

The Influence of Work Environment and Workload on Employee Performance with Work Motivation as an Intervening Variable at the Department of Population and Civil Registration of Pematangsiantar City

Arjunansi Samosir^{1*}, Sarida Sirait², Hengki Mangiring Parulian Simarmata³
^{1,2,3} Management, Murni Teguh PSDKU University, Pematangsiantar, Indonesia

Email address:

arjunansisamosir@gmail.com, saridasrt@gmail.com, hengkisimarmata.mm@gmail.com

**Corresponding author*

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Abstract: The purpose of this study is to find out the influence of work environment and workload on employee performance with work motivation as an intervening variable at the Population and Civil Registration Office of Pematangsiantar City. This study uses quantitative descriptive. The population used in this study is all employees of the Population and Civil Registration Office of Pematangsiantar City which is 46 people who work in all divisions. The data collection technique uses questionnaires. The results of this study show that the work environment has a positive but insignificant effect on employee performance, the work environment has a positive and significant effect on work motivation, workload has a positive but insignificant effect on employee performance, workload has a positive and significant effect on work motivation, work motivation has a positive and significant effect on employee performance, work environment has a positive and significant effect on performance Employees through work motivation, workload has a positive but not significant effect on employee performance through motivation.

Keywords: work environment, workload, work motivation, employee performance.

INTRODUCTION

Human resources are considered the most valuable asset of any organization, as only humans are capable of mobilizing and optimizing other resources (Kuzmin & Yakubova, 2024) . Therefore, the human resource component becomes a crucial aspect that must be continuously maintained and developed in line with the organization's needs and challenges. Organizational growth and progress are inseparable from the presence and contribution of human resources within it. Employees play a central role in achieving organizational goals, and without their involvement, an organization cannot function effectively even if all other supporting factors are available.

To achieve organizational objectives, consistent and high-quality employee performance is essential. Performance reflects the extent to which employees successfully complete the tasks assigned to them. According to previous research, employee performance can be improved through positive leadership examples, proper motivation, and adequate attention to employees, particularly when unusual behavior or performance decline emerges (Umesi, 2024). Workload also plays a significant role in shaping

employee performance. An excessive or inadequate workload can lead to decreased productivity and reduced employee motivation, while a balanced workload promotes optimal performance.

Another important factor influencing employee performance is the work environment. A conducive work environment, both physically and non-physically, significantly affects employees' ability to perform their duties. A well-organized and supportive environment enhances employee comfort and productivity, whereas inadequate workspace conditions can hinder performance and reduce work motivation. Motivation itself is a key determinant of performance, as it drives employees to work with dedication and commitment. Motivated employees are more likely to optimize their potential and contribute effectively to organizational achievements (AlKhalifa et al., 2024).

The Department of Population and Civil Registration (Disdukcapil) serves as the frontline institution providing essential civil administration services to the public. With a high volume of administrative requests such as Family Cards, Identity Cards, birth certificates, death certificates, and other population documents employees often face substantial workloads. Initial observations at Disdukcapil Pematangsiantar indicate several challenges, including slow service processes, non-compliance with established SOPs, inadequate facilities, and limited workspace, all of which contribute to decreased motivation and suboptimal employee performance.

This study is aligned with previous research that highlights the significant influence of workload and work environment on employee performance. However, the novelty of this research lies in the inclusion of work motivation as an intervening variable, which has not been examined in earlier studies within the same context. Methodologically, this study employs Structural Equation Modeling (SEM) to analyze both direct and indirect relationships among variables, and utilizes a census sampling approach where the entire population is used as respondents. Therefore, this research provides a more comprehensive understanding of how work environment and workload affect employee performance through the mediating role of motivation at Disdukcapil Pematangsiantar.

THEORETICAL REVIEW

Work environment

The work environment is one of the most often done places by employees in carrying out their daily activities. A pleasant work environment will provide a sense of comfort to employees so that it can affect employee performance. If the employee feels comfortable in the work environment where the employee works, then the employee will feel at home at his workplace and the productivity of the employee will increase, so that the working time is used effectively and efficiently (Sihaloho & Siregar, 2020). The work environment is a place where there are a number of groups in which there are several supporting facilities to achieve the company's goals in accordance with the company's vision and mission (Matondang 2023).

