

The Influence of Employee Training and Development, Work Environment, on Employee Performance with Work Motivation as an Intervening Variable: Case Study PT Jasa Raharja Aceh Regional Office

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Abstract. *Fitra Lutfi Sukmana. NIM: 20402300515. The Influence of Employee Training and Development, Work Environment, on Employee Performance with Work Motivation as an Intervening Variable Case Study of PT Jasa Raharja Kanwil Aceh. Master Program (S2) Management, Sultan Agung Islamic University, Semarang. Employee performance in a company has important factors, however employee performance experiences many obstacles in the field due to lack of training and development or because of an unsupportive work environment and low employee work motivation, then research efforts need to be carried out to find out whether there is a relationship between the important variables mentioned on employee performance. The research approach used in this study is a quantitative method with an explanatory approach. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) there is an influence of training and development on work motivation. Based on the p-value of $0.003 < 0.05$ plus a positive T-Statistics value $(2.860) > 1.96$. 2) there is an influence of the work environment on work motivation. Based on the P-Values value of $0.028 < 0.05$ and a positive t-statistics value $(2.079) > 1.96$. 3) There is an influence of training and development on employee performance. Based on the P-Values value of $0.030 < 0.05$ and a positive T-Statistics value $(2.019) > 1.96$. 4) there is an influence of the work environment on employee performance based on the P-Values of $0.045 < 0.05$ and a positive t-statistics value $(2.085) > 1.96$ 5) there is an influence of work motivation on employee performance based on the P-Values of $0.001 < 0.05$ plus a positive t-statistics value $(3.049) > 1.96$ (6) There is an influence of training and development on performance through employee work motivation. Based on the P-Values of $0.005 < 0.05$ and a positive t-statistics value $(2.268) > 1.96$ (7) there is an influence of the work environment on performance through employee work motivation, this is based on the P-Values of $0.040 < 0.05$ plus a positive t-statistics value $(3.148) > 1.96$.*

Keywords: Employee; performance; Variable.

1. Introduction

In order to ensure public welfare, especially to ease the burden on people's lives due to traffic accident victims, the government established a traffic accident insurance company. As a manifestation of this intention, the State-Owned Insurance Company Jasa Raharja was established. Insurance is a term used to refer to the action, system, or business where financial protection for life, property, health, and so on is reimbursed from unforeseen events that may occur such as death, loss, damage, or illness, which involves regular premium payments over a certain period of time in exchange for a policy that guarantees such protection.

Based on a preliminary study at PT Jasa Raharja Regional Office of Aceh, as a state-owned enterprise (BUMN) that prioritizes service, it certainly prioritizes professional and competent employee performance. However, one of the crucial issues in human resource management at PT Jasa Raharja Regional Office of Aceh is assessing employee performance. Employee performance assessment is crucial because it allows for the assessment of how effectively employees have carried out their functions. The fidelity with which employees carry out their functions significantly impacts overall performance. Furthermore, the results of employee performance assessments provide crucial information for the employee performance development process.

Employee performance at the PT Jasa Raharja Aceh Regional Office is quite good, but still needs to be improved in the implementation of their duties and work competency. The reality is that some employees often wait for orders to carry out their duties, lack motivation among employees to carry out their duties, and lack employee awareness in carrying out their duties. The above conditions are certainly very detrimental to the employees themselves and the relevant agency. All of this is due to employees' lack of attention to their assigned tasks and responsibilities as state officials.

Employees expect a comfortable and engaging work environment. An unhealthy and uncomfortable environment will decrease employee productivity and morale, thus impacting organizational goals. An unhealthy work environment can cause employees to become stressed, lose enthusiasm for work, and arrive late. Conversely, a healthy work environment will encourage employees to be enthusiastic about their work, less likely to get sick, and more likely to concentrate, resulting in faster completion of work and targets.

Work motivation also plays a significant role in driving improved employee performance. Motivation is essentially a mental state that provides the impetus to take action and the power that leads to satisfaction. This means that motivation can trigger a person to consciously adopt attitudes, behaviors, and actions. An employee's desires are something that cannot be observed in concrete terms; they can only be inferred from concrete behavior. Because motivation is a result of a person's actions or behavior, there are differences in each individual when emphasizing motivation with different drives.

According to Fauzia Agustini (2019), work motivation is an activity that causes employees to complete their tasks with enthusiasm, willingness, and full responsibility. Afandi (2018) explains that work motivation is a desire that arises from within a person due to inspiration, enthusiasm, and encouragement to carry out activities sincerely, happily, and earnestly so that the results of the activities carried out get good and quality results.

