

Work Environment, Work Motivation, and Employee Performance: Evidence from PT BSB (Bangun Semangat Bersama)

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Abstract

This study aims to analyze the influence of work environment and work motivation on employee performance at PT Bangun Semangat Bersama. Employee performance was positioned as the dependent variable, while work environment and work motivation served as the independent variables. The research employed a quantitative associative design. Primary data were collected through questionnaires distributed to 100 employees and analyzed using multiple linear regression with SPSS. The results indicate that work environment has a positive and statistically significant effect on employee performance ($t = 13.518$; $p < 0.001$). Work motivation also demonstrates a positive and significant impact ($t = 15.158$; $p < 0.001$). Simultaneously, both work environment and work motivation significantly affect employee performance ($F = 283.584$; $p < 0.001$). The coefficient of determination ($R^2 = 0.854$) shows that work environment and work motivation collectively explain 85.4% of the variance in employee performance, while the remaining 14.6% is influenced by other variables not examined in this study. These findings suggest that PT BSB should maintain a safe, comfortable, and supportive work environment while continuously enhancing employee motivation through appropriate incentives and engagement strategies to achieve higher performance levels.

Keywords: Work Environment; Work Motivation; Employee Performance

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Introduction

Human resources are a critical organisational asset because employees determine the extent to which capital, technology, and operational facilities can be transformed into organisational outcomes. Employee performance is closely related to organisational effectiveness because employees are expected to carry out assigned duties, demonstrate appropriate work behaviour, and contribute to the achievement of organisational goals (Robbins & Judge, 2024). Armstrong and Taylor (2026) argue that human resource management should ensure alignment among employee competencies, work behaviour, and performance objectives. Accordingly, employee performance encompasses not only task completion but also work quality, productivity, attendance, punctuality, and teamwork (Cascio, 2022; Robbins & Judge, 2024).

PT Bangun Semangat Bersama (PT BSB) is a company engaged in logistics, freight forwarding, and cargo transportation services, particularly maritime freight transportation. The company provides a range of logistics solutions, including oversized cargo handling, full container load (FCL), less than container load (LCL), warehousing, land transportation, and integrated origin-to-destination delivery arrangements. Its business operations involve several interconnected functions, including administration, marketing, operations, logistics, transportation, warehousing, and driver services. Through these activities, PT BSB seeks to ensure that customers' goods are documented, handled, transported, and delivered safely, accurately, and on schedule. The complexity and interdependence of these activities require competent employees who can comply with operational procedures, communicate effectively, coordinate across work units, and maintain consistent service quality (PT Bangun Semangat Bersama, 2026).

Employee performance is particularly important in logistics and freight-forwarding companies because service reliability depends on accurate documentation, timely coordination, proper cargo handling, transportation readiness, and effective customer communication. Employees must perform their duties accurately, comply with operating procedures, coordinate effectively across departments, and ensure reliable service delivery. Weak performance in one work unit may disrupt other operational functions and ultimately affect delivery timeliness and customer satisfaction.

Employee performance at PT BSB requires serious attention because internal performance evaluations from 2021 to 2025 indicated a declining trend in work quality, productivity, attendance, and collaboration. These conditions may hinder the achievement of operational targets, reduce administrative accuracy, delay cargo-delivery coordination, and weaken the quality of customer service. According to Dessler (2024), employee performance refers to the extent to which employees fulfil their responsibilities in accordance with established standards. Similarly, Armstrong and Taylor (2026) emphasise that performance management is necessary to ensure that employees contribute meaningfully to organisational objectives. Therefore, identifying the factors that influence employee performance is essential to maintaining the effectiveness and long-term sustainability of PT BSB's operations.

