

THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT, AND WORK CULTURE ON TEACHER PERFORMANCE AT NUSANTARA 1 VOCATIONAL SCHOOL COMAL

Siti Asy Fatimah^{1*}, Zahro²

¹ Department of Management, Faculty of Economics and Business, Universitas Pekalongan, Pekalongan, 51111, Indonesia

² Department of Management, Faculty of Economics and Business, Universitas Pekalongan, Pekalongan, 51111, Indonesia

ABSTRACT

The research objective of this study is to analyze and test the influence of work motivation, work environment, and work culture on teacher performance at Nusantara 1 Vocational School Comal. The research was carried out to determine the results of the data obtained and by collecting information from the teachers concerned. The data that researchers use in this research is primary data. The data collection method involves distributing questionnaires. The analysis that researchers use is multiple linear regression. Tools for analyzing data using SPSS. The research results show that work motivation has a positive and significant effect on teacher performance, the work environment has a positive and insignificant effect on teacher performance, and work culture has a positive and significant effect on teacher performance. This research has quite interesting value, and the results of this research make future researchers interested in reviewing the research.

ARTICLE INFO

Keywords:
Work Motivation ,
Work Environment,
Work Culture,
Performance

* Corresponding Author at Department of Management, Faculty of Economics and Business, Universitas Pekalongan, Jl. Sriwijaya No. 3 Kota Pekalongan, 51111, Indonesia
E-mail address: sitiasyfatimah247@gmail.com (author#1)

1. Introduction

Something organization can said Good if own source Power man Which quality. Source Power: Which quality can increase performance in an in an employee organization, thereby achieving the objectives that the organization has set previously? Because of that, every organization is competing to increase the performance of its employees.

According to (Caissar et al., 2022) , performance is the result of work earned by an employee in carrying out his duties or work, which is assigned based on experience, proficiency, and sincerity in work and also time. Something school said succeed if the teacher or power the teacher finish the job which assigned with good and optimal.

Motivation is any process of providing encouragement or stimulation so that it gives rise to a desire to complete obligations and tasks given without being forced with the meaning of reaching objective organization (Hayati et al., 2020) . Motivation Work influential big to success something work. A teacher who is motivated will see deficiencies that exist at work or school as an obstacle or challenge. If the teacher pays attention, it will grow motivation to do good in carrying out and completing the task. So, deep commitment to finish work that is optimal and quality as well as responsible can grow; that way, the organization can proceed as well as achieve the desired goal (Roth et al, 2015) .

Apart from work motivation, the work environment is also a factor that influences the success and performance of an employee. Environment Work is a place activity where an employee operates a task or his job, which influences his ability to reach objective An organization as well as its employees can feel comfortable finishing their duties or work (Burhannudin et al., 2019) . Environment work has a very big influence on how internal employees complete tasks or work so that they can improve the performance of the company or agency. Environment: Work in a company or agency can be said to be good if the work environment creates a sense of security, comfort, and health for the employees.

Factor other which influence enhancement performance a employees, namely work culture. Work culture is an attitude and way of life somebody uses to do his job, as well as values that exist and have become habits, traits, and strengths that encourage and create positive power in individuals to always be successful in completing the work (Hartoko & Fauzun, 2020) . Culture Work is something that matters and is valuable within an organization because work culture is related to moral, social, norms, and behavior based on trust. The abilities and priorities of an employee in the work function add quality, which is optimal, so the employee can become an employee who is superior as well as benefit the organization.

The problem formulation of this research is: motivation work in a Nusantara 1 vocational school Comal. This is already given by the principal, who is the leader, but there are still many teachers who do not have enough passion for teaching. The facility in which there is an environment agency is not adequate, so employees have difficulty doing activities daily. Lack of discipline, namely, there are still teachers who are late on during teaching and learning activities.

The aim of this research is to analyze and test the effect of work motivation on performance. To analyze and test the influence of the work environment on performance. To analyze and test the influence of work culture on performance.

Several researchers showed different results from research (Sembiring, H., 2020) that motivation work has a positive and significant effect on performance. Tanjung & Manalu (2019) state that motivation is influential, negative, and not significant to performance. Burhannudin et al. (2019), in their research, stated that work environment variables have a positive and significant effect on performance. Meanwhile, research by Kusumayanti (2020) states that work environment variables do not have a positive influence and are not significant for performance. Noverina et al. (2020) state that work culture variables are influential, positive, and significant for performance. Meanwhile, Nugroho et al. (2016) stated that work culture has a negative influence and is not significant for performance.

