

Increasing Employees Performance Through Motivation, Discipline, Work Environment, and Commitment : An Empirical Study on Indonesian SMES

Mochammad Jasin

Universitas Islam Negeri Jakarta, Indonesia

Abstract

The purpose of this study is to analyze and describe the effect of motivation on commitment, analyze and describe the effect of discipline on commitment, analyze and describe the effect of the work environment on commitment. Analyze and describe the influence of motivation on the performance of human resources, Analyze and describe the influence of discipline on the performance of human resources human.. Analyzing and describing the influence of the work environment on the performance of human resources. Analyze and describe the effect of commitment on human resource performance. This study uses a quantitative survey method. The population in this study is all SMEs employees in Banten. The sample used is a sample of 500 SMEs employees who are determined by the simple random sampling method. The data collection method used in this study is an online questionnaire. Data analysis uses structural equation modeling (SEM) with smartPLS 4.0 software tools. The influence of motivation on commitment means that the better the motivation will increase the commitment. Discipline affects commitment, meaning that better discipline will increase employee commitment. It is known that the influence of the work environment on commitment means that the more conducive the work environment will increase employee commitment. There is an influence of motivation on the performance of human resources, meaning that the better the motivation, the better the performance of human resources. Discipline affects the performance of human resources, meaning that the better the discipline, the better the performance of human resources. It is known that there is an influence of the work environment on the performance of human resources. This means that the more conducive the work environment will improve the performance of human resources. The influence of commitment to the performance of human resources means that the higher the commitment will increase the performance of human resources.

Keywords: *Performance, Employees, SMEs, Motivation, Discipline, Environment, Commitment*

1. INTRODUCTION

In this era of the industrial and digital revolution, changes are so fast, an organization or institution is required to make adjustments in all aspects of the organization. According to Purwanto et al. (2020) with the limited existing human resources, organizations are expected to optimize them so that the organizational goals that have been set can be achieved. Human Resources are part of the progress of science, development, and technology. Therefore, in today's era where technology and civilization are very advanced, it

demands competent Human Resources who have high enthusiasm and discipline in carrying out their roles and functions for both individual and organizational goals. Therefore, the progress of a country depends on the ability of its human resources. Human resources have a very important role, in their interaction with capital factors, materials, methods, and machines. According to Al-Madi et al. (2017) Existing complexity can determine human qualities. Therefore, it requires us to always be careful and pay attention to every aspect. This, according to

Chinomona et al. (2014); Efendi et al. (2020) Humans are the most valuable resource, and behavioral science provides many techniques and programs that can guide the more effective use of human resources. This aims to achieve improved human resource performance. According to Efendi et al. (2020); Erlangga et al. (2021) that the performance of human resources is influenced by commitment. Organizational commitment is the relative strength of employees in identifying their involvement in the organization. It is characterized by three things, namely 1). Acceptance of the values and goals of the organization, 2). Readiness and willingness to make an earnest effort on behalf of the organization, 3). Desire to maintain membership in the organization.

According to Al-Madi et al. (2017); Purwanto et al. (2020) Employees are indispensable human resources and can determine the success of a company. Although the availability of facilities and infrastructure is quite good, without the support of human resources within the company, it is not easy for the company to develop to be more advanced. In the midst of competitive competition, it is necessary to have quality human resources to support the company to achieve success and progress in the future. For this reason, the company must also be able to face all challenges or threats both external and internal that occur. According to Al-Madi et al. (2017); Astuti et al. (2020) The implementation of the discipline factor within the company will assist employees in directing and guiding them so that employee behavior in carrying out activities can be controlled, whether it has been carried out in accordance with the agreed rules which is expected to make employees responsible and timely in completing It is hoped that this will have an impact on improving employee performance within the company.