One factor that may influence employee performance is the work environment. The work environment refers to the physical and non-physical conditions experienced by employees while carrying out their duties. Physical conditions include lighting, ventilation, cleanliness, workplace facilities, equipment, and occupational safety. Non-physical conditions include communication patterns, relationships with supervisors and colleagues, teamwork, and organisational support. Valentine et al. (2024) explain that a supportive work environment can influence employee comfort, attitudes, and work behaviour. Similarly, Luthans et al. (2020) argue that organisational conditions, interpersonal relationships, and the overall workplace atmosphere may shape employee behaviour and performance.

Preliminary assessments indicate that several aspects of the work environment at PT BSB still require improvement. Employees may experience problems related to air circulation, workplace safety, lighting, cleanliness, communication, and coordination among work units. These conditions may affect employee comfort, concentration, and productivity. An unfavourable work environment may create communication barriers, delay task completion, and weaken cooperation between supervisors and employees. Previous studies by Tyas et al. (2026), Andrian and Ali (2026), and Purvitasani and Naufalia (2026) found that the work environment has a positive effect on employee performance. These findings suggest that employees who work in a clean, safe, comfortable, and well-organised environment are more likely to achieve better performance.

Work motivation is another factor that may affect employee performance. Motivation refers to the internal and external forces that encourage employees to exert effort, remain committed to their responsibilities, and achieve organisational objectives. Griffin (2025) explains that motivation is important because it influences employees' willingness to perform their duties and produce the expected results. Robbins and Judge (2024) similarly state that motivated employees tend to exert greater effort, follow clearer directions, and demonstrate greater persistence in completing their tasks. Daft (2026) distinguishes motivation into intrinsic and extrinsic dimensions. Intrinsic motivation includes responsibility, achievement, personal development, and satisfaction derived from completing work, whereas extrinsic motivation includes remuneration, incentives, recognition, rewards, and career opportunities.

Employee motivation at PT BSB also requires attention because some employees may still depend on repeated instructions, demonstrate limited initiative, or make inconsistent efforts to improve their work-related skills. Therefore, the company's efforts to strengthen employee

motivation should include appropriate rewards, recognition, career-development opportunities, and organisational support. McShane and Von Glinow (2026) argue that clear objectives, equitable rewards, expected outcomes, and organisational support are essential for strengthening employee motivation. Empirical studies by Vinadhinial et al. (2026), Utami and Artisti (2026), and Sari and Afriyeni (2026) found that work motivation has a positive and significant effect on employee performance. These findings indicate that highly motivated employees are more likely to demonstrate enthusiasm, responsibility, productivity, and consistency in carrying out their duties.

Previous empirical studies have also established relationships among the work environment, work motivation, and employee performance. Research conducted by Arfiansyah and Oktavianti (2025), Trianto et al. (2025), and Salsabila et al. (2025) found that the work environment and work motivation simultaneously influence employee performance. A supportive work environment provides the physical and social conditions required for employees to perform their duties effectively, while motivation encourages them to utilise these conditions to achieve better work outcomes. Therefore, a positive work environment combined with a high level of motivation is expected to improve work quality, productivity, attendance, punctuality, and collaboration.

Based on the preceding discussion, this study aims to examine the effects of the work environment and work motivation on employee performance at PT Bangun Semangat Bersama. The study is expected to provide empirical evidence regarding the extent to which physical and non-physical work-environment conditions, together with intrinsic and extrinsic motivation, influence employee performance in the logistics and freight-forwarding industry.

Research Methods

This study examined the link between work environment, work motivation, and employee performance at PT BSB (Bangun Semangat Bersama) using a quantitative approach and an associative causal research design. Because the study needed the assessment of research variables in numerical form and the statistical analysis of their correlations, the quantitative technique was used (Sugiyono, 2024). According to Creswell & Creswell (2022), quantitative research uses numerical data and statistical testing to allow researchers to evaluate variable connections objectively. The study was carried out between January and June of 2026.

The population consisted of all 100 workers of PT BSB (Bangun Semangat Bersama). This research employed saturation sampling, a non-probability sampling technique, since the whole population was available and very small. This method includes all members of the population as respondents. Saturated sampling is appropriate when the community is small and every member may participate in the research, according to Sujarweni (2021). As a result, 100 workers made up the sample in this study.