This research is the first to be tested, and no one has previously tested this object, so there are many differences in this research that need to be improved by future researchers.

2. Method, Data, and Analysis

According to Rachmawati (2018), performance is the behavior real work demonstrated by each individual as work performance, which is produced by an by an employee in accordance with his role in an effort reach a goal for a for a company or agency. To support the success of a company or organization in achieving its goals, good performance is very necessary. According to Chalimah et al. (2023) performance is the work result that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve organizational goals.

According to Riscki Elita Rosihana (2021), motivation is something of encouragement addressed to an employee so that the employee is able and willing to mobilize his abilities with expectations to achieve organizational goals. To move an employee's motivation in line with what the company or organization expects, it is necessary to know and understand what the motivation of employees who work for the company or organization is. This is because motivation will later determine employee behavior at work, so it can be explained that an employee's behavior is the simplest reflection of motivation (Siahaan & Bahri, 2019).

According to Sedarmayanti & Rahadian (2018), the work environment is a place where employees can work optimally so that the tasks carried out by the employee can be completed according to the targets that have been adjusted. Employees will be tired of carrying out their work if the existing work environment does not match the needs of the workplace. If the working environment is not good, the work system design will be inefficient and can take up a lot of energy and more time.

Fatimah & Frinaldi (2020), define work culture as the values, philosophy, and habits that exist within an employee, group, or organization so that the work carried out can run properly and create good performance.

The type of research carried out by researchers is causal research. According to Sugiyono (2018), causal research is a study that uses researchers to know connection because consequence is variable-free (independent) as well as variable-bound (dependent). The data that researchers obtained was through a survey by distributing questionnaire sheets. Judging from this aspect, causal research uses a quantitative approach, namely research where the data source is in the form of numbers and the analysis is in the form of inferential statistics.

3. Result and Discussion

The results of this research include various tests managed using SPSS. The following are the results of the research studied:

Validity test

Validity test is a measuring tool used to determine the level of validity of an instrument. In this test, a questionnaire will be declared valid if the significance value is below 0.05. The questionnaire is also said to be valid if r calculated is greater than r table (r calculated $>$ r table) and has a positive value.

Table 1. Results of validity test of work motivation variables

Variable	Questionnaire Items	r count	r table	Information
X1 ₁	1	0.744	0.206	Valid
X1 ₂	2	0.659	0.206	Valid
X1 ₃	3	0.706	0.206	Valid
X1 ₄	4	0.709	0.206	Valid

X1 ₅	5	0.816	0.206	Valid
X1 ₆	6	0.672	0.206	Valid
X1 ₇	7	0.659	0.206	Valid

Source: Processed SPSS data

Based on the table above, it can be seen that the calculated r value is greater than the r table, so it can be concluded that all question items are valid.

Table 2. Results of validity test of work environment variables

Variable	Questionnaire Items	r count	r table	Information
X2 ₁	1	0.718	0.206	Valid
X2 ₂	2	0.689	0.206	Valid
X2 ₃	3	0.480	0.206	Valid
X2 ₄	4	0.690	0.206	Valid
X2 ₅	5	0.696	0.206	Valid
X2 ₆	6	0.507	0.206	Valid

Source: SPSS data processed by researchers

Based on the table above, it can be concluded that all question items are declared valid because the calculated r is greater than the r table.

Table 3. Work culture validity test results

Variable	Questionnaire Items	r count	r table	Information
X3 ₁	1	0.743	0.206	Valid
X3 ₂	2	0.810	0.206	Valid
X3 ₃	3	0.719	0.206	Valid
X3 ₄	4	0.827	0.206	Valid

Source: Processed SPSS data

From the table, it is stated that all items are valid because $r \text{ count} > r \text{ table}$.

Table 4. Results of performance variable validity tests

Variable	Questionnaire Items	r count	r table	Information
Y ₁	1	0.784	0.206	Valid
Y ₂	2	0.805	0.206	Valid
Y ₃	3	0.802	0.206	Valid
Y ₄	4	0.728	0.206	Valid

Source: Processed SPSS data

Based on the table above, it can be concluded that all question items are declared valid because $r \text{ count} > r \text{ table}$.

Reliability Test

Reliability tests are used to test a person's consistency in answering statements from time to time. This can be said to be reliable if the same measurement is carried out more than once. This test uses *the Cronbach Alpha* (α) statistical test. If *the Cronbach Alpha value* is more than 0.60 (>0.60), then it is said to be reliable.