The existence of a form of attention from the company to employees in full will make employees more confident and confident working in the company, where this makes employee commitment to the organization will be higher. According to Rahardja et al. (2018) that commitment is an individual condition in which individuals become bound by their actions. Through this action will generate beliefs that support their activities and involvement. So by having a commitment to the company, employees will carry out their duties well and even more loyal and loyal to the company. With a strong commitment, employees will have the ability and willingness to align personal behavior with the needs, priorities and goals of the organization

The purpose of this study is to analyze and describe the effect of motivation on commitment, analyze and describe the effect of discipline on commitment, analyze and describe the effect of the work environment on commitment. Analyze and describe the influence of motivation on the performance of human resources, Analyze and describe the influence of discipline on the performance of human resources man. Analyze and describe the influence of the work environment on the performance of human resources. Analyze and describe the effect of commitment on human resource performance.

Literature Review and Hypothesis Development

Human Resources Performance

According to Gheitani et al. (2018); Graves et al. (2019) employee performance is the result of work during a certain period compared to various possibilities, for example standards, targets or mutually agreed criteria. The indicators are: quality of work of employees, quantity of work of employees, and contribution to the organization. According to Priarso et al. (2018); Rahardja et al. (2018) provides understanding Performance is something

that is done and produced in the form of products or services, within a certain period and a certain size by someone or something group of people through their skills, abilities, knowledge and experience. Then According to Nguyen et al. (2020); Nugroho et al. (2020); Rahardja et al. (2018) employee performance is the degree to which employees achieve job requirements. Performance refers to the degree of achievement of the tasks that make up an employee's job. Performance reflects how much whether the employee meets the requirements of a job. The definition of performance is the recording of the results achieved in carrying out special functions of a job or work activity during a certain period which is shown through the process or way of working and the results achieved. While Nugroho et al. (2020); Purwanto et al. (2021) defines performance as the degree of completion of tasks that accompany one's work. Performance is what reflects how well an individual fulfills job demands. Based on these definitions, it shows that performance is a qualitative and quantitative result.

Motivation

Results of research According to Gheitani et al. (2018); Graves et al. (2019); Niati et al. (2021); Nguyen et al. (2020); Rahardja et al. (2018) shows a significant correlation between the Organizational Commitment variable and the variable Achievement motivation. Based on the description above, the first hypothesis proposed in this study is:

H1: motivation has a positive effect on organizational commitment

Discipline

Research conducted by Nugroho et al. (2020); Purwanto et al. (2021); Priarso et al. (2018); Rahardja et al. (2018) show that relationship marketing and discipline contribute to loyalty and

customer commitment and argues that discipline includes a desire by both parties to continually seek fulfillment of commitments. Here, this commitment is part of the relationship and they enable each other. Based on the description above, the second hypothesis proposed in this study is:

H2: Human resource discipline has a positive effect on commitment

Work environment

According to Priarso et al. (2018); Rahardja et al. (2018) states that superiors (managers) need to give attention and a work atmosphere that will arouse employee commitment. Study Sihombing (2011) that the work environment and work motivation together have a highly significant effect on commitment. Based on the description above, the third hypothesis proposed in this study is:

H3: work environment has a positive and significant effect on commitment

According to Razak et al. (2018); Sa'adah et al. (2020) show that extrinsic motivation has a positive impact on the performance of Russian employees. Another study conducted by Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) found that the positive psychological condition of employees showed that hope and resilience were significantly related to their performance, but self-evaluation traits did not. related to performance. According to Singgih et al. (2020); Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) in his research that examined the effect of education level and work motivation on the teaching performance of teachers and research conducted by Sudiardhita et al. (2018); Singgih et al. (2020); Wahjoedi (2021) explained that there is a positive and significant influence between work motivation on performance. Based on the description above, the fourth hypothesis proposed in this study is:

H4: motivation has a positive and significant effect on performance

Based on the expert opinion above, it can be concluded that the higher the level of discipline possessed by an employee, the higher the employee's performance. Research results According to Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) show that discipline has a positive and significant effect on employee performance. Based on the description above, the fifth hypothesis proposed in this study is:

H5: discipline has a positive and significant effect on performance

According to Singgih et al. (2020); Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) suggests that there is a strong influence between the work environment on employee performance. According to Razak et al. (2018); Sa'adah et al. (2020) suggests that the work environment has a positive effect on employee performance. According to Razak et al. (2018); Sa'adah et al. (2020); Sudiardhita et al. (2018); Singgih et al. (2020); Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) suggests that the work environment has a positive and significant effect on employee performance and suggests that the physical work environment variable has an influence on employee performance. Based on the description above, the sixth hypothesis proposed in this study is:

H6 : work environment has a positive and significant effect on the performance

Commitment

The results of research from Singgih et al. (2020); Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) stated that commitment affects organizational success. Employee performance is influenced by organizational commitment. Employees who have high involvement in work have no desire to leave the company and in this case are the basic capital to encourage high productivity. This opinion is supported by According to Razak et al.