All respondents were given questionnaires to complete in order to collect primary data. Arikunto (2022) asserts that questionnaires are suitable for gathering direct participant answers about the subject under investigation. A five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, was used to evaluate each statement. There were twenty-four statement items in the questionnaire.

Based on Robbins and Judge (2024), metrics of job quality, productivity, attendance, and collaboration were used to evaluate employee performance. According to Valentine et al. (2024), the physical and non-physical aspects of the workplace, such as lighting, ventilation, cleanliness, safety, work facilities, communication, relationships with supervisors, relationships with coworkers, and collaboration, were evaluated. According to Griffin (2025) and Daft (2026), work motivation was assessed using both internal and extrinsic factors, such

as accountability, success, self-improvement, rewards, pay, recognition, and professional advancement chances.

The research included observation, interviews, and documentation as supplementary data-collection methods in addition to questionnaire data. Workplace conditions and staff work activities were observed. Additional information on operating circumstances and work-related difficulties was gathered via interviews. Organisational profiles, personnel records, and other pertinent firm data were gathered via documentation. The findings of the questionnaire were interpreted more strongly thanks to the usage of these supporting materials.

The Statistical Package for the Social Sciences (SPSS) was used to process the data. Validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, coefficient of determination analysis, and hypothesis testing were all included in the study. Pearson Product Moment correlation was used to assess item validity. When a statement item's computed correlation coefficient was more than the essential r-value and its significance value was less than 0.05, it was deemed legitimate. Cronbach's Alpha was used to assess reliability; a value greater than 0.70 indicated good internal consistency. According to Ghozali (2021), validity and reliability evaluations are necessary to guarantee that a research tool assesses the target variables precisely and consistently.

Normality, heteroscedasticity, and multicollinearity tests were among the traditional assumption tests. The Kolmogorov-Smirnov test was used to investigate the normalcy assumption. The Glejser test was used to measure heteroscedasticity, while variance inflation factor and tolerance values were used to measure multicollinearity.

The impact of Work Environment (X1) and Work Motivation (X2) on Employee Performance (Y) was investigated using multiple linear regression analysis. The regression equation utilised in this investigation was stated as follows: Y is equal to $a + \beta_1 X_1 + \beta_2 X_2 + e$. In this model, Y represents Employee Performance, X_1 represents Work Environment, X_2 represents Work Motivation, a designates the constant, β_1 and β_2 represent the regression coefficients, and e represents the error term. Hypothesis testing was undertaken by partial t-tests and a simultaneous F-test utilising a significance threshold of 0.05. Field (2024) states that inferential statistical analysis helps researchers to investigate correlations among variables and draw conclusions based on empirical data.

Results and Discussion

To ascertain if each questionnaire statement properly assessed the desired study variable, validity testing was carried out. When an item's computed correlation coefficient (r-value) was more than the relevant r-table value and its significance value was less than 0.05, it was deemed legitimate. These criteria show that the item is suitable for assessing the relevant construct since it has a statistically significant association with the overall score.

Table 1 Validity Test

Variables	Item Code	r Count	r Table
Employee Performance (Y)	Y.1	0,780	0,197
	Y.2	0,722	0,197
	Y.3	0,735	0,197
	Y.4	0,636	0,197
	Y.5	0,696	0,197
	Y.6	0,674	0,197
	Y.7	0,565	0,197
	Y.8	0,679	0,197
Work Environment (X1)	X1.1	0,758	0,197
	X1.2	0,847	0,197
	X1.3	0,794	0,197
	X1.4	0,779	0,197