Workload

Workloads often include several things such as the amount of work to be completed, the difficulty of the task, the time pressures that exist and the need for high quality. According to (Omar et al., 2015) If employees are given tasks that are not in accordance with their abilities, it can cause excessive workload. Workload refers to

activities that require certain skills and must be completed within a specified time interval both physically and mentally according to Dhania in (Ali et al., 2022). According to Kasmir in (Dwi Murti et al., 2023) Workload is a process that a person performs in completing the tasks of a job or group of positions that are carried out under normal circumstances for a certain period of time, all of which are related to the indicators.

Performance

Performance is the result of what employees do and don't do. Employee performance has a direct impact on the contribution made to the organization. According to Mangkunegara in (Yudantari & Andarwati, 2023) Employee performance has a significant role in efforts to improve organizational performance. Employee performance is the result of individual efforts that can be assessed based on quality and quantity standards, in line with the tasks and responsibilities assigned by the company. Furthermore, according to Saripuddin in (Noviherni & Dian Puspita, 2023) Performance is a process or work activity that depends on the ability or achievement of the expected results. Performance reflects the desired success and the behavior of individuals or workers in achieving organizational goals.

Work Motivation

To improve employee performance, an organization needs to provide good and targeted motivation to employees. According to Saripuddin in (Said & Firmansyah, 2022), work motivation is a mental attitude or condition of a person where the person feels moved to do a job that is assigned to him, so that it can affect the ability and ability of employees to do work. With the high work motivation that exists in employees, it is hoped that they will love their work even more.

Furthermore, according to (Adhan & Prayogi, 2021) Motivation is a concept that motivates individuals to direct their behavior towards achieving organizational goals, which are driven by individual wants and needs. (Bagiada & Netra, 2019) Finding that work motivation has a positive and significant effect on performance, meaning that the higher the motivation at work, the higher the performance, and vice versa if the motivation is low at work, the lower the performance.

METHODS

In this study, a quantitative research method was employed, in which problems were identified not only prior to the research but also during field observations, allowing newly discovered issues to be examined until fully addressed. The research focuses on work environment and workload as independent variables, employee performance as the dependent variable, and work motivation as the intervening variable at the Department of Population and Civil Registration (Disdukcapil) of Pematangsiantar City. The population consists of all 46 employees, and because the total population is fewer than 100, the census method was used, making all 46 employees the total sample. This approach ensures that every member of the population becomes a respondent and unit of observation in the study.

Data collection was carried out using questionnaires containing structured questions with predetermined answer options based on a Likert scale, distributed to employees of Disdukcapil Pematangsiantar. The data analysis technique used in this research is quantitative analysis, involving numerical calculations to test and interpret relationships

between variables. An associative approach was applied to determine the influence among variables, and the final analysis employed Partial Least Squares–Structural Equation Modeling (SEM-PLS), which is designed to analyze path relationships using latent variables.

RESULTS

Descriptive Analysis of Variables

The variables used in this study consisted of 2 independent variables, 1 bound variable and 1 intervening variable. As for those included in the free variables, namely the work environment (X1) and workload (X2), the bound variables are employee performance (Y) and work motivation as intervening variables. The statement description will display each respondent's answer options to each question item given to the respondent.

Work Environment Variables

In this case, it shows the purpose of the data obtained from the results of the questionnaire which is spread with items related to the quality of work life in this study as stated in the table below.

Table 1. Results of Descriptive Analysis of Work Environment Variables (X1)

No	Information	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		N	Mean
		F	%	F	%	F	%	F	%	F	%		
1	P1	-	-	-	-	2	4,3	22	47,8	22	47,8	46	4,43
2	P2	-	-	-	-	6	13,0	34	73,9	6	13,0	46	4,00
3	P3	-	-	-	-	2	4,3	27	58,7	17	37,0	46	4,33
4	P4	-	-	-	-	3	6,5	26	56,5	17	37,0	46	4,30

Based on the results obtained from 46 employees, the frequency distribution for the work environment variable (X1) shows that for statement 1 regarding harmonious relationships among co-workers, 2 employees (4.3%) disagreed, while 22 employees (47.8%) agreed and 22 employees (47.8%) strongly agreed, with an average score of 4.43. For statement 2 concerning supportive supervisors who are open to input, 6 employees (13.0%) disagreed, 34 employees (73.9%) agreed, and 6 employees (13.0%) strongly agreed, resulting in an average score of 4.00. For statement 3 related to a clean and comfortable work environment, 2 employees (4.3%) disagreed, 27 employees (58.7%) agreed, and 17 employees (37.0%) strongly agreed, with an average score of 4.33. Lastly, for statement 4 regarding the work environment improving morale, 3 employees (6.5%) disagreed, 26 employees (56.5%) agreed, and 17 employees (37.0%) strongly agreed, producing an average score of 4.30.