(2018); Sa'adah et al. (2020); Sudiardhita et al. (2018); Singgih et al. (2020) which revealed that high employee commitment to the organization will affect employee performance. The results of the study by McNeese–Smith (1996) show that organizational commitment has a significant positive relationship with the performance of production employees. Based on the description above, the seventh hypothesis proposed in this study are:

H7 : commitment has a positive and significant effect on performance

2. METHOD

This study uses a quantitative survey method. The population referred to in this study are all SMEs employees in Banten. The sample used is a sample of 500 SMEs employees who are determined by the simple random sampling method. The data collection method used in this study is an online questionnaire. Data analysis using structural equation modeling (SEM) with the smartPLS 4.0 software tool. Some of the variables used in this study are as follows: (1) Motivation. The motivational items are as follows: (a) Physiological, (b) Security, (c) Social, (d) Reward, (e) Self-actualization. (2) Work Discipline. The items are as follows: (1) Goals and abilities, (2) Assertiveness, (3) Human relations (4) Carry out and complete tasks on time, (5) Work with firmness and initiative, (6) Work honestly, passionately and responsibly. (3) Organizational Commitment, The items are as follows: (1) Affective commitment, (2) Continuance commitment, (3) Normative commitment and performance. The items are as follows: (1) Appropriate job placement, (2) Training and promotions, (3) A sense of security in the future (with severance pay) and so on), (4) Relationships with co-workers, (5) Relationships with leaders.

The hypothesis in this study is

H1: Motivation has a positive effect on organizational commitment

H2: Human resource discipline has a positive effect on commitment
 H3: Work environment has a positive and significant effect on commitment
 H4: Motivation has a positive and significant effect on performance

H5: Discipline has a positive and significant effect on performance
 H6 : Work environment has a positive and significant effect on performance
 H7 : Commitment has a positive and significant effect on performance

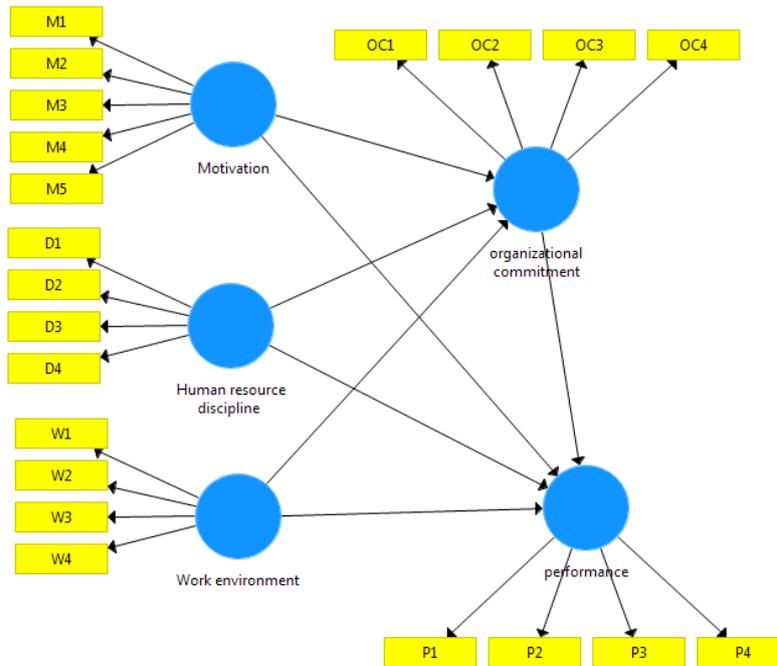


Fig 1. Research Model

3. RESULT AND DISCUSSION

The results of the analysis show that the Composite Reliability results for each construct are good, which is above 0.7. Where according to Purwanto et al. (2021) an indicator is said to have good reliability if its value is above 0.7 and can be

maintained and accepted at a value of 0.50 to 0.60. It can be seen here for Composite Reliability Motivation of 0.912, Discipline of 0.924, Work Environment of 0.832, Commitment of 0.911 and Performance of 0.962