Variables	Item Code	r Count	r Table
Work Motivation (X2)	X1.5	0,720	0,197
	X1.6	0,778	0,197
	X1.7	0,806	0,197
	X1.8	0,806	0,197
	X2.1	0,813	0,197
	X2.2	0,784	0,197
	X2.3	0,799	0,197
	X2.4	0,750	0,197
	X2.5	0,817	0,197
	X2.6	0,841	0,197
	X2.7	0,771	0,197
	X2.8	0,836	0,197

Source: Processed data, 2026

All of the questionnaire questions used to gauge employee performance, work environment, and motivation satisfied the necessary validity requirements, according to the validity test. Every computed correlation coefficient was higher than the 0.197 r-table threshold. The Work Environment indicators yielded values between 0.720 and 0.847, whilst the Employee Performance correlation coefficients varied from 0.565 to 0.780. Furthermore, the computed correlation values for the Work Motivation measures ranged from 0.750 to 0.841. These findings show that each of the 24 questionnaire items accurately represented and measured the variables in issue. As a result, every item was deemed legitimate and qualified for further statistical examination. Cronbach's Alpha was then used to assess the study instrument's dependability. When a variable's Cronbach's Alpha coefficient was more than 0.70, it was deemed dependable.

Table 2 Reliability Test

Variables	Cronbach's Alpha	Reliability
Employee Performance (Y)	0,840	$\geq 0,70$
Work Environment (X1)	0,911	$\geq 0,70$
Work Motivation (X2)	0,920	$\geq 0,70$

Source: Processed data, 2026

The reliability assessment showed that all research variables met the established reliability criterion because their Cronbach's alpha coefficients exceeded the minimum threshold of 0.70. The Cronbach's alpha values for the Work Environment and Employee Performance variables were 0.911 and 0.840, respectively, while Work Motivation recorded the highest reliability coefficient at 0.920. These results indicate that the questionnaire demonstrated satisfactory internal consistency. In other words, the items used to measure the work environment, work motivation, and employee performance produced consistent and reliable responses. Therefore, the research instrument was considered reliable and appropriate for further statistical analysis. Subsequently, the coefficient of determination was examined to determine the proportion of variance in employee performance explained by the work environment and work motivation.

Table 3 Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.854	.851	1.674
a. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)				
b. Dependent Variable: Employee Performance (Y)				

Source: Processed data, 2026

An R Square value of 0.854 was shown by the coefficient of determination analysis. This finding shows that 85.4% of the variance in employee performance at PT BSB (Bangun Semangat Bersama) was explained by the combination of work environment and work motivation. Other elements not included in this research, such as leadership, pay, job satisfaction, organisational culture, work discipline, employee competency, and career growth, may be responsible for the remaining 14.6%. There was just a 0.003 difference between the Adjusted R Square value of 0.851 and the R Square value. This little variation

shows that, even after accounting for the number of independent variables in the study, the regression model maintained a high and comparatively steady explanatory ability. Furthermore, a very significant association between work environment, work motivation, and employee performance was shown by the multiple correlation value of 0.924. The direction and strength of the impacts of work environment and work motivation on employee performance were then investigated using multiple linear regression analysis.

Table 4 Multiple Linear Regression Test

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.596	1.151	
Work Environment (X1)	.433	.032	.545
Work Motivation (X2)	.457	.030	.612

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2026

The equation that resulted from the multiple linear regression analysis is $Y = 2.596 + 0.433X_1 + 0.457X_2$. In this model, X_1 stands for work environment, X_2 for work motivation, and Y stands for employee performance. When work environment and work motivation are both given a value of zero, the expected level of employee performance is represented by the constant value of 2.596. The Work Environment regression coefficient was 0.433. This positive correlation shows that a one-unit improvement in the work environment was linked to a 0.433-unit increase in employee performance, keeping work motivation unchanged. Similarly, Work Motivation had a regression coefficient of 0.457, which indicates that, while Work Environment was kept constant, a one-unit increase in Work Motivation was linked to a 0.457-unit rise in Employee Performance. Higher employee performance at PT BSB (Bangun Semangat Bersama) was linked to improvements in the work environment and work motivation since both regression coefficients were positive. According to the standardised beta coefficients, work environment had a beta value of 0.545, whereas work motivation had a beta value of 0.612, indicating a comparatively larger influence to employee performance. The t-test was then used to assess each independent variable's individual impact on employee performance at a significance threshold of $\alpha = 0.05$.