2. Research Methods

The research approach used in this study is a quantitative method. This is because, according to Sugiyono (2019), quantitative methods are used because the research data is in the form of numbers and the analysis uses statistics. Furthermore, this research is also a form of causal research. Causal research, also known as explanatory research, is conducted to identify the level and nature of cause-and-effect relationships.

3. Results and Discussion

The subjects of this study were 58 employees of PT Jasa Raharja, Aceh Province Regional Office. Data collection was conducted through the use of questionnaires distributed directly (face to face) from April 16 to May 1, 2025. Researchers distributed questionnaires to 58 people and 58 questionnaires were returned. Therefore, the data used in this study came from the answers of 58 respondents.

Respondent Characteristics Table

Characteristics	Amount	Percentage
Gender:		
Man	41	70.7%
Woman	17	29.3%
Total	58	100%
Age:		
20 – 25 years	6	10.3%
26 – 30 years old	14	24.1%
31 – 35 years old	26	44.8%
36 – 40 years old	9	15.5%
> 40 years	3	5.2%
Total	58	100%
Education:		
S1	49	84.5%
S2	9	15.5%
Total	58	100%
Years of service		
< 1 year	3	5.2%
15 years	8	13.8%
6 – 10 years	27	46.6%
> 10 years	20	34.5%
Total	58	100%

Based on the table shows that as many as 70.7% of employees of PT Jasa Raharja Regional Office of Aceh Province are male, this explains that men's love for the world of work is very high considering their responsibilities as heads of families. Age characteristics show that as many as 44.8% of respondents are aged 31 - 35 years, this age is an adult and productive age. Educational characteristics show that most respondents have a bachelor's degree (S1) with a percentage of 84.5%, this explains that the majority of employees of PT Jasa Raharja Regional Office of Aceh Province have higher education. Data regarding length of service shows that 46.6% have worked for 6-10 years, this identifies that respondents are employees who have worked for a long time at PT Jasa Raharja Regional Office of Aceh Province.

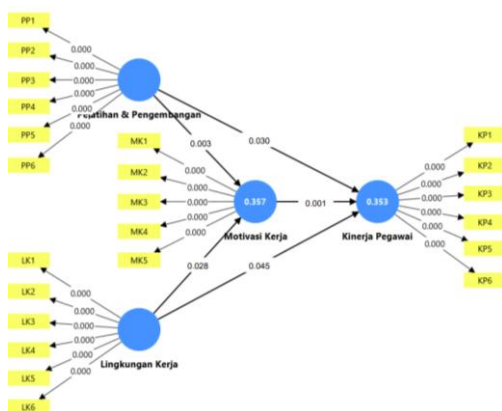
Reliability testing in PLS can use Composite Reliability and Cronbach Alpha which are presented as follows:

Composite Reliability and Cronbach Alpha Table

Variables	Composite Reliability	Cronbach Alpha	Information
Employee Performance	0.957	0.939	Reliable
Work environment	0.930	0.921	Reliable
Work motivation	0.937	0.917	Reliable
Training and Development	0.938	0.928	Reliable

Based on the table above, the composite reliability value for each latent variable is ≥ 0.7 , indicating that the model has high reliability. The Cronbach's alpha value is ≥ 0.60 , indicating that the variable indicators are reliable.

The structural model in PLS is evaluated using R^2 for exogenous variables and path coefficient values for endogenous variables, which are then assessed for significance based on the t-statistic value for each path. The structural model of this study can be seen in the following figure:



Full Structural Model Partial Least Square (Inner Model) Image

Based on the image above, it can be explained regarding the results of R-square (R^2), f-square (F^2), goodness of fit test, Q-square.

Based on the data processing conducted, the results can be used to answer the hypotheses in this study. Hypothesis testing in this study was conducted by examining the T-statistics and P-values.

1) Direct Influence (Path Coefficient)

Path Coefficient Table

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H1 Training & Development -> Work Motivation	0.411	2,860	0.003	H1 accepted
H2 Work environment -> Work motivation	0.235	2,079	0.028	H2 accepted
H3 Training & Development -> Performance	0.230	2,019	0.030	H3 is accepted
H4 Work environment -> Performance	0.143	2,085	0.045	H4 accepted
H5 Work motivation -> Performance	0.460	3,049	0.001	H5 is accepted

Based on the data presented in the table above, it can be seen that of the five hypotheses proposed in this study, they are explained as follows:

a. The influence of training and development on work motivation

The results of the hypothesis test show that the P-Values that form the influence of training and development on work motivation are $0.003 < 0.05$, plus a positive T-Statistics value ($2.860 > 1.96$). These results support the first hypothesis, namely that training and development have a positive and significant influence on employee work motivation.