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Motivation	0.953	0.943	0.912	0.723
Discipline	0.932	0.965	0.924	0.712
Work environment	0.865	0.923	0.832	0.713
Commitment	0.912	0.934	0.911	0.854
Performance	0.876	0.982	0.962	0.821

The results of Average Variance Extracted (AVE) are said to be good if the Average

Variance Extracted (AVE) value is 0.5, then the indicators used in research are

reliable and can be used for research. The results of the analysis obtained that the AVE value on the Motivation variable was 0.723 which was greater than 0.5. Discipline of 0.712 is greater than 0.5.

Work Environment is 0.713 greater than 0.5 Commitment is 0.854 is greater than 0.5 and Performance is 0.821 is greater than 0.5.

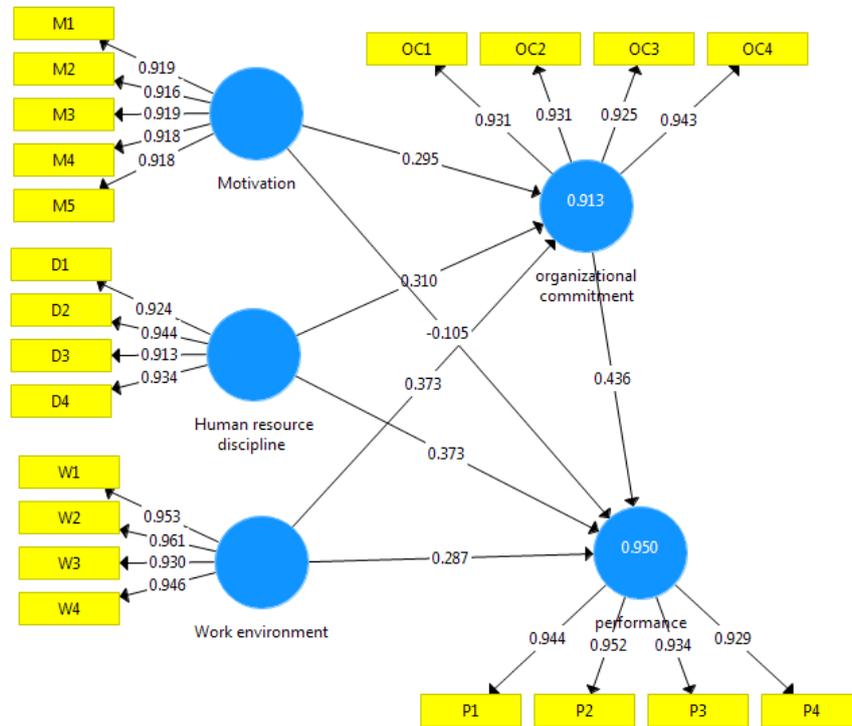


Fig 2. Validity Testing

The table above gives a value of 0.913 for the Commitment construct which means that Motivation, Discipline and Work Environment are able to explain the commitment variance of 913%. The R value is also found in Performance which is influenced by Motivation, Discipline,

Work Environment and Commitment, which is 0.950 which means that Motivation, Discipline, Work Environment and Commitment are able to explain the variance of Performance by 95% and the rest is influenced by other factors that are not examined in this study.