Table 5 t-test

Coefficients ^a		
Model	t	Sig.
(Constant)	2.254	.026
1 Work Environment (X1)	13.518	<.001
Work Motivation (X2)	15.158	<.001

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2026

Employee performance was positively and statistically significantly impacted by the work environment, according to the partial hypothesis testing. A computed t-value of 13.518, which was higher than the threshold t-value of 1.985 with $p < 0.001$, confirmed this finding. As a result, the initial hypothesis was approved. Employee performance was also shown to be positively and significantly impacted by work motivation. The significant result was $p < 0.001$, and the computed t-value of 15.158 was more than the crucial value of 1.985. As a result, the second theory was approved. These findings suggest that when workers are motivated to do their given tasks and function in a supportive work environment, their performance tends to increase. The F-test was then used to evaluate the combined impact of work environment and work motivation on employee performance at a significance threshold of $\alpha = 0.05$.

Table 6 F test

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1588.515	2	794.257	283.584	<,001b
	Residual	271.675	97	2.801		
	Total	1860.190	99			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)

Source: Processed data, 2026

Employee performance at PT BSB (Bangun Semangat Bersama) was positively and significantly impacted by both work environment and work motivation, according to the simultaneous hypothesis testing. With $df_1 = 2$ and $df_2 = 97$, the computed F-value of 283.584 was more than the F-table value of 3.09 at a significance level of 0.05. Furthermore, the final significance value of $p < 0.001$ was less than the necessary cutoff of 0.05. These findings led to the rejection of H_0 and the acceptance of H_3 . This result shows that the combined effect of work environment and work motivation has a considerable impact on employee performance. In order to enhance better performance at PT BSB (Bangun Semangat Bersama), favourable working environment along with high employee enthusiasm are crucial.

DISCUSSION

The statistical results verify that employee performance at PT BSB (Bangun Semangat Bersama) is strongly influenced by the work environment. With $p < 0.001$, the t-test yielded a result of 13.518, above the essential t-value of 1.985. This finding suggests that better working conditions are linked to increased worker productivity. When provided with proper illumination, adequate air circulation, clean workstations, acceptable safety standards, and suitable work facilities, employees are better equipped to do their duties. During job activities, these physical factors may enhance comfort, focus, and productivity.

The social environment of the workplace is just as significant as the physical surroundings. Smoother coordination between work tasks may be facilitated by good cooperation, positive relationships with coworkers and superiors, and constructive communication. Employees are more likely to exhibit better job quality, productivity, attendance, punctuality, and teamwork when they work in a well-organised and encouraging setting.

This finding is consistent with the viewpoints of Valentine et al. (2024), Robbins and Judge (2024), Cascio (2022), and Luthans et al. (2020), who highlight how working circumstances may influence employee attitudes, behaviour, and performance results. While Armstrong and Taylor (2026) mention work quality, productivity, attendance, and collaboration as significant performance characteristics, Dessler (2024) also emphasises the significance of physical and social work environments in fostering employee success. Vinadhinial et al. (2026), Tyas et al. (2026), and Andrian and Ali (2026), whose research revealed a favourable correlation between the workplace and worker performance, also provide empirical evidence. In order to enable optimum employee performance, a workplace that is secure, clean, pleasant, and well-organised is crucial.

The investigation also showed that employee performance at PT BSB was positively and significantly impacted by work motivation. With $p < 0.001$, the computed t-value of 15.158 was higher than the threshold t-value of 1.985. According to this data, workers who are more motivated often generate better work. Employees are encouraged to take their job more seriously and consistently when they are motivated by intrinsic factors including responsibility, accomplishment orientated, desire to build competences, enjoyment from finishing tasks, and devotion to work aims.