b. The influence of the work environment on work motivation

The results of the hypothesis test show that the P-Values that form the influence of the work environment on work motivation are $0.028 < 0.05$, plus a positive T-Statistics value ($2.079 > 1.96$). These results support the second hypothesis, namely that the work environment has a positive and significant influence on employee work motivation.

c. The influence of training and development on employee performance

The results of the hypothesis test show that the P-Values that form the influence of training and development on employee performance are $0.030 < 0.05$, plus a positive T-Statistics value ($2.019 > 1.96$). These results support the third hypothesis, namely that training and development have a positive and significant influence on employee performance.

d. The influence of the work environment on employee performance

The results of the hypothesis test show that the P-Values that form the influence of the work environment on employee performance are $0.045 < 0.05$, plus a positive T-Statistics value $(2.085) > 1.96$. These results support the fourth hypothesis, namely that the work environment has a positive and significant influence on employee performance.

e. The influence of work motivation on employee performance

The results of the hypothesis test show that the P-Values that form the influence of work motivation on employee performance are $0.001 < 0.05$, plus a positive T-Statistics value $(3.049) > 1.96$. These results support the fifth hypothesis, namely that work motivation has a positive and significant influence on employee performance.

2) Intervening Variable Effect (Specific indirect Effect)

To see the effect of the intervening variable, we look at the results of the specific indirect effect. The following table shows the intervening effect.

Specific Indirect Effect Table

Hypothesis				Original Sample (O)	T Statistics	P values	Decision
H 6	Training & Development Motivation	-> -	Work Employee Performance	0.189	2,268	0.005	H6 is accepted
H 7	Work Environment Motivation	-> -	Work Employee Performance	0.108	2,029	0.040	H7 accepted

Based on the data presented in the table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

b. The influence of training and development on performance through employee work motivation

The results of the hypothesis test show that the P-Values specific indirect effect is $0.005 < 0.05$, plus a positive T-Statistics value $(2.268) > 1.96$. These results support the sixth hypothesis, namely that work motivation is able to mediate the positive and significant influence of training and development on employee performance.

c. The influence of the work environment on performance through employee work motivation

The results of the hypothesis test show that the P-Values specific indirect effect is $0.040 < 0.05$, plus a positive T-Statistics value $(3.148) > 1.96$. These results support the seventh hypothesis, namely that work motivation is able to mediate the positive and significant influence of the work environment on employee performance.

The discussion that will be carried out is as follows:**1) The influence of training and development on work motivation**

The results of the hypothesis test show that the P-Values that form the influence of training and development on work motivation are $0.003 < 0.05$, plus a positive T-Statistics value ($2.860 > 1.96$). These results support the first hypothesis, namely that training and development have a positive and significant influence on employee work motivation.

The results of this study can be analyzed that if the teacher's work motivation increases, it will affect his work pattern so that the quality of learning will also increase, but on the contrary, if the employee's work motivation does not increase along with his duties and responsibilities, it will decrease the quality of learning. Human resource training and development is an activity held by a company to train employee skills to develop human resource skills so that they are more ready to work more ready to work in the context of work in their respective fields.

Training as a process to bring employees to gain progress in their current or future work. Through the development of knowledge, skills, abilities and attitudes of an employee. The implementation of training is a process in which training participants experience development through knowledge, skills, and abilities of training participants to be able to meet certain standards in accordance with company goals. Erlin Emilia Kandou (2020) The results of the determination coefficient study were at 73%, this means that the training and development carried out by PT. Air Manado had a fairly high impact on employee work productivity. Likewise, the journal of David Roge Yuniar (2020) that there is an influence of training on employee work motivation at the Regional V Sulawesi Social Welfare Education and Training Center in Makassar City. Lestari (2024) there is the Influence of Training on Employee Work Motivation at PT. Harmoni Mitra Utama Samarinda Branch

2) The influence of the work environment on work motivation

The results of the hypothesis test show that the P-Values that form the influence of the work environment on work motivation are $0.028 < 0.05$, plus a positive T-Statistics value ($2.079 > 1.96$). These results support the second hypothesis, namely that the work environment has a positive and significant influence on employee work motivation.

The results of this study can be interpreted as indicating that the work environment is a crucial factor for companies in increasing employee motivation. A conducive work environment that supports comfortable work will encourage all employees to carry out their primary duties and functions enthusiastically. Conversely, if the work environment does not support an employee's function and does not foster harmonious relationships between employees, a low work environment with low social status will impact employee motivation within a company.