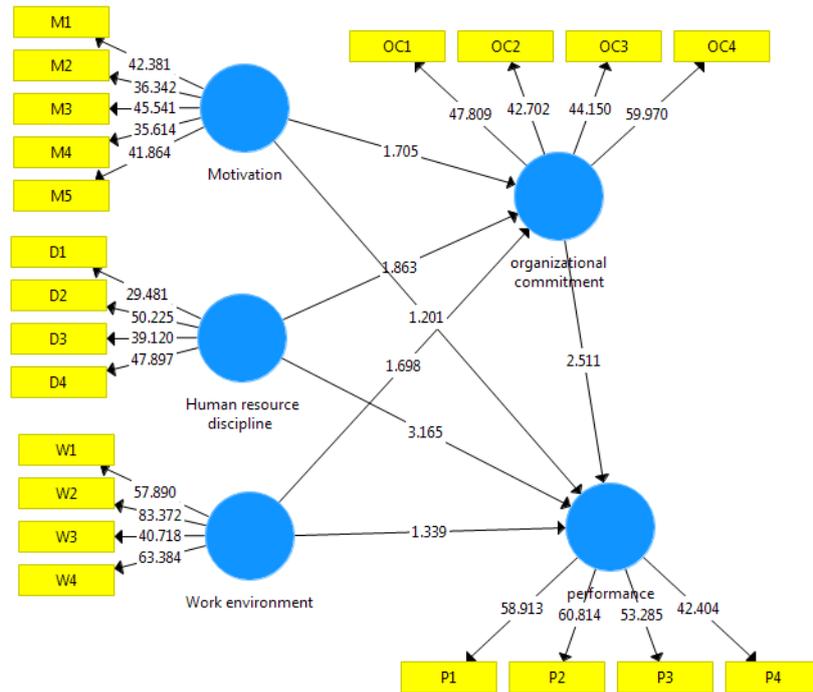


Fig 3. Hypotheses Testing

Table 2: Hypothesis Result of the Structural Model

Hypothesis	T Statistics	P Values	Result
Motivation -> organizational commitment	4.214	0.001	Supported
discipline -> commitment	2.591	0.002	Supported
Work environment -> commitment	2.098	0.000	Supported
Motivation -> performance	2.702	0.001	Supported
Discipline -> performance	3.987	0.000	Supported
Work environment -> performance	2.627	0.002	Supported
Commitment -> performance	4.098	0.002	Supported

The Effect of Motivation on Commitment

The results of data processing with SmartPLS from the responses given by respondents showed a positive influence between motivation (Really in completing work and willing to sacrifice, Responsibility at work, and tenacious, steadfast, honest and consistent attitude at work) on commitment. This means that the higher or stronger the motivation, the commitment of human resources will also increase. According to Gheitani et al. (2018); Niati et al. (2021); Nguyen et al. (2020) states that employees' organizational commitment to continue to

work as part of an organization will increase if it is supported by high motivation from employees related to their work. Jae (2000) shows that employee motivation is very effective in increasing organizational commitment and employee performance where the motivational factors are measured through intrinsic factors (achievement needs and interests) and extrinsic factors (job security, salary, and promotions). Motivation as a process that describes the intensity, direction and persistence of an individual to achieve goals. Based on this opinion, it can be concluded that; (1) Work motivation is an urgent part in an organization that

functions as a tool for achieving goals or objectives to be achieved, (2) Work motivation contains two main goals in individuals, namely to meet personal needs or desires and organizational goals, and (3) Work motivation given to someone is only effective when that person has confidence or belief in going forward and succeeding in the organization.

The Effect of Discipline on Commitment

The results of this study indicate that discipline has a positive effect on commitment. This means that if the discipline (Effective use of time, Obedience to established regulations, and Coming and going home on time) is increasing, then the performance of human resources will also increase or it can be said that the higher the discipline of human resources, the higher the commitment. Source human power. According to Purwanto et al. (2021); Priarso et al. (2018); Rahardja et al. (2018) revealed that discipline is every individual and also a group that guarantees compliance with orders and takes the initiative to take the necessary action if there is no order. The indicators are: effective use of time, compliance with established regulations, and coming and going home on time. According to Purwanto et al. (2021); Priarso et al. (2018) discipline is a management action to encourage the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a willingness in employees to lead to better cooperation and achievement.

