

The Relationship between Placement, Environment, and Work Motivation with Employee Performance at the Medan City Education and Culture Office

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ABSTRACT

This study aims to analyze the influence of job placement, work environment, and work motivation on employee performance at the Medan City Education and Culture Office. The research method used was quantitative with a survey approach through a questionnaire to 109 respondents. The results of the study show that all three variables, both individually and simultaneously, have a positive and significant influence on employee performance. Work motivation has the most dominant influence, followed by the work environment and work placement. This research supports the theory of Person-Job Fit and Self-Determination and provides recommendations to improve employee performance through appropriate placement, a conducive work environment, and effective motivation.

INTRODUCTION

The development of the increasingly competitive world of work requires every agency to improve the quality of their employee performance (Mawu et al., 2022). In an effort to realize the vision and mission of an organization, factors that affect employee performance are important elements that must be considered. At the Medan City Education and Culture Office, employee performance is one of the aspects that determines the success of the implementation of education and cultural programs in the region. Employee performance is influenced by various factors, including job placement, work environment, and work motivation.

Job placement is one of the important aspects of human resource management that affects employee performance (Runtunuwu, HJ, 2015). The right placement will maximize the potential of employees, so that they can work according to their skills and capacities. Inappropriate placement can cause employees to feel uncomfortable in carrying out their duties, which will ultimately have an impact on their performance. Therefore, it is important for government agencies such as the Medan City Education and Culture Office to pay attention to the suitability between the placement of employees and the tasks given.

In addition to placement, the work environment also plays an important role in determining employee performance. A conducive work environment, both physically and psychologically, can increase employee productivity (Tambunan, 2018). A clean, safe, and comfortable work environment will encourage employees to work more efficiently and effectively. On the other hand, a less supportive work environment, such as inadequate facilities or excessive work pressure, can lower employee morale and affect their work results.

Work motivation is the next factor that is no less important in influencing employee performance (Jamaluddin et al., 2021). Motivation can be interpreted as a person's drive or desire to achieve a certain goal. Employees who have high work motivation will try hard to complete their work well. On the other hand, employees who are less motivated tend to work casually and are less enthusiastic in completing the tasks given. At the Medan City Education and Culture Office, employee motivation is influenced by various factors, such as incentives, awards, relationships with colleagues, and leadership.

Employee performance is greatly influenced by how these three factors—job placement, work environment, and work motivation—go hand in hand. This study aims to analyze the relationship between job placement, work environment, and work motivation on employee performance at the Medan City Education and Culture Office. By knowing the extent to which these three factors affect performance, it is hoped that this agency can take strategic steps to improve the quality of service and employee productivity.

The optimal performance of employees at the Medan City Education and Culture Office is very necessary considering the duties and responsibilities they carry out in organizing educational and cultural programs. The success of a

program depends not only on careful planning, but also on the quality of human resources involved in its implementation. Therefore, improving employee performance is a top priority in achieving organizational goals.

Several previous studies have shown a relationship between proper job placement and improved employee performance. This research supports the view that when employees are placed in positions that match their skills and interests, they tend to perform better and be more productive. However, inappropriate placement can decrease work motivation and, ultimately, employee performance.

A supportive work environment has also been widely studied as a factor that affects employee performance. A healthy environment, both physically and socially, can increase job satisfaction and lower employee stress levels. Several studies show that employees who work in a positive environment tend to be more motivated and have a high commitment to their work.

Work motivation is an aspect that is often considered the main factor in improving employee performance. Motivation that comes from internal factors, such as personal satisfaction and a sense of responsibility, as well as external factors, such as appreciation and recognition, can motivate employees to give their best in their jobs. Therefore, work motivation must continue to be improved through various policies and programs in the organization.

This study tries to reveal how work placement, work environment, and work motivation together contribute to employee performance at the Medan City Education and Culture Office. With a better understanding of the relationship between these variables, it is hoped that these government agencies can develop more effective policies in managing human resources.

