

THE INFLUENCE OF WORK MOTIVATION AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT UPT BALAI YASA YOGYAKARTA



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Abstract

Employee performance is a crucial factor that influences the success of an organization, including at UPT Balai Yasa Yogyakarta, which operates in the field of railway maintenance. In efforts to improve performance, two crucial factors to consider are work motivation and leadership. Work motivation encourages employees to perform more optimally, while effective leadership provides direction, support, and a conducive work environment. However, the suboptimal performance of some employees indicates the need to evaluate the role of these two factors. This research seeks to empirically investigate the impact of work motivation and leadership on the performance of employees at UPT Balai Yasa Yogyakarta. This study employs a quantitative method with a descriptive approach to objectively and systematically examine the relationships among variables, using data gathered through questionnaires distributed to 196 employees at UPT Balai Yasa Yogyakarta. The data utilized in this study includes both primary and secondary sources, which are analyzed through descriptive analysis and SEM-PLS. The results show that both work motivation and leadership positively influence employee performance. High levels of motivation, coupled with effective leadership, contribute to improved overall performance. The impact of work motivation on employee performance is similar for both male and female employees, indicating no significant differences between the two groups. Conversely, there is a gender-based difference in the impact of leadership, highlighting the need for a more flexible and adaptive leadership approach to effectively engage and motivate all employees.

Keywords: Leadership, Employee Performance, Work Motivation

INTRODUCTION

Companies in the industrial era 4.0 and 5.0 are currently facing tougher challenges compared to the previous era. In today's era of global competition, organizations must enhance the efficiency and effectiveness of their employees' performance to remain competitive and foster growth. Employee performance is important factors contributing to a corporation's success. Employee performance today is influenced not only by resource or capital capacity, but also by the corporation's skill to effectively harness the full potential of its HR.

HR, as a vital driving force of an organization, are expected to continuously enhance their performance to achieve optimal organizational goals (Winarti, 2018). Various elements such as the work environment, compensation, and leadership within the organization significantly impact employee performance. Gunawan, Fajrillah, & Ginting (2022) explained that a supportive environment, such as adequate work facilities and a conducive atmosphere, can improve employee performance by creating comfort and motivating them to work better. Rewards and incentives are also crucial in enhancing employee performance.

Septaviandri (2020) explains that training, incentives, and the work environment simultaneously increase employee productivity. Furthermore, job training plays a significant and impactful role in enhancing both employee commitment and skill development (Geraldin, Abbas, & Sabaruddin, 2021).

Likewise, another factor that supports employee performance is organizational support. Maida & Lukiyana (2024) stated that high organizational support can increase employee involvement, which then has a positive impact on their performance. Prastyo & Suyanto (2020) also explained that good organizational support will create positive perceptions among employees, which contributes to better performance results. In addition, employee engagement has a good impact on performance (Hardian et al., 2021). As a result, employee performance is crucial for achieving organizational success, and understanding the factors that influence it can help organizations maintain a competitive edge.

According to an interview with *Team Leader* The Employee Information System, on October 16 2024, said that the company saw aspects of work implementation that needed to be improved. Employees are still unable to complete tasks consistently, both in terms of results and timeliness. Collaboration or assistance from colleagues also needs to be improved. Apart from that, not every employee has the awareness to act in completing work.

According of comparison of data, recapitulation of assessment results *Key Performance Indicator* UPT Balai Yasa Yogyakarta for 2022 & 2023, it can be seen that the Poor category in 2022 received a percentage of 0.20% to 0% in 2023. The Sufficient category in 2022 was 0.60% to 0.26%. The Suitable category, which previously obtained 6.20% in 2022, will become 0% in 2023. Meanwhile, the Good category will increase from 90.60% in 2022 to 99.74% in 2023. However, the Very Good category will gain 2.40% in 2022, but in 2023 it will decrease to 0%.