Employee performance is strengthened by extrinsic incentive elements as well. Employees may be more enthusiastic, dedicated, and motivated to contribute to the

company if they get fair salary, incentives, awards, supervisor recognition, and career growth chances. Workers are more likely to be persistent and focused in finishing their tasks if they believe that their efforts are appreciated.

The current conclusion is consistent with Griffin (2025), Luthans et al. (2020), Robbins and Judge (2024), and Armstrong and Taylor (2026), who explain that motivation impacts employee effort, perseverance, and commitment toward accomplishing work goals. While McShane and Von Glinow (2026) emphasise the significance of specific goals, fair incentives, anticipated results, and organisational support in fostering employee motivation, Daft (2026) distinguishes motivation into intrinsic and extrinsic aspects. The finding is also reinforced by Sabina et al. (2026), Utami and Artisti (2026), and Aqilah and Aprillia (2026), who discovered that job motivation positively correlates to employee performance. As a result, motivated workers often exhibit higher levels of zeal, accountability, output, and dedication to doing excellent work.

The simultaneous test showed that employee performance at PT BSB was positively and statistically significantly impacted by both work environment and work motivation. With $p < 0.001$, the computed F-value of 283.584 was significantly more than the essential F-value of 3.09. Furthermore, the work environment and work motivation together accounted for 85.4% of the variance in employee performance, according to the coefficient of determination of 0.854. The remaining 14.6% could be related to other variables not covered by the current model.

This finding suggests that workers' internal desire and commitment to do their duties, in addition to favourable working environment, influence their performance. The physical resources and social support required for efficient task execution are provided by a favourable work environment, and work motivation motivates people to make good use of those resources. Employees are more likely to sustain focus, accountability, productivity, job quality, and collaboration when both circumstances are met.

These results are consistent with those of Arfiansyah and Oktavianti (2025), Trianto et al. (2025), and Salsabila et al. (2025), who found that employee performance is influenced by both work environment and work motivation at the same time. Therefore, at PT BSB (Bangun Semangat Bersama), increasing working circumstances and employee engagement should be seen as an integrated management approach to improve employee performance.

Conclusion

This study examined the effects of the work environment and work motivation on employee performance at PT Bangun Semangat Bersama (PT BSB). The findings indicate that the work environment has a positive and significant effect on employee performance. Employees are more likely to achieve better work outcomes when they perform their duties in a comfortable, safe, clean, and supportive environment. Adequate lighting, proper ventilation, workplace cleanliness, occupational safety, sufficient work facilities, effective communication, and harmonious relationships with supervisors and colleagues contribute to employees' ability to perform their tasks efficiently and consistently.

Work motivation also has a positive and significant effect on employee performance. Employees who demonstrate a strong sense of responsibility, commitment to achieving targets, willingness to develop their competencies, and persistence in completing assigned tasks tend to exhibit higher levels of performance. In addition, external factors such as fair compensation, incentives, recognition, supervisor appreciation, and career-development opportunities can strengthen employees' motivation, loyalty, and contribution to the organisation.

The simultaneous analysis further shows that the work environment and work motivation jointly have a positive and significant effect on employee performance. This finding indicates that favourable working conditions combined with strong employee motivation create a more effective foundation for consistent, responsible, and productive performance. A supportive work environment provides the physical and social resources required for employees to carry out their duties effectively, while motivation encourages them to utilise those resources optimally in achieving organisational objectives.

Based on these findings, PT BSB should continuously improve and maintain workplace safety, cleanliness, facilities, communication, and collaboration across work units. The company should also strengthen employee motivation through relevant training programmes, career-development opportunities, constructive performance feedback, fair incentives, and appropriate recognition. Future studies may extend the model by examining other factors that potentially influence employee performance, including leadership, compensation, job satisfaction, organisational culture, work discipline, competence, and career development.

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