient of 0.199, with a p-value of 0.539. This indicates that the effect of the work environment on positive employee performance is not statistically significant. The wide confidence interval, which is from -0.527 to 0.760, includes zero, which means that the effect of the work environment on employee performance can be positive or negative and has no certainty of direction. The very small f square value, 0.047, indicates that the work environment has almost no effect on employee performance. The results of the study are in line with the findings of Karlina (2018), which shows that work environment variables have no relationship to performance.

### **H3: Motivation → Employee Performance**

Testing the relationship between motivation and employee performance shows a small path coefficient of 0.229, with a p-value of 0.471. This indicates that the effect of motivation on positive employee performance is not statistically significant. The wide confidence interval, which is from -0.325 to 0.932, includes zero, which means that the effect of motivation on employee performance can be positive or negative and has no certainty of direction. The very small f square value, 0.064, indicates that motivation has almost no effect on employee performance.

The results of the study are in line with the findings of Gandung (2024), which shows that work motivation has no significant effect on employee performance. This was also stated by Tahiri et al. (2022), in their findings that not all motivational tools have a significant effect on employee performance. Although most motivational tools have a strong relationship with employee performance, work design is not significant as a predictor in the model.

### **H4: HR Planning → Motivation**

Testing the relationship between HR planning and motivation showed a very small path coefficient of 0.047, with a p-value of 0.854. This indicates that the effect of HR planning on positive motivation is not statistically significant. The wide confidence interval, from -0.399 to 0.578, includes zero, which means that the effect of HR planning on motivation can be positive or negative and has no certainty of direction.

The very small f square value of 0.001 indicates that HR planning has almost no effect on employee motivation.

The results of the study are in line with the findings of Siagian (2017) This shows that HR planning has an insignificant effect on employee performance. In his research, Gunantar (2022) Shows that there are indicators of HR planning that are not significant, namely competence, this indicates that the competency element in HR planning does not directly contribute to improving employee performance. In addition, the effect of HR planning on work environment and employee performance was also insignificant, underlining that the competency aspect may not be effective enough in influencing these factors in the context of this study. As such, these results suggest that HR planning, specifically related to competencies, needs to be revisited or refined to increase its impact on the work environment and employee performance.

#### **H5: Work Environment → Motivation**

Work environment was found to have a significant positive influence on employee motivation, with a path coefficient of 0.636. The p-value of 0.007 indicates a strong statistically significant positive, while the non-zero confidence interval of 0.099 to 0.941 confirms that this effect is consistently positive. The f square value of 0.659 indicates that the work environment has a considerable contribution to increasing employee motivation.

The results of the study are in line with the findings of Tarmizi et al. (2021) Found that organizational culture (as part of the work environment) has a positive influence on employee motivation, which is consistent with the finding that a conducive work environment increases motivation. This is also in line with the results of research conducted by Nusraningrum et al. (2024) Where the work environment has a positive and significant influence on motivation.

#### **H6: HR Planning → Motivation → Employee Performance**

This hypothesis tests the mediating effect of motivation in the relationship between HR planning and employee performance. The test results show that the path coefficient for this indirect effect is 0.011, which is very small. The p-value of 0.931 indicates that this effect is not statistically significant, which means there is no strong evidence that motivation mediates the relationship between HR planning and employee performance. The confidence interval between -0.246 and 0.249 includes zero, indicating uncertainty in the direction and magnitude of the effect. With an Upsilon v value of 0.00, this result also suggests that the mediating effect of motivation on the relationship between HR planning and employee performance is very small or not very structurally significant.

The results of the study are in line with the findings of Pramita (2019), where motivation as mediation of workload, which is one of the important factors to consider in HR planning, shows no significant effect on employee performance. Oktavianti et al. (2022) found that transformational leadership where in the context of HR planning,

transformational leadership plays an important role in developing and managing employees, shows the results of transformational leadership have a positive influence on performance through motivation, but this influence is not significant. This means that motivation does not significantly mediate the effect of transformational leadership on performance.

#### **H7: Work Environment → Motivation → Employee Performance**

This hypothesis examines the role of motivation as a mediator in the relationship between work environment and employee performance. The results show a path coefficient of 0.146, which indicates a positive effect of this mediation path. However, the p-value of 0.551 indicates that this effect is not statistically significant, the confidence interval from -0.231 to 0.736 includes zero. The very small Upsilon v value of 0.00 indicates that the mediating effect of motivation on the relationship between work environment and employee performance is very small or not structurally significant.

The results of the study are in line with the findings of Tahiri et al. (2022) Showed that some motivational factors do not always mediate the relationship between external variables (such as work environment) and employee performance, supporting the result that motivation is not always a significant mediator in this context. Research conducted by Ocfa Indah Nst & A Dewantoro Marsono (2023) Also found that motivation does not play a mediating role between work environment and employee performance nor between work culture and employee performance. This suggests that although motivation is important, it does not act as an intermediary in these specific relationships in the context of this study.

#### **Evaluation of goodness of fit and model fit.**

PLS is a variance-based SEM analysis with the aim of testing the theory of the model that focuses on prediction studies. Therefore, several measures were developed to declare the proposed model acceptable such as R square, Q square, NFI, PLS predict, and Goodness of Fit Index (GoF Index) as well as checking the robustness of the model by testing the linearity of the relationship between variables. (Hair et al., 2019).