Workload Variables

Table 2. Results of Descriptive Analysis of Workload Variables (X2)

No	Information	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		N	Mean
		F	%	F	%	F	%	F	%	F	%		

1	P1	-	-	-	-	5	10,9	37	80,4	4	8,7	46	3,98
2	P2	-	-	-	-	1	2,2	35	76,1	10	21,7	46	4,20
3	P3	-	-	-	-	3	6,5	31	67,4	12	26,1	46	4,20
4	P4	-	-	4	8,7	27	58,7	14	30,4	1	2,2	46	3,26

Based on the results from 46 employees for the workload variable (X2), the data show that for statement 1 regarding the amount of work being quite large, 5 employees (10.9%) disagreed, 37 employees (80.4%) agreed, and 4 employees (8.7%) strongly agreed, with an average score of 3.98. For statement 2 stating that tasks often pile up, 1 employee (2.2%) disagreed, 35 employees (76.1%) agreed, and 10 employees (21.7%) strongly agreed, resulting in an average score of 4.20. For statement 3 indicating that the time provided is insufficient to complete tasks, 3 employees (6.5%) disagreed, 31 employees (67.4%) agreed, and 12 employees (26.1%) strongly agreed, with an average score of 4.20. Finally, for statement 4 regarding workload suitability with employees' abilities, 4 employees (8.7%) disagreed, 27 employees (58.7%) agreed, 14 employees (30.4%) strongly agreed, and 1 employee (2.2%) strongly agreed, producing an average score of 3.26.

Employee performance variables

Table 3. Results of Descriptive Analysis of Employee Performance Variables (Y)

No	Information	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		N	Mean
		F	%	F	%	F	%	F	%	F	%		
1	P1	-	-	-	-	3	6,5	28	60,9	15	32,6	46	4,26
2	P2	-	-	-	-	1	2,2	33	71,7	12	26,1	46	4,24
3	P3	-	-	-	-	4	8,7	34	73,9	8	17,4	46	4,09
4	P4	-	-	-	-	7	15,2	30	65,2	9	19,6	46	4,04
5	P5	-	-	1	2,2	6	13,0	27	58,7	12	26,1	46	4,09

Based on the responses of 46 employees for the employee performance variable (Y), the results show that for statement 1 regarding the ability to complete tasks satisfactorily, 3 employees (6.5%) disagreed, 28 (60.9%) agreed, and 15 (32.6%) strongly agreed, with an average score of 4.26. For statement 2 about completing work according to targets, 1 employee (2.2%) disagreed, 33 (71.7%) agreed, and 12 (26.1%) strongly agreed, yielding an average score of 4.24. For statement 3 on managing working hours efficiently, 4 employees (8.7%) disagreed, 34 (73.9%) agreed, and 8 (17.4%) strongly agreed, with an average of 4.09. For statement 4 regarding completing work without wasting time and resources, 7 employees (15.2%) disagreed, 30 (65.2%) agreed, and 9 (19.6%) strongly agreed, giving an average score of 4.04. Lastly, for statement 5 related to completing tasks independently, 1 employee (2.2%) strongly disagreed, 6 (13.0%) disagreed, 27 (58.7%) agreed, and 12 (26.1%) strongly agreed, resulting in an average score of 4.09.