Influence of Work Environment on Commitment

The results of this study indicate that the work environment (relationships between employees, work atmosphere, and employee work facilities) has a positive influence on commitment, meaning that the more conducive the work environment will increase commitment. The work

environment is one of the factors that can affect work productivity and work effectiveness of employees. The form can be in the form of a material environment such as the place and means of production, as well as a psychological environment such as the atmosphere of social relations between the company's personal. Understanding the work environment as formulated by Priarso et al. (2018); Rahardja et al. (2018) is: "everything that is around the workforce and can affect him in carrying out the tasks assigned to him". The indicators are: the relationship between employees, work atmosphere, and employee work facilities.

The Effect of Motivation on Human Resource Performance

The results of this study indicate that motivation has a positive influence on the performance of human resources, meaning that the higher the work motivation of employees in the organization will improve the performance of human resources. This shows that motivation is able to improve the performance of human resources so that when motivation increases, the performance of human resources also increases. This research is supported by According to Priarso et al. (2018); Rahardja et al. (2018) which states that employee motivation has a significant positive effect on commitment as measured by three dimensions of commitment, namely affective commitment, normative commitment, and continuance commitment. Organizational commitment is considered important for the company because: (1) it affects employee turnover, (2) relates to performance which assumes that employees who are committed to the company tend to develop greater efforts at the company. One of the factors that affect employee performance is the motivation factor, where motivation is a condition that moves someone to try to achieve goals or achieve desired results. The formation of a strong motivation, it will be able to

produce good results or performance as well as quality from the work it does. This means that any increase in the motivation possessed by employees in carrying out their work will provide an increase in their performance. The ideal function of carrying out employee duties in a work unit is a service function. Therefore, management orientation must focus on the customer, thus, in this context, the direction of the employee's duties should be to provide services to customers, both internally and externally. However, it is not easy. Therefore, at the forefront of service delivery are employees with various problems. In such circumstances, it is not impossible for customers to get a bad image of the organization/institution due to the poor service provided by the employees. Individual performance is influenced by factors of motivation, ability, and work environment. Motivational factors have a direct relationship with individual employee performance. Meanwhile, individual ability factors and work environment have an indirect relationship with performance. Both of these factors will affect the work motivation of employees. Because of this position and relationship, it is very strategic if the development of individual employee performance starts from increasing work motivation. Employees and companies are two things that cannot be separated. Employees play a major role in running the company's life cycle. If employees have high productivity and motivation, the wheels will run fast. With the speed of the wheel, it will eventually result in good performance and achievements for the company. On the other hand, how can the company's wheels run well if the employees work unproductively. This means that employees do not have high morale, are not tenacious at work, and have low morale.

The Effect of Discipline on Human Resource Performance

The results of this study indicate that discipline has a positive influence on the performance of human resources, meaning that the higher the discipline of employees to the organization will improve the performance of human resources. This means that if employee discipline increases, the performance of human resources will also increase or it can be said that the higher the employee discipline, the higher the performance of human resources. Discipline when it is integrated with him, then the attitude or action taken is no longer or at all not felt as a burden, even on the contrary will burden him if he does not act properly. Thus, a person's work discipline at work is an attitude or treatment of obedience, order, responsibility and employee loyalty to all applicable regulations in the workplace organization. When employees act or act in accordance with the wishes of the organization, the regulation becomes effective. Work discipline when employees arrive on time, use office equipment with a sense of responsibility, work results are satisfactory and when work with high spirits. There are several factors that affect the achievement of employee performance. These factors are in the form of ability (ability), motivation (motivation), individual factors, organizational environmental factors and work discipline. One of the factors that affect employee performance is work discipline. Work discipline is one of the benchmarks for assessing work performance. People who are able to show a disciplined attitude at work tend to be thorough and have a great responsibility for the tasks they are responsible for. The severity of a task that is the responsibility of the worker is viewed or treated differently from other workers, this depends on each individual in viewing the work. The more awareness of these duties and responsibilities will lead to work discipline. Workers who are able to cope with all work-related problems tend to be better able to complete tasks on time. This

condition reflects the high work discipline. There is a positive and significant relationship between work discipline and employee performance. This means that if work discipline increases one level, then employee performance will increase by one level as well.