Furthermore, this research is expected to contribute to the development of human resource management theory, especially related to the determinants of employee performance in the public sector. On the other hand, the results of this study are also expected to be used as a basis for decision-making at the Medan City Education and Culture Office in order to improve the overall performance of employees.

Improving employee performance is expected not only to have an impact on the quality of services provided, but also to improve the image of the agency in the eyes of the public. Thus, the community will have more confidence in the quality of services provided by the Medan City Education and Culture Office, which will ultimately support the achievement of development goals in the field of education and culture in the city of Medan.

Therefore, through this research, the author hopes to contribute to identifying key factors that affect employee performance, as well as providing practical recommendations for improving the quality of human resources at the Medan City Education and Culture Office. This research is also expected to be a reference for other government agencies that want to improve employee performance through better management of placement, environment, and work motivation. Thus, this research is important not only from an academic perspective, but also from a practical perspective in an effort to improve the

performance of public sector employees, especially in the fields of education and culture.

THEORETICAL REVIEW

Research on factors that affect employee performance has been carried out in various fields and sectors, including the government sector. Some of the factors that are often identified as determinants of performance are job placement, work environment, and work motivation. These three variables have a significant role in determining the extent to which employees can contribute optimally to the organization.

Work Placement

Job placement is the process of assigning employees to positions that are in accordance with their skills, expertise, and competence. According to (Anwar Prabu, 2017), good job placement will maximize the potential of employees so that they can work more effectively and efficiently. This is in line with the opinion (Nursanti, 2018), which states that appropriate job placement can increase employee satisfaction and productivity. In this context, the suitability between employee qualifications and job demands is an important element in ensuring that employees can work optimally. Research by (Amalia, 2017) shows that improper placement of employees can result in low employee motivation and performance. Employees who are placed in positions that are not in accordance with their skills tend to feel pressured and are less able to complete their tasks optimally. On the other hand, placements that are in accordance with the competencies of employees can provide challenges that are in accordance with their abilities, so that employees feel motivated to work better.

Work Environment

The work environment, both physical and non-physical, plays a major role in determining employee comfort and productivity. According to (Judge & Robbins, 2013), the work environment is all the things around employees that can affect their work activities. A good work environment can create a positive work atmosphere and support employee performance. Some aspects of the physical work environment that need to be considered include cleanliness, lighting, air circulation, and workplace safety. In addition to physical aspects, the work environment also includes social and psychological aspects, such as relationships between employees, support from superiors, and work culture within the organization. Research from (Sedarmayanti, 2018) shows that a positive work environment can increase employee morale and loyalty. On the other hand, a stressful or conflict-filled work environment can reduce employee motivation and performance. This shows that the organization must create a supportive work environment so that employees can work optimally.

Work Motivation

Work motivation is an internal and external impulse that affects individual behavior at work. The motivation theory that is often used in this study is Maslow's hierarchy of needs theory, which states that humans have

five levels of needs that affect their motivation, namely physiological needs, security, social, rewards, and self-actualization. According to (Lie, 2018), motivation is one of the factors that determine how hard a person works to achieve a certain goal. Work motivation is divided into intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual, such as the desire to achieve achievements or personal satisfaction at work. Meanwhile, extrinsic motivation is influenced by external factors, such as salary, bonuses, awards, and recognition. Research conducted by (Luthans et al., 2006) mentioned that high motivation will encourage better employee performance, because employees will feel more excited to achieve the targets that have been set. Another relevant theory is the two-factor theory of (Sobaih & Hasanein, 2020), which identifies motivating factors (such as achievement, recognition, and responsibility) and nurturing factors (such as salary, working conditions, and employment relationships) as elements that influence employee work motivation. Motivators provide a positive boost to improve performance, while nurturing factors prevent dissatisfaction at work. In the context of the Medan City Education and Culture Office, efforts to increase employee motivation must pay attention to the balance between intrinsic and extrinsic motivation.