Work Motivation Variables

Table 4. Results of Descriptive Analysis of Work Motivation Variables (Z)

No	Information	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		N	Mean
		F	%	F	%	F	%	F	%	F	%		

1	P1	-	-	-	-	4	8,7	18	39,1	24	52,2	46	4,43
2	P2	-	-	-	-	6	13,0	22	47,8	18	39,1	46	4,26
3	P3	-	-	-	-	6	13,0	34	73,9	6	13,0	46	4,00
4	P4	-	-	-	-	10	21,7	33	71,7	3	6,5	46	3,85

Based on the responses of 46 employees for the work motivation variable (Z), the results indicate that for statement 1 regarding sufficient rest time, 4 employees (8.7%) disagreed, 18 (39.1%) agreed, and 24 (52.2%) strongly agreed, with an average score of 4.43. For statement 2 on job security and employment certainty, 6 employees (13.0%) disagreed, 22 (47.8%) agreed, and 18 (39.1%) strongly agreed, producing an average score of 4.26. For statement 3 concerning appreciation from superiors, 6 employees (13.0%) disagreed, 34 (73.9%) agreed, and 6 (13.0%) strongly agreed, with an average score of 4.00. Lastly, for statement 4 regarding opportunities to develop potential, 10 employees (21.7%) disagreed, 33 (71.7%) agreed, and 3 (6.5%) strongly agreed, resulting in an average score of 3.85.

Data Analysis

Measurement Model Analysis (Outer Model)

The analysis of the outer model begins by estimating or predicting the parameters through the PLS algorithm calculation, with the results obtained as follows.

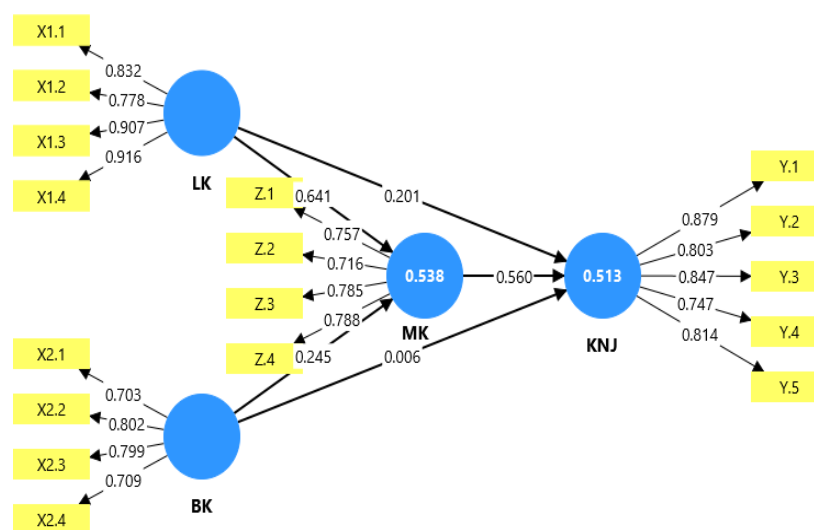


Figure 1. Outer Model

Structural Model Analysis (Inner Model)

The structural model analysis aims to analyze the research hypothesis. There are at least two parts that need to be analyzed in this model, namely; coefficient of determination and hypothesis testing.

Coefficient of Determination (R-square)

R-square is a measure of the proportion of variations in the affected (endogenous) value that can be explained by the influencing (exogenous) variables, it is useful for

predicting whether the model is good/bad. The r-square result for the endogenous latent variable.

1. If the value of $R^2 = 0.75$, then the model is a substance (strong)
2. If the value of $R^2 = 0.50$, then the model is moderate
3. If the value of $R^2 = 0.25$, then the model is weak (bad)

The following table where the R-square value can be seen through the table as follows:

Table 5. Coefficient of Determination (R-square)

	R-square	Adjusted R-square
Work motivation	0.538	0.516
Employee Performance	0.513	0.478

Based on the table above, the value of the R-Square result can be obtained which can be explained as follows:

1. R-Square = 0.538, which means that the variables of work environment and workload are able to explain 53.8% of the variation in work motivation, thus the model is classified as moderate
2. R-Square = 0.513, meaning that the ability of the variables X (work environment and workload) and Z (work motivation) in explaining the variable Y (employee performance) is 51.3%, thus the model is classified as moderate.

Hypothesis

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all hypothesis testing relationships.

Dirrect Effect

Dirrect effect analysis is useful to test the hypothesis of the direct influence of an affecting (exogenous) variable on the affected variable (endogenous), with the criterion that if the value of the path coefficient is positive, then the influence of one variable on another variable is unidirectional. If the P-Values < 0.05 then the results are significant.

If the value of the path coefficient is negative, then the influence of one variable on another variable is in the opposite direction. If the P-Values value is > 0.05 then the result is insignificant.