Results of interviews with *Team Leader* Information Systems Workers also complain that employees lack motivation to complete their work. Employees complete work only to the extent of fulfilling their obligations. Employees have not been encouraged to contribute optimally to provide the best results. As a result, the company aims to boost work motivation in order to achieve results that align with the set targets.

Work motivation is an important component that influences employee performance. Work motivation plays both internal and external roles that influence someone to achieve a goal organization. Motivation is a process that determines how hard a person tries, the efforts that are in line with organizational goals, and the persistence of individual efforts towards achieving a goal (Azis et al., 2019).

Gagne & Deci (2022) highlight that employees with intrinsic motivation are generally more creative and involved in their tasks, which, in turn, enhances their performance. Additionally, extrinsic motivation, such as compensation and rewards, also evidently influence employee performance. Although in the long term, intrinsic motivation is more effective in maintaining high performance.

In an age of growing competition, organizations must deepen their understanding of the factors that drive employee motivation in order to maintain consistently high performance levels. Therefore, companies must create a supportive work environment, provide appropriate incentives, and provide career development opportunities for employees to increase their work motivation.

According to Faisal & Rasheed (2021) employees who have high motivation tend to show significant performance increases. This demonstrates that work motivation and strong leadership work together to positively influence employee performance. Pancasila, Haryono, & Sulistyono (2020) produced findings that high work motivation correlates with better employee performance.

Based on the 2023 UPT Balai Yasa work motivation data, it can be seen that there has been a decline in the realization of work motivation targets. In the aspect of financial well-being, a difference of 1% from the target indicates that the financial well-being felt by employees is below the target expectations of UPT Balai Yasa Yogyakarta. The job security aspect decreased by 9%, indicating that employees may feel less secure about job stability.

The satisfaction aspect of work recognition shows a difference of 15%, meaning that many employees feel they do not receive appropriate appreciation for what they have done. Meanwhile, involvement in decision making shows a 4%, this explains that employees feel less involved in the new decision process.

However, the aspect of personal development opportunities experienced a relatively small decline of 2%, which shows that most of the targets in employee development are still being met. However, similar to the aspect of satisfaction with recognition, satisfaction with achievement also has a difference of 11%, indicating dissatisfaction related work achievement that can occur due to lack of recognition or lack of compliance with employee expectations. The aspect of employee attendance levels also decreased by 4% from the target, which shows that the level of commitment to attendance has decreased, most likely due to a decrease in overall motivation.

Furthermore, the interview results explained that leadership is very important in determining employee performance and behavior. However, the quality of leaders in each unit still needs to be developed because when conveying directions they are still general in nature, giving rise to differences in members' understanding. Besides That Supervision also needs to be improved so that the control process runs effectively.

Leadership is the ability of a leader to guide, direct, and inspire team members in achieving organizational goals efficiently and productively. According to the situational

approach, effective leaders are able to adapt their leadership style to meet the specific needs of their team and the specific circumstances they encounter.

Leadership focuses on a relationship of mutual trust between the leader and his team and not only focuses on achieving goals, but also pays attention to employee well-being and satisfaction as an integral part of long-term success. Multiple previous studies have found that leadership plays an important role in influencing employee performance (Abdullah, Lumintang, & Adolfini, 2021; Cahyani, Herawati, & Septyarini, 2021; Norawati et al., 2021; Paramarta & Astika, 2020; Sedayu & Rushadiyati, 2021).

Based on leadership data from UPT Balai Yasa Yogyakarta in 2023, leadership aspects have not reached the targets that have been set. The communication ability aspect shows a difference of 5% from the target. This means that the effectiveness of leader communication in the company still needs to be improved. In the aspect of employee empowerment, there was a decrease of 4% from the target, which means leaders may not have been fully able to empower employees optimally.