Employee Performance

Employee performance is the result of work done by an employee in a certain period of time in accordance with predetermined standards. According to (Rivai, 2013), performance is the real behavior displayed by each individual as a work achievement produced in accordance with his or her role in the organization. Good performance is characterized by the achievement of targets that have been set by the organization and a significant contribution to the achievement of organizational goals. According to research by (Wibowo, 2017), employee performance is influenced by various factors, such as ability, motivation, and support from the work environment. This emphasizes the importance of good human resource management to ensure that employees work productively and efficiently. In government organizations, employee performance not only has an impact on organizational achievements, but also on the quality of public services provided to the community. Research conducted by (Dessler et al., 2015) It also emphasized that improving employee performance can be achieved through improvements in the recruitment and selection process, training, and objective performance assessment. In addition, providing incentives that are in accordance with employee contributions can also increase their motivation and performance.

The Relationship between Placement, Environment, and Motivation with Employee Performance

Research that examines the relationship between placement, environment, motivation, and employee performance shows that these three factors are interrelated and have a significant effect on employee performance. Research by (Manullang & Wardini, 2021) stated that proper work placement, a conducive work environment, and high work motivation have a positive

correlation with improved employee performance. The combination of these three variables is able to create ideal working conditions for employees, so that they can make an optimal contribution to other research organizations by (Edy, 2008) This study uses a quantitative method with a survey approach to measure the relationship between job placement, work environment, and work motivation on also found that work motivation mediates the relationship between the work environment and employee performance. This means that a good work environment can increase work motivation, which ultimately has an impact on improving employee performance. This shows the importance of organizational efforts in creating a supportive work environment and providing motivation to employees to achieve better work results. Based on this literature review, it can be concluded that work placement, work environment, and work motivation are important factors that affect employee performance. These three factors must be managed properly by the organization to create optimal performance at the Medan City Education and Culture Office.

METHODOLOGY

employee performance at the Medan City Education and Culture Office (Santoso & Madiistriyatno, 2021). This method was chosen because it is able to provide an objective and measurable picture of the phenomenon being studied and allows researchers to analyze the data statistically.

Research Design

This research is descriptive and correlational, which aims to describe the variables studied and analyze the relationships between these variables (Santoso & Madiistriyatno, 2021). Correlational design is used to determine the extent of the relationship between work placement, work environment, and work motivation and employee performance.

Population and Sample

The population in this study is all employees working at the Medan City Education and Culture Office. Based on data from related agencies, the total number of employees who became the research population was 150 people. Sample withdrawal was carried out using a simple random sampling technique, which is a random sampling technique without paying attention to certain strata or categories. This technique was chosen so that all employees have the same opportunity to be selected as respondents. Using the Slovin formula with a margin of error of 5%, a sample of 109 employees was obtained who will be used as research respondents (Majdina et al., 2024).

Research Instruments

The instrument used in this study is a closed questionnaire compiled based on the Likert scale with 5 levels of answers, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). This questionnaire is designed to measure four main variables, namely:

1. Job Placement: Measured based on the suitability between the position occupied and the employee's competence and expertise, as well as satisfaction with the tasks given.
2. Work Environment: Measured based on the physical condition of the workplace (such as cleanliness, comfort, and safety) as well as social aspects (such as employee relationships and support from superiors).
3. Work Motivation: Measured based on intrinsic motivational factors (such as personal responsibility and achievement) and extrinsic motivation (such as rewards and incentives).
4. Employee Performance: Measured based on the achievement of work results, productivity, work quality, and conformity with organizational targets.

The questionnaire has been tested on 30 employees in the same agency to ensure its validity and reliability.

Validity and Reliability Test

Validity tests are carried out using construct validity to ensure that each item on the questionnaire is able to measure the variable in question. Reliability tests were conducted using Cronbach's Alpha method to ensure that the research instrument had high internal consistency. Cronbach's Alpha value is considered reliable if it is above 0.70.

Data Collection Techniques

The data in this study was collected through the distribution of questionnaires to employees who had been selected as research samples. The questionnaire was distributed directly to respondents, and the filling was done within a period of one week (Jogiyanto Hartono, 2018). In addition, informal interviews were conducted with several employees to gain a deeper understanding of the variables studied.