Table 6. Dirrect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment -> Employee Performance	0.201	0.206	0.180	1.114	0.265
Work Environment -> Work Motivation	0.641	0.644	0.081	7.922	0.000
Employee Performance -> Workload	0.006	0.022	0.126	0.048	0.962
Workload -> Work Motivation	0.245	0.260	0.110	2.233	0.026

Work Motivation - >	0.560	0.556	0.169	3.325	0.001
Employee Performance					

Based on the results of the direct effect analysis, the work environment (X1) has a positive but insignificant effect on employee performance (Y) with a path coefficient of 0.201 and a p-value of 0.265, while it has a positive and significant effect on work motivation (Z) with a coefficient of 0.641 and a p-value of 0.000. Workload (X2) also shows a positive but insignificant effect on employee performance (Y) with a coefficient of 0.006 and a p-value of 0.962, yet it has a positive and significant effect on work motivation (Z) with a coefficient of 0.245 and a p-value of 0.026. Lastly, work motivation (Z) positively and significantly influences employee performance (Y) with a coefficient of 0.560 and a p-value of 0.001.

Indirect Effects

Indirect effects are useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the affected variable (endogenous) mediated by an intervening variable (Juliandi, 2018). With the following criteria:

1. If the P-Values < 0.05, then the result is significant. This means that the mediator variable mediates the influence of exogenous variables on endogenous variables. In other words, the influence is indirect.
2. If the P-Values > 0.05, then the result is insignificant. This means that the mediator variable does not mediate the influence of exogenous variables on endogenous variables. In other words, the effect is direct.

Table 7. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment -> Work Motivation -> Employee Performance	0.359	0.352	0.101	3.547	0.000
Workload -> Work Motivation -> Employee Performance	0.137	0.149	0.085	1.609	0.108

Based on the data contained in the table above, the value of indirect effects obtained in this study is as follows:

1. The influence of the work environment (X1) on employee performance (Y) with work motivation (Z) as an intervening variable, at the path coefficient has a value of 0.359 and P-values of $0.000 < 0.05$, then it can be concluded that the influence of the work environment (X1) on employee performance (Y) with work motivation (Z) as the intervening variable shows positive and significant effect. Thus, work motivation mediates the relationship between the work environment and employee performance. This means that the new work environment can improve employee performance if it increases work motivation.
2. The effect of workload (X2) on employee performance (Y) with work motivation (Z) as an intervening variable on the path coefficient has a value of 0.137 and P-values of $0.108 > 0.05$, so it can be concluded that the effect of workload (X2) on employee

performance (Y) with work motivation (Z) as the intervening variable shows positive and insignificant effect. Thus, it can be concluded that work motivation does not mediate the relationship between workload and employee performance. This means that workload affects work motivation, but the increase in motivation is not strong enough to channel the influence of workload on employee performance.

DISCUSSION

The Influence of the Work Environment on Employee Performance

On the influence of the variable work environment (X1) on the employee performance variable (Y) with a path coefficient value of 0.201 with a significance level of $0.265 > 0.05$, it can be concluded that there is a insignificant influence between the work environment on employee performance. This happened because there were still many employees who answered with disagreement on several questions in the questionnaire, namely on the item of statements about the supervisor who were supportive and open to input, many answered with disagreement, namely 6 people (13.0%). This means that the boss is not supportive and open to the input of some employees. The results of this study are not in accordance with the research that has been conducted by (Muhammad Iqbal, 2022) explained that there is a positive and significant influence between the work environment on employee performance.

The Influence of the Work Environment on Work Motivation

On the influence of the variable of the work environment (X1) on the variable of the working period (Z) with a path coefficient value of 0.641 with a significant level of $0.000 < 0.05$, it can be concluded that there is a positive and significant influence of the work environment on work motivation. This can be seen from the questionnaire where the majority answered in agreement, namely as many as 27 people (58.7%) in the questionnaire statement, namely on the question item about a clean and comfortable work environment that greatly supports the state of mind of employees at work. This means that employees feel that a clean and comfortable environment can support the situation to work and affect the high and low motivation of employees. According to Rivai in (Nafitri R, 2020) The work environment can affect the high and low work motivation of employees, a clean, safe and conducive work environment will cause a sense of comfort and feel at home at work so that motivation to complete work increases. The results of this study are in accordance with previous research conducted by, (Andriyani et al., 2020) Where the results obtained by the work environment have a significant effect on work motivation. This shows that a comfortable work environment makes employees more motivated to work.