The Influence of Work Environment on Human Resources Performance

The results of this study indicate that the work environment has a positive influence on the performance of human resources, meaning that a more conducive work environment will improve this performance. It shows that the work environment is able to improve the performance of human resources. According to Rokhman (2002) "the work environment is formed by the existence of external commitments this arises because of the demands for the completion of tasks and responsibilities and internal commitment is largely determined by the ability of leaders and the organizational environment in requiring professional attitudes and behavior in completing responsibilities. company responsibility. Based on the results of the study, it is known that the work environment has a positive influence on employee performance. This shows that a good work environment system is able to guarantee employee performance which in turn allows the company to obtain positive attitudes and behaviors that will work productively for the benefit of the company so that it will also have a good impact and can provide benefits for the company. The results of this study are in line with the studies conducted. The work environment has a positive impact on employee performance. A comfortable work environment causes the level of concentration of employees at work increases, and this condition causes the level of employee productivity to increase. A good work environment, both physical and non-physical, provides support for improving employee performance.

Significant and positive relationship between work environment and employee performance. This reinforces the view that the work environment affects employee performance.

The Effect of Commitment on Human Resource Performance

The results of this study indicate that commitment (Having a desire, Having a will, and Having an emotional bond) has a positive influence on the performance of human resources, meaning that a high commitment will improve employee performance. According to Vizano et al. (2020); Purwanto et al. (2022) defines organizational commitment as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization. The indicators are: having a desire, having a will, and have an emotional bond. The success of organizational management is largely determined by the success of managing human resources. In the study of human resource management, organizational commitment as an aspect that affects human behavior in organizations has become an important matter that has been widely discussed and researched. The reason is very simple, for example, no matter how good the vision, mission, and goals of the organization, will not be achieved if there is no commitment from members of the organization. According to Wahjoedi (2021); Vizano et al. (2020); Purwanto et al. (2022) concluded that human resource performance is influenced by commitment. Organizational commitment is the relative strength of employees in identifying their involvement in the organization. Organizational commitment is a commitment that employees have to stay in a company. While job satisfaction is an employee's emotional state in the form of feelings of pleasure or displeasure in looking at work assignments. Organizational commitment and job

satisfaction have an important role in determining employee performance. Organizational Commitment and Job Satisfaction can provide positive feedback to the company. Employees are more motivated to work hard if they feel and have satisfaction at work. If employees feel satisfied at work, employees tend to choose to work remain in the company. Organizational commitment and job satisfaction can have a direct effect on improving employee performance.

4. CONCLUSION

After conducting research by distributing questionnaires to SMEs employees as respondents, then the data obtained were processed using the SMARTPLS program to test hypotheses, the results obtained were the influence of motivation (Really in completing work and willing to sacrifice, Responsibility at work, and tenacious attitude, steadfast, honest and consistent in work) towards commitment, it means that the better the motivation, the higher the commitment. Discipline (Effective use of time, adherence to established regulations, and Coming and leaving on time) has an effect on commitment, meaning that better discipline will increase employee commitment. employee work facilities) towards commitment, meaning that the more conducive the work environment will increase employee commitment. There is an influence of motivation on the performance of human resources, meaning that the better the motivation will improve the performance of human resources. Discipline affects the performance of human resources, meaning that better discipline will improve the performance of human resources. It is known that there is an influence of the work environment on the performance of human resources. This means that the more conducive the work environment will improve the performance of human resources. The influence of commitment (Having a desire, having a will, and having an emotional bond) on the performance of human resources means

that the higher the commitment will increase the performance of human resources. In order to maintain and improve the performance of employees who are already good or high, it is the duty of management to encourage employees to have high morale and morale and be tenacious in working performance. how can the wheels of the company run well if the employees work unproductively. Therefore, it is imperative for companies to identify what factors make employees satisfied working in the company. An understanding of the type or level of individual employee needs by the company is fundamental to increasing motivation. With the achievement of employee job satisfaction, productivity will also increase.