In addition, the leader's ability to resolve conflicts decreased by 6% from the target, this shows that the leader is still experiencing difficulty in handling existing conflicts. In the leadership aspect based on situations, there is a difference of 9% from the target, which explains that leaders tend to be less adaptable in modifying their leadership style to suit the circumstances at hand. Leader support for employee career development has also not reached the target, with a difference of 8%, indicating that leader support for employee career development is less than optimal.

In the context of this research, it is important to highlight that factors that influence leadership and work motivation on organizational performance, especially at UPT Balai Yasa Yogyakarta, is a relevant issue. Previous research suggests that effective leadership creates a positive work environment fosters increased employee motivation, which ultimately enhances overall organizational performance (Cahyati & Adelia, 2024).

At UPT Balai Yasa Yogyakarta there are indications of low motivation and problems in leadership. This can cause a decrease in employee performance and the quality of services provided. If this problem is not addressed, the impact can be very detrimental, including a reduction in the quality of public services and loss of public trust in the organization (Sujana & Ardana, 2020). Thus, this research is crucial for offering a deeper understanding of the connection between work motivation, leadership, and performance, while also providing recommendations for management to enhance these two factors in order to achieve optimal organizational performance.

REVIEW OF LITERATURE

Work Motivation and Employee Performance

Work motivation is a fundamental driver of employee performance and organizational success. It is widely understood that motivated employees are more likely to demonstrate higher levels of productivity, job satisfaction, and commitment (Azis et al., 2019). Motivation can be classified into intrinsic and extrinsic forms, where intrinsic motivation is driven by personal satisfaction and the enjoyment of the work itself, while extrinsic motivation is based on external rewards such as salary, recognition, or job security (Gagne & Deci, 2022). According to Faisal & Al-Rasheed (2021), high work motivation

directly correlates with increased performance, as motivated employees tend to show greater initiative, creativity, and dedication to their tasks.

Various studies have emphasized that organizations must foster a supportive environment to maintain high motivation levels. Gunawan et al. (2022) argued that the work environment, including adequate facilities, positive reinforcement, and work-life balance, is crucial for enhancing employee motivation. Training, incentives, and clear job expectations also play significant roles in motivating employees (Septaviandri, 2020). These findings align with the research of Pancasila et al. (2020), who demonstrated that motivating employees through rewards, recognition, and career development opportunities leads to enhanced performance.

Leadership and Employee Performance

Leadership is a key factor that influences employee performance, as it affects motivation, work climate, and the overall success of the team. Effective leadership fosters an environment where employees feel empowered, supported, and motivated to reach their potential. As noted by Cahyani et al. (2021), leadership directly impacts employee satisfaction, which in turn influences performance outcomes. Effective leaders are those who can adapt their style to meet the needs of their teams and maintain clear, supportive communication (Norawati et al., 2021).

Research by Paramarta & Astika (2020) and Sedayu & Rushadiyati (2021) supports the notion that leadership quality is directly linked to employee performance. Leaders who provide clear guidance, offer support, and demonstrate trust in their employees' abilities tend to achieve higher levels of employee engagement and performance. Conversely, ineffective leadership, such as authoritarian or unsupportive leadership styles, often leads to decreased motivation and poor performance outcomes (Cahyati & Adelia, 2024).

Gender Differences in Work Motivation and Leadership

While work motivation has been shown to positively influence performance for both male and female employees, there are indications that gender differences may affect the way leadership is perceived and responded to. Research by Lusitawati et al. (2023) found that women tend to respond better to supportive and transformational leadership styles, while men may prefer more task-oriented, assertive leadership. These differences highlight the need for adaptive leadership that takes into account the varying needs of male and female employees.

The impact of gender on work motivation is less pronounced. Wang et al. (2024) suggested that motivation has a similar effect on both male and female employees, regardless of gender, as long as the motivational strategies are well aligned with employee expectations and goals. This indicates that motivational factors can transcend gender differences, ensuring that employees of all genders are equally motivated when provided with appropriate incentives and recognition.