**Table 1. R Square and Q Square**

	R-square	R-square adjusted	Q <sup>2</sup> predict
Employee Performance	0.523	0.393	0.342
Motivation	0.421	0.324	0.226

The R square statistical measure illustrates the amount of endogenous variation that can be explained by other exogenous/endogenous variables in the model. According to Chin (1998) the qualitative interpretation value of R square is 0.19 (low influence), 0.33 (moderate influence), and 0.66 (high influence). Based on the processing results above, it can be said that the magnitude of the influence of HR planning and work environment on motivation is 42.1% (moderate influence). The magnitude of the

influence of HR planning, work environment, and motivation on employee performance is 52.3% (moderate influence).

Q square describes a measure of accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. This measure is a form of validation in PLS to state the suitability of model predictions (predictive relevance). The Q square value above 0 states that the model has predictive relevance but in (Hair, Black, Babin, & Anderson, 2019) The qualitative Q square interpretation value is 0 (low influence), 0.25 (moderate influence), and 0.50 (high influence). Based on the Q square value on employee performance, it shows a moderate effect, and on motivation, it shows a low effect.

**Table 2 Goodness of Fit Index (GoF Index)**

	Saturated model	Estimated model
SRMR	0.105	0.105
d_ULS	2.552	2.552
d_G	1.516	1.516
Chi-square	389.719	389.719
NFI	0.608	0.608

Normed Fit Index (NFI) is one of the original incremental fit indices. It is the ratio of the difference in the chi-square ( $\chi^2$ ) values for the fit model and the null model, divided by the chi-square value for the null model. The NFI ranges between 0 and 1, where a model with a perfect fit would result in an NFI of 1 (Hair et al., 2019).

The NFI of 0.608 indicates that the tested model has a moderate level of fit with the data. In the context of the Normed Fit Index (NFI), a value of 1 indicates a perfect fit between the model and the data, while a value of 0 indicates no fit. With a value of 0.608, this means that the tested model explains about 60.8% of the variance explained by the null model, indicating a moderate fit.

**Table 3 PLS Predict**

	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
KK1	0.609	0.436	0.673	0.535
KK2	0.592	0.45	0.632	0.492
KK3	0.538	0.386	0.592	0.444
KK4	0.568	0.409	0.684	0.501
KK6	0.589	0.445	0.697	0.517
KK7	0.531	0.388	0.71	0.485
M1	0.669	0.476	0.808	0.578
M2	0.861	0.644	0.997	0.723
M4	0.818	0.698	0.977	0.801
M6	1.001	0.808	1.099	0.823

Hair et al (2019) State that PLS is an SEM analysis with predictive purposes. Therefore, it is necessary to develop a form of model validation measure to show how good the predictive power of the proposed model is. PLS prediction works as a form of validation of the strength of the PLS prediction test. To show that the PLS results have a good predictive measure, it needs to be compared with the basic model, namely the linear regression model (LM). The PLS model is said to have predictive power if the RMSE (Root mean squared error) or MAE (Mean absolute error model) PLS size is



lower than the linear regression model. If all PLS model measurement items have RMSE (Root mean square error) and MAE (Mean absolute error) values lower than the linear regression model, the PLS model has high predictive power. If most of it has medium predictive power. Based on the results of the RMSE and MAE values, most of the number of PLS model measurement items with RMSE and MAE values are lower than the LM (linear regression) model. This shows that the proposed PLS model has medium predictive power.

**Table 4 Linearity Test**

	Path Coefficient	P values	Description
QE (HR Planning) -> Employee Performance	0.007	0.947	Linearity fulfilled
QE (Work Environment) -> Employee Performance	0.016	0.890	Linearity fulfilled
QE (Motivation) -> Employee Performance	0.282	0.000	Linearity not met
QE (HR Planning) -> Motivation	-0.116	0.196	Linearity fulfilled
QE (Work Environment) -> Motivation	0.342	0.003	Linearity not met

Hair et al (2019) Mention that checking the linearity of the relationship between variables is necessary. The assumption built in the influence between variables is linear. This check is part of the robustness model in SEM PLS. The check carried out is to test the quadratic form of the variable (QE = Quadrate Effect). Based on the processing results, the P value > 0.05. The quadratic effect is not fulfilled, so the influence between variables is linear

## CONCLUSIONS

Based on the results of the research that has been conducted, several conclusions are obtained as follows Human resource planning (HR) has a positive and significant influence on employee performance. This shows that good HR planning can significantly improve employee performance. Therefore, companies must focus on effective HR planning to improve performance. The work environment has no significant influence on employee performance, although the work environment shows a positive direction, its effect on employee performance is not significant. This could indicate that other factors may be more instrumental in improving employee performance than the work environment alone. Motivation has no significant effect on employee performance, although motivation is expected to improve employee performance, the results show that its effect is not significant. This may indicate that employees' internal or external motivation is not strong enough to have a direct impact on performance. Human resource (HR) planning has no significant effect on motivation, these results indicate that HR planning does not directly increase employee motivation. The work environment has a positive and significant effect on motivation, a good work environment is proven to significantly increase employee motivation. This shows that creating a comfortable and supportive work environment can encourage employee motivation. HR planning mediated by motivation has no significant effect on employee performance. This shows that motivation cannot mediate the influence between HR

planning and employee performance significantly. In other words, despite good HR planning, without strong motivation, employee performance may not improve. The work environment mediated by motivation has no significant effect on employee performance. Motivation does not significantly mediate the relationship between work environment and employee performance. While the work environment influences motivation, it is not strong enough to significantly improve employee performance.

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