5. REFERENCES

1. Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017). The impact of employee motivation on organizational commitment. *European Journal of Business and Management*, 9(15), 134-145.
2. Astuti, R. Y., Sa'adah, N., Rahmawati, S. D., Astuti, J. P., Suprapti, S., & Sudargini, Y. (2020). impact of leadership style, work motivation, organization culture toward Satuan Polisi Pamong Praja work performance. *Journal of Industrial Engineering & Management Research*, 1(3), 49-64.
3. Chinomona, R., & Dhurup, M. (2014). The influence of the quality of working life on employee job satisfaction, job commitment and tenure intention in the SME sector in Zimbabwe. *South African Journal of Economic and Management Sciences*, 17(4), 363-378.
4. Efendi, R., Rifa'i, M. N., Bahrin, K., Milla, H., & Suharmi, S. (2020). The mediation of work

- motivation on the effects of work discipline and compensation on performance batik msme employees in yogyakarta city, indonesia. *International Journal of Multicultural and Multireligious Understanding*, 7(1), 689-703.
5. Erlangga, H., Sos, S., & Erlangga, H. (2021). The Influence of Motivation, Ability, Organizational Culture, Work Environment on Teachers Performance. *Turkish Journal of Computer and Mathematics Education*, 12(4), 99-108.
 6. Gheitani, A., Imani, S., Seyyedamiri, N., & Foroudi, P. (2018). Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction, and organizational commitment in banking sector. *International Journal of Islamic and Middle Eastern Finance and Management*, 12(1), 76-95.
 7. Graves, L. M., Sarkis, J., & Gold, N. (2019). Employee proenvironmental behavior in Russia: The roles of top management commitment, managerial leadership, and employee motives. *Resources, Conservation and Recycling*, 140, 54-64.
 8. Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
 9. Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.
 10. Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., ... & Xavir, Y. (2020). Transformational leadership and employees' performances: The mediating role of motivation and work environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438-460.
 11. Purwanto, A., Novitasari, D., & Asbari, M. (2022). Tourist Satisfaction and Performance of Tourism Industries: How The Role of Innovative Work Behaviour, Organizational Citizenship Behaviour?. *Journal of Industrial Engineering & Management Research*, 3(1), 1-12.
 12. Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education Management Research Data Analysis: Comparison of Results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS For Small Samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*.
 13. Purwanto, A., Asbari, M., Santoso, T. I., Paramarta, V., & Sunarsi, D. (2020). Social and management research quantitative analysis for medium sample: comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran Dan Penelitian Administrasi Publik*.
 14. Priarso, M. T., Diatmono, P., & Mariam, S. (2018). The effect of transformational leadership style, work motivation, and work environment on employee performance that in mediation by

- job satisfaction variables in Pt. Gynura Consulindo. *Business and Entrepreneurial Review*, 18(2), 165-176.
15. Rahardja, U., Moein, A., & Lutfiani, N. (2018). Leadership, competency, working motivation and performance of high private education lecturer with institution accreditation B: Area kopertis IV Banten province. *Man India*, 97(24), 179-192.
 16. Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67.
 17. Sa'adah, N., Rahmawati, S. D., Astuti, J. P., Suprapti, S., Astuti, R. Y., & Sudargini, Y. (2020). Influence of Organization Culture, Leadership, Motivation, Discipline And Compensation Toward Public Health Center Performance. *Journal of Industrial Engineering & Management Research*, 1(3), 32-48.
 18. Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance Pt. Bank Xyz (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1-14.
 19. Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., ... & Purwanto, A. (2020). The role of job satisfaction in the relationship between transformational leadership, knowledge management, work environment and performance. *Solid State Technology*, 63(2), 293-314.
 20. Wahjoedi, T. (2021). The effect of organizational culture on employee performance mediated by job satisfaction and work motivation: Evident from SMEs in Indonesia. *Management Science Letters*, 11(7), 2053-2060.
 21. Vizano, N. A., Utami, W., Johanes, S., Herawati, A., Aima, H., Sutawijaya, A. H., ... & Catur Widayati, C. (2020). Effect of Compensation and Organization Commitment on Turnover Intention with Work Satisfaction as Intervening Variable in Indonesian Industries. *Systematic Reviews in Pharmacy*, 11(9).
 - 22.