The work environment is one of the important factors that a manager needs to pay attention to in maintaining its human resources, namely by providing and striving for a comfortable, safe and conducive work environment because that is where an employee spends his work time every day, so with a comfortable, safe and conducive work environment will increase high work enthusiasm. The work environment is like a second home for employees. A conducive atmosphere will provide a sense of comfort and security, so that employees can work optimally. A comfortable environment can increase employee motivation and loyalty. Conversely, a poor work environment can reduce motivation in working.

Sri Ulfa Ferliani (2020) The results of the study showed that there was a positive and significant influence between the work environment on employee performance and work motivation. Rosita (2024) concluded that training had a significant positive effect on employee work motivation at the Makassar City Public Works Department. This was confirmed by Simamora (2019: 340) that training and development are ways to motivate and improve work skills, including providing counseling on employee behavior and following up with training procurement. Matualaga (2024) in his research that there was an influence of the Work Environment on Employee Work Motivation at the Manado City Regional Finance and Asset Agency. Warouw (2024) in his research that there was an Influence of the Work Environment on Work Motivation at PT BPR Prisma Dana Manado.

3) The influence of training and development on employee performance

The results of the hypothesis test show that the P-Values that form the influence of training and development on employee performance are $0.030 < 0.05$, plus a positive T-Statistics value ($2.019 > 1.96$). These results support the third hypothesis, namely that training and development have a positive and significant influence on employee performance.

The results of this study can be understood and analyzed descriptively that training and development of human resources will be able to encourage employee performance in a company, conversely if training and development of human resources are not implemented well and continuously, it will be able to reduce employee performance and productivity. This in the context of the study has a substantial meaning that training and development of human resources is an important instrument for companies that want to improve employee performance. An employee will feel that their skills and abilities will increase their understanding and insight when they receive training and development periodically because training and development are learning and indoctrinate someone in the context of work implementation.

Job training is an essential activity within a company. The training provided covers topics related to the work performed by employees. Good training provides employees with skills and knowledge, hopefully helping them understand and better understand their jobs.

If employees already know and understand their jobs, their performance will also improve because they have acquired the appropriate skills and knowledge from the training they have

received. Research conducted by Mangkunegara and Waris (2015) shows that training, competence, and work discipline jointly influence employee performance. Research conducted by Nasution and Lesmana (2018) also shows that training and development have a significant positive effect on employee performance.

4) The influence of the work environment on employee performance

The results of the hypothesis test show that the P-Values that form the influence of the work environment on employee performance are $0.045 < 0.05$, plus a positive T-Statistics value $(2.085) > 1.96$. These results support the fourth hypothesis, namely that the work environment has a positive and significant influence on employee performance.

The results of this study can be understood and analyzed descriptively, that the work environment in a company determines an employee's ability to work optimally. Conversely, if the work environment is not conducive or supportive, it will decrease employee performance patterns. Therefore, companies must be able to design physical and non-physical factors for the environment in which employees work. A good work environment is very important for employees because it has a major influence on their performance, job satisfaction, and motivation. A conducive, comfortable, and supportive environment can increase employee morale, productivity, and work quality. A comfortable and pleasant work atmosphere makes employees feel happier and more satisfied in their work. A negative work environment, such as high work pressure, lack of support from colleagues, or inadequate facilities, can cause stress and decreased performance.

Rahardjo (2022) stated that when working, employees expect their surrounding environment to support their work activities. This work environment encompasses both physical and psychological facilities. Physical facilities include work equipment, the workplace, collaboration, and so on. Psychological facilities include the availability of work facilities, working conditions, and relationships between employees. A positive work environment contributes to employee performance. Therefore, it can be concluded that the work environment influences employee performance. (Soedarmayanti: 2019)

Kartika Yuliantari (2020) in her research found that the work environment influences employee performance at LLDIKTI Region III Jakarta. Similarly, Dwi Septianto (2023) examined the influence of the work environment on employee performance at PT. Petaya Raya Semarang. The results of his research showed that the work environment significantly influences employee performance. Linda Prasepti (2023) examined the influence of the environment on employee performance at PT. Surya Sakti Utama Surabaya.

5) The influence of work motivation on employee performance

The results of the hypothesis test show that the P-Values that form the influence of work motivation on employee performance are $0.001 < 0.05$, plus a positive T-Statistics value

(3.049) > 1.96. These results support the fifth hypothesis, namely that work motivation has a positive and significant influence on employee performance.

The results of this study can be understood and analyzed descriptively, showing that work motivation plays a significant role in improving employee performance. Work motivation has a significant influence and significant contribution to employee performance. Conversely, if work motivation cannot be created in the work environment, employees will be lazy, which will ultimately lead to declining performance.