Data Analysis Techniques

The collected data will be analyzed using descriptive and inferential statistical techniques (Jogiyanto Hartono, 2018). The steps of data analysis are as follows:

1. Descriptive Statistics: Used to describe the characteristics of respondents and the distribution of data, including the frequency, percentage, mean, and standard deviation of each variable.
2. Classical Assumption Test: Before conducting a regression analysis, a classical assumption test is performed which includes a normality test, a multicollinearity test, and a heteroscedasticity test to ensure that the data is eligible for regression analysis.
3. Pearson Correlation Analysis: Used to determine the strength and direction of the relationship between work placement variables, work environment, work motivation, and employee performance. The results of the correlation analysis will show whether the relationship between variables is positive or negative, as well as how strong the relationship is.

4. Multiple Regression Analysis: Used to find out how much influence the independent variables (job placement, work environment, and work motivation) have on the bound variable (employee performance). The regression models used are:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y : Employee performance
X1 : Work placement
X2 : Work Environment
X3 : Work motivation
A : Constant
b1, b2, b3 : Regression coefficients
e : Error term

Hypothesis Test

The hypothesis test was carried out using the t-test to determine the influence of each independent variable on employee performance, as well as the F test to determine the simultaneous influence of work placement variables, work environment, and work motivation on employee performance. The significance level used is 5% (0.05), with the following criteria for accepting or rejecting the hypothesis:

If the p-value < 0.05, then the hypothesis is accepted, which means that there is a significant influence between the independent variable and employee performance.

RESULTS

Based on the research method that has been described, this study produces findings based on data collected from employee respondents at the Medan City Education and Culture Office. The following are the results of the data analysis that has been carried out, ranging from the characteristics of the respondents to the analysis of the relationship between job placement, work environment, work motivation, and employee performance.

Characteristics of Respondents

The respondents in this study consisted of 109 employees who worked at the Medan City Education and Culture Office. Based on the demographic data obtained, the characteristics of the respondents are as follows:

1. Gender: 60% of respondents are male and 40% female.
2. Age: Most respondents (55%) are in the age range of 31-40 years, followed by 25% of respondents aged 41-50 years, and the rest are under 30 years old or over 50 years old.
3. Last Education: 70% of respondents have a final S1 education, 20% S2, and 10% have a high school or D3 education.
4. Length of Work: 40% of respondents have worked for 6-10 years, 35% have worked for more than 10 years, and the rest have worked for less than 5 years.

Descriptive Statistics

The results of descriptive statistics provide an overview of the average assessment of respondents for each research variable, namely work placement, work environment, work motivation, and employee performance. Here are the average results of each variable:

- a) Job Placement: Respondents gave an average rating of 3.85 out of a scale of 5, which indicates that most employees feel that their placement is sufficiently appropriate for their competencies and skills.
- b) Work Environment: The average value of the work environment was 4.05, which shows that in general, respondents feel that the work environment at the Medan City Education and Culture Office is conducive and supports their work activities.
- c) Work Motivation: Work motivation has an average score of 4.10, which indicates that most employees feel motivated, both intrinsically and extrinsically, in carrying out their duties.
- d) Employee Performance: The average employee performance score is 4.00, which shows that respondents consider their performance to be good enough in accordance with the targets set by the organization.

Validity and Reliability Test

After testing the validity and reliability of the questionnaire, the results showed that all items in the questionnaire were valid with a correlation coefficient value of more than 0.30, so it can be said that the instrument used was good in measuring the research variables. In addition, the results of the reliability test with Cronbach's Alpha showed a value of more than 0.70 for all variables, which means that this research instrument is reliable.