Table 5. Results of research data reliability tests

Variable	a Count	Standard a	Information
Work motivation	0.830	0.60	Reliable
Work environment	0.772	0.60	Reliable
Work Culture	0.768	0.60	Reliable
Performance	0.783	0.60	Reliable

Source: Processed SPSS data

Based on the table above, it can be concluded that all variables are reliable because *Cronbach Alpha* > 0.06 .

Normality test

This test is used to find out whether the data is variable X or independent and variable Y or dependent in the resulting regression equation, normally distributed or not. This test was carried out using the *one-sample Kolmogorov-Smirnov test method*; if it is significant (*Asym. sig. 2 tailed*) > 0.05 , then the data is normally distributed.

Table 6. Results of the one-sample Kolmogorov-Smirnov Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		89
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	,85299772
Most Extreme Differences	Absolute	,070
	Positive	,056
	Negative	-,070
Statistical Tests		,070
Asymp. Sig. (2-tailed)		,200 ^{c, d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Generated SPSS data

Based on the Kolmogorov-Smirnov one-sample normality test above, it can be seen that the value of *Asymp.Sig. (2-tailed)* is 0.200. This value is said to be greater than 0.05, so the data is said to be normally distributed.

Multicollinearity Test

The multicollinearity test was carried out to see whether or not there was a correlation between the independent variables in the research model. To detect multicollinearity, you need to pay attention to the *variance inflation factor (VIF) value* and *tolerance*. If the tolerance value is more than 0.10 (> 0.10) or equal to a VIF of less than 10 (<10), then there are no symptoms of multicollinearity.

Table 7. Multicollinearity test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	,566	1,177		,481	,632		
X1	,322	,075	,521	4,282	,000	,212	4,710
X2	,118	,082	,127	1,444	,152	,404	2,472
X3	,255	,108	,259	2,349	,021	,258	3,873

a. Dependent Variable: Y

Source: Processed SPSS data

Based on the data above, it can be concluded that this research data did not detect any multicollinearity. This is because the 3 variables have a tolerance value of more than 0.10 and a VIF value of less than 10.

Heteroscedasticity Test

The heteroscedasticity test is used to test the regression model to see if there is an inequality of variance from the residuals of one observation to another observation. The heteroscedasticity test was tested using the Glejser test. Heteroskedasticity will not occur if the significant value between the X or independent variable and *the absolute residual* is more than 0.05 (>0.05).

Table 8. Heteroscedasticity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Q	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	,203	,735			,276	,783		
X1	-,071	,047	-,347		-1,501	,137	,212	4,710
X2	,037	,051	,120		,719	,474	,404	2,472
X3	,103	,068	,320		1,528	,130	,258	3,873

a. Dependent Variable: Abs_Res

Source: Processed data

Based on the test results in the table above, it can be seen that the significant value of the independent variable in this study is greater than 0.05. So it can be concluded that no heteroscedasticity problems were detected.

Model Fit Test (f Test)

The F test is a test carried out to see whether the independent variables together have a significant effect on variable Y or the dependent variable or not. The regression model is declared appropriate if

the calculated F value is greater than the F table (calculated $F > F$ table) and the significant value is less than 0.05 (<0.05).

Table 9. Model fit test results (f test)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176,083	3	58,694	77,918	,000 ^b
	Residual	64,029	85	,753		
	Total	240,112	88			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Processed SPSS data

Based on the test results in the table above, it can be explained that the F-Test results are 77.918 with a significance value of 0.000. So it can be concluded that the model is suitable for use in research because the significance value is less than 0.05.

Multiple Linear Regression Analysis

Regression analysis was carried out by researchers to test how much influence the independent variables (work motivation, work environment, and work culture) have on the dependent variable (performance).

Table 10. Multiple linear regression analysis test results

Coefficients^a

Model		Unstandardized Coefficients		Standardized	Q	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	,566	1,177		,481	,632
	X1	,322	,075	,521	4,282	,000
	X2	,118	,082	,127	1,444	,152
	X3	,255	,108	,259	2,349	,021

a. Dependent Variable: Y

Source: Processed SPSS data

Based on the table of multiple linear regression test results above, the multiple regression model between the independent variable and the dependent variable is formulated in the equation below:

$$Y = 0.566 + 0.322 x_1 + 0.118 x_2 - 0.255 x_3 + e$$

Based on the equation above, it can be concluded that:

- The constant has a positive value, which means that if work motivation (X1), work environment (X2), and work culture (X3) have a constant value, then the employee will continue to perform.
- The work motivation regression coefficient (X1) is 0.322 and is positive, which means that if work motivation increases, assuming the work environment and work culture are constant, employee performance will increase.
- The work environment regression coefficient (X2) is 0.118 and is positive, which means that if the work environment improves, assuming work motivation and work culture remain, then employee performance will increase.