The Interplay Between Leadership and Motivation

It is important to recognize that leadership and work motivation are not isolated factors; they are deeply interconnected. Effective leadership enhances work motivation by creating a conducive environment for employees to thrive. According to Cahyati & Adelia (2024), leadership is instrumental in shaping organizational culture, which in turn influences employee motivation and performance. Leaders who motivate their teams through

recognition, empowerment, and support tend to see improvements in employee engagement and overall productivity (Sujana & Ardana, 2020).

Furthermore, leadership and motivation are crucial in driving performance outcomes, especially in high-pressure or competitive environments. Cahyani et al. (2021) concluded that organizational leaders who focus on providing resources, training, and career development opportunities are more likely to achieve high employee performance. The combination of effective leadership and high work motivation can significantly enhance organizational performance, particularly in service-oriented sectors like UPT Balai Yasa Yogyakarta, where teamwork and collaboration are key.

RESEARCH METHOD

This study employs a quantitative research method, utilizing numerical data to examine the relationships between variables. The total population of UPT Balai Yasa Yogyakarta employees is 381 people and the author used a sampling error of 5% to produce a sample size based on Slovin above of 195.38 with rounding to 196 individuals. In this research, the data collection technique uses a questionnaire which will be distributed to 196 employees. The data sources include both primary and secondary data.

This study employs two primary data analysis techniques: descriptive analysis and SEM-PLS analysis. The SEM-PLS process includes testing the outer model (construct validity and reliability) with criteria such as loading factor, AVE, and Cronbach Alpha, as well as testing the model involves assessing the strength of relationships between variables using indicators like R-Square, path coefficient, effect size, and predictive relevance. These two approaches complement each other to obtain a comprehensive and valid picture of research data.

RESULTS AND DISCUSSION

Test Structural Model or Inner Model

This is designed to examine the relationships between latent variables. It outlines the causal connections between every variable, helping to assess the strength and direction of the constructs that were established earlier..

a. R-Square

R-Square is to showing how well the independent variables account for the changes in the dependent variable.

Table 1.
Test Results R-Square

Dependent	R-Square	R-Square Adjusted	Status
KIN	0.7105	0.7075	Substantial

Source: Data processed by the Author (2025)

According on test results, R-Square above shows that R-Square equal to 0.7105, which means the dependent variable has a very strong relationship with the independent variable.

b. F-Square

F-Square is a common measure used to evaluate the effect size, or the magnitude of the influence every variables.

Table 2.
Test Results F-Square

Variable	KEP	AGAINST	KIN
KEP			0.3384
AGAINST			0.2266
KIN			

Source: Data processed by the Author (2025)

The F-Square test results indicate that the relationship between leadership and performance variables is 0.3384, which is considered moderate. Likewise, the relationship between motivation and performance variables is 0.2266, also falling within the moderate range. These findings suggest that the model exhibits a level of predictive relevance that justifies further analysis.

c. Path Diagram

Path diagrams are visualizations of structural models that show the relationships between latent variables in research. This diagram illustrates the direction and strength of influence between variables.