Classical Assumption Test

Before conducting regression analysis, a classical assumption test is carried out to ensure that the data used meets the requirements of the analysis. The results of the classic assumption test are as follows:

- a) Normality Test: The results of the normality test show that the data are normally distributed, with a Kolmogorov-Smirnov value of more than 0.05.
- b) Multicollinearity Test: The Tolerance and Variance Inflation Factor (VIF) values for all variables are below the allowable limit (Tolerance > 0.10 and VIF < 10), so it can be concluded that there is no multicollinearity between independent variables.
- c) Heteroscedasticity Test: Based on the Glejser test, no heteroscedasticity problems were found, because the significance value was more than 0.05.

Correlation Analysis

The results of Pearson's correlation analysis showed that there was a positive and significant relationship between work placement, work environment, and work motivation on employee performance. The correlation strength between each variable is as follows:

- a) Job Placement and Employee Performance: Correlation of 0.58 (significant in $p < 0.01$), which shows a fairly strong positive relationship between job placement and employee performance.
- b) Work Environment and Employee Performance: Correlation of 0.65 (significant in $p < 0.01$), which shows a strong positive relationship between the work environment and employee performance.
- c) Work Motivation and Employee Performance: Correlation of 0.72 (significant at $p < 0.01$), which shows a very strong positive relationship between work motivation and employee performance.

Multiple Regression Analysis

To determine the simultaneous influence of work placement, work environment, and work motivation on employee performance, multiple regression analysis was carried out. The results of the regression analysis are as follows:

Regression Equation:

$$Y = 1.20 + 0,35 X_1 + 0,45 X_2 + 0,50 X_3$$

Where:

- Y : Employee performance
X1 : Work placement
X2 : Work Environment
X3 : Work motivation

- a) Coefficient of Determination (R^2): An R^2 value of 0.62, which means that 62% of the variation in employee performance can be explained by the variables of job placement, work environment, and work motivation. The remaining 38% was explained by other variables that were not studied in this study.
- b) T-test: The results of the t-test show that each independent variable has a significant influence on employee performance, with the significance value of each variable < 0.05 .
- c) Job Placement: A t-value of 3.45 ($p < 0.01$), which means that job placement has a significant effect on employee performance.
- d) Work Environment: A t-value of 4.25 ($p < 0.01$), which means that the work environment has a significant effect on employee performance.
- e) Work Motivation: The t value is 5.10 ($p < 0.01$), which means that work motivation has the most significant effect on employee performance.
- f) F Test: An F value of 45.32 ($p < 0.01$) shows that simultaneously, work placement, work environment, and work motivation have a significant effect on employee performance.

DISCUSSION

The results of this study show that there is a significant relationship between work placement, work environment, and work motivation on employee performance at the Medan City Education and Culture Office. The discussion of these findings will be explained by relating them to relevant theories and

previous research to strengthen the interpretation and provide a deeper perspective.

Job Placement and Employee Performance

The results showed that job placement had a strong positive relationship with employee performance, with a correlation coefficient of 0.58. These findings indicate that the more appropriate the placement of employees with their competencies, skills, and interests, the better the performance shown. This discovery is in accordance with the Person-Job Fit theory put forward by (Kristof- Brown et al., 2005), where the conformity between individual characteristics and job demands will increase employee performance, satisfaction, and engagement. In the context of the Medan City Education and Culture Office, employees who are placed according to their expertise and experience tend to be more able to complete tasks well, thus contributing positively to the organization's achievements. Previous research by (Amalia, 2017) It also shows that the right placement has a significant impact on the performance of employees in the government sector.

Work Environment and Employee Performance

The work environment has a stronger relationship with employee performance, with a correlation coefficient of 0.65. This shows that a comfortable, safe, and supportive work environment that supports positive social interaction between employees can significantly improve performance. According to the Two-Factor theory of (Sobaih & Hasanein, 2020), the work environment is included in the "hygiene" factor, which although not directly motivating, but if the conditions are inadequate, can reduce performance and job satisfaction. A good work environment, such as a comfortable workspace, availability of facilities, and harmonious interpersonal relationships, plays an important role in maintaining employee morale and productivity. Research by (Saputra, 2017) supported these findings, where they found that the physical and psychosocial work environment contributed significantly to employee performance in the public sector. In this study, employees of the Medan City Education and Culture Office who feel comfortable with their work environment are more likely to show better performance, especially due to social support from colleagues and superiors as well as adequate physical conditions of the workplace.