- d. The work culture regression coefficient (X3) is 0.255 and is positive, which means that if work culture improves, assuming that work motivation and work environment are constant, employee performance will increase.

T test (partial)

This t test is used to determine whether or not the independent variable has a significant effect on the dependent variable. The hypothesis Ho has an insignificant effect on X_1, X_2 on Y_3 , and Ha has an effect on X_1 , with the criteria that if Ho's decision is accepted with a significant value of >0.05 , then it is said to have an insignificant effect.

Based on Table 10, it can be seen that:

- a. The significance value of the work motivation variable is 0.000 with a significance limit of 0.05, so Ha is accepted. So it can be concluded that work motivation has a positive and significant influence on performance.
- b. The significance value of the work environment variable is 0.152 with a significance limit of 0.05, so Ha is not accepted. So it can be concluded that the work environment has a positive and insignificant influence on performance.
- c. The significance value of the work culture variable is 0.021 with a significance limit of 0.05, so Ha is accepted. So it can be concluded that work culture has a positive and significant influence on performance.

Coefficient of Determination

This test was carried out to test whether the contribution of work motivation, work environment, work culture, and performance was large or not.

Table 11. Coefficient of determination test results

Model Summary ^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	,856 ^a	,733	,724	,86792

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: Processed SPSS data

Based on the results above, it can be seen that the R square value is 0.733, so it can be concluded that work motivation, work environment, and work culture have a contributing influence on performance of 73.3%; the remaining 26.7% is influenced by other variables. The SEE value, or standard error of the estimate, is 0.867. If the value or standard error of the estimate is lower, the regression model will be more accurate in predicting variable Y (performance). The R value is 0.856, and the adjusted R square is 0.724. If the adjusted R square value is close to 1, then variable X (work motivation, work environment, and work culture) will increasingly influence variable Y (performance).

DISCUSSION

This research was conducted to determine the influence of work motivation, work environment, and work culture on teacher performance at a Nusantara 1 Vocational School Comal. The results of the research have been analyzed, and then a discussion regarding the results of the analysis is carried out as follows:

The Influence of Work Motivation on Performance

Based on the results of hypothesis testing for the influence of work motivation variables on performance, it shows that work motivation has a partially positive and significant effect on teachers at SMK Nusantara 1 Comal. This can be seen from the t -calculated results of work motivation, namely 4.282 with a significance of 0.000, which means less than 0.05, so H_a is accepted. So it can be concluded that work motivation has a positive and significant effect on teacher performance at Nusantara 1 Vocational School Comal.

According to Riski Elita Rosihana (2021), motivation is something of encouragement addressed to an employee so that the employee is able and willing to mobilize his abilities with expectations to achieve organizational goals. To move an employee's motivation in line with what the company or organization expects, it is necessary to know and understand what the motivation of employees who work for the company or organization is. This is because motivation will later determine employee behavior at work, so it can be explained that an employee's behavior is the simplest reflection of motivation (Siahaan & Bahri, 2019).

The results of this research are in line with research conducted by Dori Sandra Yudistira (2015) and Sembiring, M. et al. (2021) which states that work motivation has a positive and significant effect on performance.

The Influence of the Work Environment on Performance

Based on the results of hypothesis testing for the influence of work environment variables on performance, it shows that the work environment has a partially positive and insignificant effect on teachers at Nusantara 1 Vocational School Comal. This can be seen from the t -calculated work environment results, namely 1.444 with a significance of 0.152, which means that more than 0.05 H_a is not accepted. So it can be concluded that the work environment has a positive and insignificant effect on the performance of teachers at Nusantara 1 Vocational School Comal.

Based on the description of respondents' answers regarding "safe from forms of intimidation between employees," 9% of respondents answered that they disagreed. This shows that teachers at Nusantara 1 Vocational School Comal should provide *support* or encouragement to each other, but several respondents stated that there were still teachers who felt unsafe, so they felt intimidated. The psychological encouragement of an employee in carrying out his work, in the form of feeling safe and comfortable, can influence the employee's concentration in carrying out his work. Reduced concentration can cause an employee's work enthusiasm to decrease (Dhani, 2014). This can result in decreased performance.