The Effect of Workload on Employee Performance

On the influence of the workload variable (X2) on the employee performance variable (Y) with a value of 0.006 with a significant level of $0.962 > 0.05$, it can be concluded that there is an insignificant influence between workload on employee performance. This happened because there were still many employees who answered disagreed with several questions in the questionnaire, namely on the item of statements about the workload according to my ability, the majority answered with disagreement,

namely as many as 27 people (58.7%), meaning that some employees felt that the workload received was not in accordance with their abilities.

The results of this study are not in accordance with the research that has been carried out by (Rizal Nabawi, 2019), (Astuti & Lesmana, 2023) which explains that there is a significant influence between workloads on employee performance. There is a relationship between workload and employee performance, where if the workload is high, it will cause performance to decrease, or it can be explained that the higher the workload received by a person will affect employee performance.

Effect of Workload on Work Motivation

On the effect of the workload variable (X2) on the work motivation variable (Z) with a path efficiency value of 0.245 with a significance level of $0.026 < 0.05$, it can be concluded that there is a positive and significant influence between workload on work motivation. This is related to the theory according to (Joshua Wijaya, 2020) The lower the workload means that the employee's work while in the office is easy to understand, physical activity encourages work, employees are fast at work, employees often succeed in doing work, employees feel satisfied with the results of their work, and work hard to achieve performance, so this will have an impact on increasing work motivation.

The Effect of Motivation on Employee Performance

On the influence of the work motivation variable (Z) on the employee performance variable (Y) with a path coefficient value of 0.560 with a significance stick of $0.001 < 0.05$, it can be concluded that there is a positive and significant influence between work motivation on employee performance. The results of this study are in accordance with the theory according to (Jufrizen & Rahmadhani, 2020) The work environment in a company needs to be considered, in this case because the work environment can affect the work spirit of employees.

The results of this study are in accordance with previous research conducted by (Nurkhazanah et al., 2023) Where the results obtained have a positive and significant influence between work motivation and employee performance.

The Influence of Work Environment on Employee Performance with Work Motivation as an Intervening Variable

On the influence of the work environment variable (X1) on the employee performance variable (Y) with work motivation (Z) as an intervening variable with a path coefficient value of 0.359 with a significance level of $0.000 < 0.05$, it can be concluded that there is a positive and significant influence between the work environment on employee performance and work motivation as an intervening variable.

From the results of the research carried out, motivation is an intervening variable on employee performance, thus the work environment affects employee performance through work motivation. The results of this study are in accordance with previous research conducted by (Samudra et al., 2023) Where the results obtained are positive and significant results between the work environment on employee performance and work motivation as an intervening variable.

The Effect of Workload on Employee Performance with Work Motivation as an Intervening Variable

On the influence of the workload variable (X2) on employee performance (Y) with work motivation (Z) with a path coefficient value of 0.137 with a significance level of $0.108 > 0.05$, it can be concluded that there is an insignificant influence between workload on employee performance and work motivation as an intervening variable.

From the results of the research carried out, motivation is not an intervening variable on employee performance, thus the workload affects employee performance does not have to be through work motivation. The results of this research are in accordance with those carried out by (Kusuma and Soesaty 2018) concludes that workload does not have an indirect effect on employee performance through work motivation

CONCLUSION

Based on the results of the research conducted, it can be concluded that the work environment and workload play an important role in shaping employee performance at the Department of Population and Civil Registration of Pematangsiantar City. The work environment has a positive but not significant direct effect on employee performance, although it has a positive and significant direct effect on work motivation. Meanwhile, workload also shows a positive but not significant direct effect on employee performance, yet it has a positive and significant direct effect on work motivation. These findings indicate that both variables have a stronger influence on increasing work motivation than directly improving employee performance.

Furthermore, work motivation has a positive and significant effect on employee performance, serving as an intervening variable that strengthens the influence of both work environment and workload on employee performance. The work environment positively and significantly affects employee performance through work motivation, suggesting that a good work environment can enhance performance when it successfully boosts employee motivation. Conversely, workload, although positive, does not significantly influence employee performance through work motivation. This indicates that the existing workload has not been optimal in encouraging employees' internal motivation to achieve better performance.

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