According to Mangkunegara (2019: 77), motivation is an impulse within an individual to do something to achieve their goals. The greater the motivation, the stronger the desire to do and complete the work in order to achieve the desired goals. According to Rivai (2019: 81), employees who have strong motivation within themselves will be serious in completing each task given so that the desire to give their best performance will be better when compared to employees who do not have clear and weak motivation within themselves. Employees with their own awareness and will will give their optimal performance if they have strong motivation within themselves that spurs employees to be able to work as well as possible.

Norkhalisah (2024) in his research that there is an influence of work motivation on employee performance at the Balangan Regency Education and Culture Office. Larasati (2022) The results of the study showed that motivation has a positive and significant effect on employee performance. Sutrischas tini (2024) The results of the study showed that motivation has a positive and significant effect on employee performance.

6) The influence of training and development on performance through employee work motivation

The results of the hypothesis test show that the P-Values specific indirect effect is $0.005 < 0.05$, plus a positive T-Statistics value ($2.268 > 1.96$). These results support the sixth hypothesis, namely that work motivation is able to mediate the positive and significant influence of training and development on employee performance.

The results of this study can be understood and explained descriptively that employee work motivation can mediate between human resource training and employee performance. This shows that work motivation has an important role in a company, its role is not only to encourage work to be completed but it can also bridge the high influence of human resource training on employee performance in a company. Work motivation can grow within oneself as a form of responsibility to the family, responsibility to oneself as a social being, thus work motivation can also grow in the external work environment because of regulations, salary and benefits, leadership factors and others that have an impact on increasing employee work motivation in a company.

7) The influence of the work environment on performance through employee work motivation

The results of the hypothesis test show that the P-Values specific indirect effect is $0.040 < 0.05$, plus a positive T-Statistics value ($3.148 > 1.96$). These results support the seventh hypothesis, namely that work motivation is able to mediate the positive and significant influence of the work environment on employee performance.

The results of this study demonstrate that work motivation plays a crucial role in mediating the influence between the work environment and employee performance. This demonstrates the crucial role of employee motivation in a company. In the context of this research, it is essential for companies to create a motivating work environment.

According to Isyandi (2004), the work environment is anything surrounding an employee that can influence him or her in carrying out assigned tasks. Such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment. According to Mangkunegara (2017), the work environment is the entirety of the tools and materials used in the surrounding environment where a person works, work methods, and work arrangements both individually and in groups. This is in line with Wursanto (2009) who defines the work environment as something related to physical and psychological aspects that directly or indirectly will affect employee performance. The condition of the work environment is said to be good or adequate if employees are able to perform their work optimally, healthily, safely, and comfortably.

The results of this study are theoretically supported by Mar'at (2020) who stated that factors that can influence employee performance are individual factors and situational factors. Individual factors can be seen from various different things, such as abilities, physical appearance, motivation, and other individual factors that differ between employees. Situational factors also influence an employee's performance level, for example, the condition of facilities and infrastructure, a quiet room, good relationships between employees, and leaders who understand their employees' needs.

Likewise, Masdani's opinion (2021) states that there are two factors that influence an employee's calmness and enthusiasm for work, namely: 1) Personality factors and their own emotional life. 2) External factors, which consist of their home environment and family life, and more importantly their work environment. Meanwhile, according to Mangkunegara, the factors that influence employee performance are: (1) Employee ability factors, psychologically consisting of potential abilities (IQ) and reality abilities (knowledge and skills), meaning employees who have an above-average IQ (IQ 110-120) with adequate education for their position so that they are skilled in carrying out daily work. (2) Motivation factors, formed from an employee's attitude in facing work situations, motivation is a condition that moves employees to be more focused on achieving agency goals. Mental attitude is something that can encourage employees to strive to achieve maximum work performance.

4. Conclusion

Based on several analysis studies and discussions, the following conclusions can be drawn:

The influence of training and development on work motivation. The results of the hypothesis test, it is known that the P-Values that form the influence of training and development on work motivation are $0.003 < 0.05$ plus a positive T-Statistics value $(2.860) > 1.96$, these results support the first hypothesis, namely training and development have a positive and significant effect on employee work motivation. The influence of the work environment on work motivation. The results of the hypothesis test, it is known that the P-Values that form the influence of the work environment on work motivation are $0.028 < 0.05$ plus a positive T-Statistics value $(2.079) > 1.96$, these results support the second hypothesis, namely the work environment has a positive and significant effect on employee work motivation.

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