Bambang (2011) believes that the work environment is everything around the employee when the employee is working, whether in physical or non-physical form, either directly or indirectly, and that this can affect the employee and his work while working. The means that support the smooth working process of an employee is a work environment, where the safety and comfort of employees in carrying out their work are taken into account. This is done to create a conducive and enjoyable work atmosphere so that it will support employee performance in carrying out their work (Siahaan & Bahri, 2019).

The results of this research are not in line with research conducted by Irwan et al. (2022) and Wursanto (2009), which stated that the work environment has a positive and significant effect on performance. However, the results of this research are in line with research conducted by Priyatno (2020), which states that the work environment has a positive but not significant effect on performance.

The Influence of Work Culture on Performance

Based on the results of hypothesis testing for the influence of work culture variables on performance, it shows that work culture has a partially positive and significant effect on teachers at Nusantara 1 Vocational School Comal. This can be seen from the results of the work culture ^t count, which is 2.349 with a significance of 0.021, which means less than 0.05, which means H_a is accepted. So it can be concluded that work culture has a positive and significant effect on teacher performance at Nusantara 1 Vocational School Comal.

According to Sudiyanto (2019), work culture is the set of values that are used by human resources to face problems outside the organization. These values are also used to adjust integration into the organization. Thus, all employees are required to understand the values that have been determined and how employees should act and behave.

This research is in line with research conducted by Sedarmayanti & Rahadian (2018) and Arianto (2013), which states that work culture has a positive and significant effect on performance.

4. Conclusion and Suggestion

Based on the results of research on the influence of work motivation, work environment, and work culture on performance, it can be concluded that the work motivation variable has a positive and significant effect, the work environment variable has a positive and insignificant effect, and the work culture variable has a positive and significant effect. The results of the t test on teacher performance in the work environment are positive and not significant, which shows that there are aspects of teacher performance that may be abnormal or problematic. Future researchers are expected to develop this research by adding variables that might influence performance.

Reference

- Arianto, DAN (2013). The Influence of Discipline, Work Environment and Work Culture on the Performance of Teaching Staff. *Economia Journal* , 9 (2), 191–200.
- Bambang. (2011). The Influence of Work Environment, Job Satisfaction, and Workload on Performance. *Journal of Digital Economics and Business (Ekobil)* , 1 (2), 108–110. <https://doi.org/10.58765/ekobil.v1i2.65>
- Burhannudin, Zainul, M., & Harlie, M. (2019). The influence of work discipline, work environment, and organizational commitment on employee performance. *Maximpreneur Journal* , 8 (2), 191–206. Taken from <https://ejournal.up45.ac.id/index.php/maksipreneur/article/view/425>
- Caissar, C., Hardiyana, A., Nurhadian, AF, & Kadir, K. (2022). The Influence of Work Motivation and Work Discipline on Employee Performance. *Acman: Accounting and Management Journal* , 2 (1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>
- Chalimah, Milasari, D., Santoso, TB, & Sultoni. (2021). Human Resources (HR) Competency and Performance of Small and Medium Enterprises (UKM) Pekalongan Regency. *Unical PPMA FE* , (3), 1–25.
- Dori Sandra Yudistira, FS (2015). The Influence of Work Motivation and Work Culture on the Performance of Employees at the Community and Village Empowerment Service, Population Control and Family Planning, Pesisir Selatan Regency, 17–19.
- Fatimah, S., & Frinaldi, A. (2020). The Influence of Work Culture and Job Satisfaction on Employee Performance in Sungai Geringging District. *Journal of Management and Public Administration Science (JMIAP)* , 2 (3), 134–144. <https://doi.org/10.24036/jmiap.v2i3.169>