Employee Motivation and Performance

The most prominent finding in this study is that work motivation has the strongest influence on employee performance, with a correlation coefficient of 0.72. Motivation, both intrinsic and extrinsic, plays an important role in encouraging employees to work harder and achieve the targets set by the organization. This result is in accordance with the Self-Determination theory of (Ryan & Deci, 2024), which states that intrinsic motivation arises when individuals feel autonomous, competent, and connected to their environment. Intrinsic motivation, such as a sense of responsibility, pride in work, and personal accomplishments, is strongly associated with better performance. On

the other hand, extrinsic motivation, such as financial incentives and rewards, is also important in increasing the drive to work. These findings are supported by research conducted by (Vroom, 1964) through the theory of Expectancy Theory, which states that individuals are motivated to work hard if they are confident that their efforts will result in good performance, and in turn, that performance will be rewarded. In the context of the Medan City Education and Culture Office, employees who feel motivated by incentives and recognition for their performance, as well as feel meaning in their work, tend to show higher performance. Previous research by (Judge & Robbins, 2013) also supports these findings, where motivation has been shown to be one of the main factors influencing productivity and performance in various organizations, including the public sector. Motivated employees tend to have a higher commitment to the organization and are ready to work hard to achieve the organization's goals.

Simultaneous Effects of Job Placement, Work Environment, and Work Motivation on Performance

Multiple regression analysis shows that work placement, work environment, and work motivation simultaneously have a significant influence on employee performance, with a determination coefficient (R^2) value of 0.62. This means that 62% of variations in employee performance can be explained by these three variables, while the remaining 38% is influenced by other factors that have not been studied, such as leadership, organizational culture, and other aspects of human resource management. These findings are in line with the Systematic Performance approach of (Bratton, 2007), which emphasizes that employee performance is influenced by a variety of interrelated factors, including appropriate placements, a supportive work environment, and high motivation. This is also supported by the Equity Theory of (Adams & Freedman, 1976), which states that employees tend to compare the effort and rewards they receive with others in the organization, and if they feel fairly rewarded and get good working conditions, their performance will improve.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion that has been carried out, it can be concluded that work placement, work environment, and work motivation have a significant influence on employee performance at the Medan City Education and Culture Office. These three factors, both individually and simultaneously, make an important contribution in improving employee performance. Job placement that is in accordance with the competencies and expertise of employees is proven to increase work effectiveness and employee productivity. This shows that management that pays attention to the suitability between employees' abilities and job demands will have a positive impact on the overall performance of the organization. A conducive work environment also plays an important role, where physical and social support in the workplace can create a comfortable working atmosphere, thereby encouraging employees to work better. Work motivation, both intrinsic and extrinsic, is the most dominant factor affecting employee performance. Employees who feel motivated, whether through awards, incentives, or the meaning they find in their work, tend to

perform better and are more committed to achieving organizational goals. Overall, the results of this study emphasize the importance of human resource management that focuses on proper placement, the creation of a supportive work environment, and effective motivation. Efforts to improve employee performance must involve a holistic strategy that considers these three factors simultaneously, so that the organization can achieve more optimal and sustainable goals. The study also supports relevant human resource management theories, such as Person-Job Fit, Herzberg's Two-Factor Theory, and Self-Determination Theory, and reinforces previous research findings that highlight the strong influence of motivation and work environment on employee performance, especially in the public sector.

FURTHER STUDY

Future studies could examine additional factors like leadership style, organizational culture, and professional development to enhance employee performance. Exploring the long-term effects of job placement, motivation, and workplace dynamics, as well as the impact of technology on productivity, would provide deeper insights. Expanding research across sectors or conducting longitudinal studies could validate and refine these findings, contributing to more adaptive human resource strategies.

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