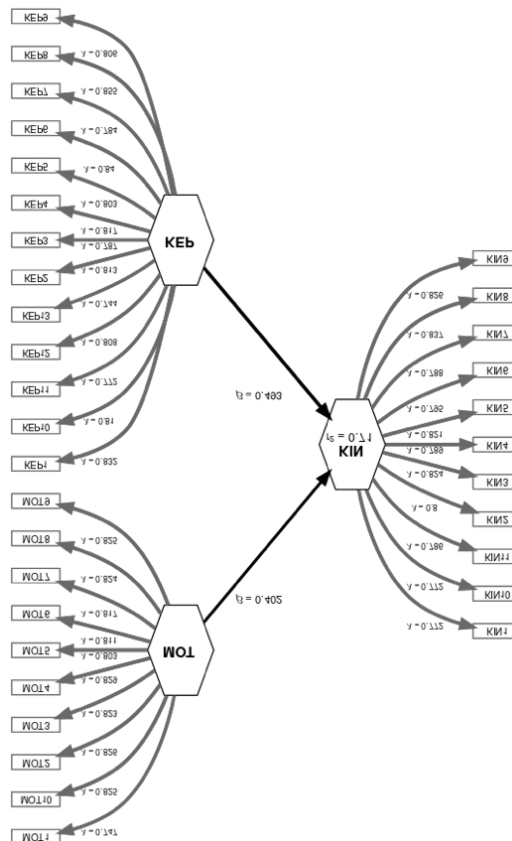


Figure 3.
Path Diagram

Source: Data processed by the Author (2025)

Hypothesis Testing

This is a statistical method that is useful for testing the truth of a statement or conjecture regarding population parameters based on sample data. This method is very important in data-based decision making because the researcher can provide a strong basis to support the researcher's findings.

Table 3.
Path Coefficient

No	Hypothesis	Sample Mean	Standard Deviation	T-Test	Upper CI	Lower CI	Status
1	KEP → KIN	0.4929	0.0914	5.3946	0.3353	0.6336	Significant
2	MOT → KIN	0.4025	0.0912	4.4142	0.2598	0.5559	Significant

Source: Data processed by the Author (2025)

Table 4.
Path Comparison

Source	Target	Estimate	Group 1_beta	Group 2_beta	Diff	Group 1_beta Mean	Group 2 Beta Mean	Pls Ps
KEP → KIN	KEP	0.49	0.62	0.30	0.31	0.60	0.30	0.03
AGAINST → KIN	AGAINST	0.40	0.31	0.56	-0.25	0.33	0.56	0.93

Source: Data processed by the Author (2025)

The results with path coefficient values of 0.4929 and 0.4025, respectively. Additionally, the T-Test values exceed the significance threshold of 1.96, leading to the acceptance of H1 in both hypotheses. However, no significant difference was found in the effect of work motivation on performance between men and women, as (0.93) exceeds 0.05, leading to the rejection of H1 for this aspect. On the other hand, a significant difference was observed in the influence of leadership on performance between men and women, with 0.03 (less than 0.05), resulting in the acceptance of H1 for the fourth hypothesis.

Work motivation has a positive and significant effect on employee performance at UPT Balai Yasa Yogyakarta

The results show a path coefficient value of 0.4929 and a T-Test value of 5.3946. Since the T-Test value exceeds the critical value of 1.96, it indicates a strong and statistically significant impact. Therefore, changes in work motivation are expected to significantly affect employee performance at UPT Balai Yasa Yogyakarta.

These findings are consistent with research by Pancasila, Haryono, & Sulistyono (2020) that work motivation important in influencing performance. When motivation levels are high, it enhances employee morale, which leads to an increase in both productivity and overall performance. Employees who are motivated tend to engage with their tasks with greater enthusiasm and dedication, resulting in higher output and improved work quality. Meanwhile, Mutiaram & Ikbal (2021) also supports these findings with research which states that work motivation is a critical factor in enhancing employee performance within organizations.

The analysis indicates that hypothesis H1 is supported, meaning that higher work motivation can significantly enhance employee performance at UPT Balai Yasa Yogyakarta. Consequently, it can be inferred that management must focus on effectively managing and boosting the factors that effect employee work motivation to improve overall performance.

Leadership has a positive and significant effect on employee performance at UPT Balai Yasa Yogyakarta

The path coefficient analysis reveals that leadership has a path coefficient of 0.4025, accompanied by a T-Test value of 4.4142. Since this value exceeds the T-Table value of 1.96, it can be concluded that leadership style at UPT Balai Yasa Yogyakarta significantly affects employee ability. So, effective leadership plays a important thing in enhancing both the quality and productivity of employee performance.