- Ghozali, I. (2018). Application of Multivariate Analysis Using the IBM SPSS 25 Program (Diponegoro University (ed.)). Semarang.
- Hartoko, G., & Fauzun, D. (2020). The Influence of Leadership Style and Work Culture on PT Employee Performance. Posco Ict Indonesia Central Maintenance Department in Cilegon. *Journal of National Development Economics* , 13 (02), 231–237.
- Hayati, R., Arafat, Y., & Sari, AP (2020). The Influence of Organizational Commitment and Work Motivation on Teacher Performance. *JMKSP (Journal of Educational Management, Leadership and Supervision)* , 5 (2), 100. <https://doi.org/10.31851/jmksp.v5i2.3753>
- Irwan, A., Ismail, A., Latif, N., & Pradana M, AZP (2022). The influence of the work environment on employee performance. *Performance* , 19 (2), 522–526. <https://doi.org/10.30872/jkin.v19i2.10997>
- Kusumayanti, K. (2020). The Influence of Work Motivation, Work Discipline, Work Environment, and Leadership Style on the Performance of Civil Servants at the Regional Industry and Trade Service of Batam City Government. *Clear Journal* , 7 (2), 178–192. Taken from <https://www.journal.unrika.ac.id/index.php/beningjournal/article/view/2445>
- Noverina, N., Susbiyani, A., & Sanosra, A. (2020). The Influence of Workload and Work Culture on Work Discipline and Employee Performance. *Indonesian Journal of Management Science and Business* , 10 (2), 177–186.
- Nugroho, SHB, Choerudin, A., & Winarna. (2016). The Influence of Work Culture and Work Environment on Performance through Motivation and Organizational Commitment (Study at the Karanganyar Regency General Election Commission). *Journal of Business and Management* , 3 (1), 24–33.
- Priyatno. (2020). The influence of the work environment and work motivation on job satisfaction (case study of employees of Perumda Tirta Dhaha Drinking Water, Kediri City). *Journal of Management Development* , 38 (3), 238–248.
- Rachmawati, RW (2018). The Influence of Training and Work Motivation on the Performance of Employees at PT Bank Bjb Suci Bandung Branch Office. *Journal of Services Management and Marketing* , 9 (1), 1–16. <https://doi.org/10.25105/jmpj.v9i1.945>
- Riski Elita Rosihana. (2021). The Influence of Work Motivation and Work Environment. *The Influence of Work Motivation, Perception and Work Environment on the Performance of PDAM Tirtanadi HM Branch Employees. Yamin Medan* , 03 (2), 192–205.
- Roth et al. (2015). The Influence of Teacher Professionalism and Work Motivation on the Performance of High School Economics Teachers in Malang City. *PROMOTION (Journal of Economic Education)* , 3 (1), 24–35. <https://doi.org/10.24127/ja.v3i1.148>
- Sedarmayanti, S., & Rahadian, N. (2018). The Relationship between Work Culture and Work Environment on Improving Employee Performance in Higher Education Institutions. *Journal of Administrative Science: Media for the Development of Administrative Science and Practice* , 15 (1), 63–77. <https://doi.org/10.31113/jia.v15i1.133>
- Sembiring, H. (2020). The Influence of Motivation and Work Environment on Employee Performance at Bank Sinarmas Medan. *Journal of Accounting and Management* , 13 (1), 10–23. Taken from <http://jurakunman.stiesuryanusantara.ac.id/index.php/jur1/article/view/37>
- Sembiring, M., Jufrizen, & Tanjung, H. (2021). "The Mediating Effect of Job Satisfaction on the Influence of Motivation and Work Ability on Employee Performance." *Master of Management Scientific Journal* , 4 , Vol. 4, no. 1, p. 131–144.

-
- Siahaan, S., & Bahri, S. (2019). The Influence of Placement, Motivation, and Work Environment on Employee Performance. *Maneggio: Scientific Journal of Masters in Management* , 2 (1), 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>
- Sudiyanto, T. (2019). The Influence of Discipline, Work Culture, and Motivation on Employee Job Satisfaction at the Faculty of Economics, Pgrl University, Palembang. *Journal of Media Wahana Ekonomika* , 12 (1), 14–29. <https://doi.org/10.31851/jmwe.v12i1.3302>
- Sugiyono. (2016). *Educational Research Methods Quantitative, Qualitative and R&D Approaches* (Alfabeta). Bandung.
- Sugiyono. (2018). Chapter III - Research Methods Research Methods. *Research Methods* , 32–41.
- Tanjung, R., & Manalu, SS (2019). The Influence of Work Discipline, Work Ability and Work Motivation on Employee Performance at Pt Zurich Topas Life Batam. *Journal of Dimensions* , 8 (2), 342–359. <https://doi.org/10.33373/dms.v8i2.2166>
- Wursanto. (2009). The Influence of the Work Environment and Individual Characteristics on the Performance of Kartini Vocational School Employees. *Journal of Administration and Management* , 11 (2), 136–145. <https://doi.org/10.52643/jam.v11i2.1880>