Asy'ari & Indiyati, (2020) support this result which states that leadership positively impacts employee ability, with the study emphasizing that the quality of leadership in the workplace is vital in shaping both employee motivation and performance.. The findings indicate that effective leadership strongly contributes to improving employee outcomes, highlighting its significance in cultivating a motivated and high-performing workforce. Furthermore, Purnamasari et al., (2023) stated that in research on the impact of leadership on performance suggests that effective leadership is important thing in enhancing employee performance. Good leadership not only creates a conducive work environment but also provides clear guidance and direction for the team. This helps employees understand their roles and objectives, leading to improved motivation, collaboration, and overall performance. The presence of strong leadership is essential in fostering a supportive and productive workplace culture.

The analysis results lead to the conclusion that hypothesis H1 is accepted, indicating that leadership at UPT Balai Yasa Yogyakarta has a good effect on employee performance. So, leaders at UPT Balai Yasa Yogyakarta should continue to refine and enhance their leadership styles to ensure a lasting positive impact on employee performance.

There are differences in work motivation on employee performance between men and women at UPT Balai Yasa Yogyakarta

The path comparison results obtained through PLS-MGA show 0.93, suggesting that there is no significant difference in the effect of work motivation on employee performance between male and female employees at UPT Balai Yasa Yogyakarta. This suggests that the effect of work motivation on employee ability is consistent across gender and is not influenced by whether the employee is male or female.

Research conducted by Wang et al., (2024) supports these findings, where they reveal that Work motivation plays as important thing in influencing employee ability than gender differences. When employees are motivated, they are more likely to be engaged and proactive in their tasks, leading to better performance outcomes regardless of their gender. This indicates that the internal drive to succeed, the desire to achieve goals, and the passion for one's work can transcend any external factors like gender, which traditionally have been considered in performance evaluations. Indeed, motivated employees often demonstrate increased productivity, creativity, and dedication, all of which directly contribute to improved work performance (Asy'ari & Indiyati, 2024). This highlights the importance of focusing on motivating employees, regardless of gender, to enhance overall performance in the workplace.

Therefore, hypothesis H1 is rejected, meaning that the effect of work motivation on employee performance at UPT Balai Yasa Yogyakarta is not dependent on gender. This indicates that both male and female employees at the organization respond similarly to the work motivation factors provided, emphasizing that work motivation impacts performance equally for all employees, regardless of gender.

There are differences in leadership on employee performance between men and women at UPT Balai Yasa Yogyakarta

The results of the path comparison analysis, with a p-value of 0.03, reveal a statistically significant difference in how leadership affects employee performance based on gender at UPT Balai Yasa Yogyakarta. This finding implies that leadership influences male and female employees differently, suggesting that the effectiveness or impact of leadership strategies may vary depending on the employee's gender.

Research by Lusitawati et al., (2023) revealed that gender differences can influence how employees respond to leadership styles in the workplace. In the study, it was found that women were more likely to respond to more supportive leadership, while men tended to be more influenced by assertive and results-oriented leadership. Therefore, gender differences in response to leadership may lead to differences in employee performance.

The findings suggest that H1 is supported, indicating that gender differences play a role in how leadership influences employee performance at UPT Balai Yasa Yogyakarta. This indicates the importance of a more flexible and adaptive leadership approach, which takes into account differences in individual characteristics, including gender, to achieve optimal performance in the workplace.

CONCLUSION

The research conducted at UPT Balai Yasa Yogyakarta concluded that both work motivation and leadership have a positive and significant impact on employee performance. High levels of motivation encourage increased performance, showing the important role of management in maintaining employee motivation. The study also demonstrated that effective leadership plays a crucial role in fostering a supportive work environment and providing clear guidance, which in turn enhances performance. Furthermore, the research revealed that the impact of work motivation on performance was consistent across genders, showing no significant difference between men and women, thus indicating a gender-neutral effect. However, there are differences in the responses of male and female employees to leadership, which shows the need for a more flexible and adaptive leadership approach to reach all employees optimally.

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