

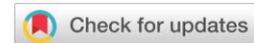
# The Influence of Work Environment and Employee Competency on Employee Performance Mediated by Motivation

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## ABSTRACT

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This research aimed to find out how the work environment and employee competence influence the performance of employees who work at the People's Credit Bank or BPR Batam City by using motivation variables as mediation. The research used a population of 5 BPRs, ranked 1 to 5, regarding the profit and loss of all BPRs in Batam City. From this population, 210 samples were taken. The sampling technique that will be used is proportionate stratified random sampling or samples taken randomly from a population that is not homogeneous and proportionally stratified, and the research data analysis method used is Partial Least Square (PLS) using SmartPLS software. The research results show that the work environment and employee competence influence the mediating variables, namely motivation, and motivation also positively influences employee performance. Then, the results further show that the work environment and employee competence do not significantly influence employee performance. The limitation experienced when conducting research is that the population taken is limited to BPR employees in Batam City, and other variables can still influence the research results.

## INTRODUCTION

Human resources in a company are an essential aspect to support the company's success because there are excellent and superior human resources to ensure the company's and organization's growth. Increasingly developing times also mean various technological advances; with that, companies must also move forward in improving human resources. Several factors can also cause employee performance at work, and good employee performance does not rule out the possibility that the company's performance will also improve. (Sentoso & Sang Putra, 2021) According to Supriaddin (2020), a work environment is adequate if employees can fulfill their work optimally, safely, healthily, and comfortably. A bad work environment will require more energy and time in the

company's efforts to utilize and manage human resources. Good company management is also needed because we have previously understood that humans are social creatures, and humans will have character in carrying out their obligations. Differences between humans, especially compared to the technology that exists today. Every human being has different thoughts and desires; the company, of course, hopes that employees can work well to achieve the company's vision and mission that has existed from the start. For this to be achieved, each employee must be skilled in carrying out their work and have high work motivation.

Work competency, work environment, and work motivation can support an increase in employee performance. A company's work environment is defined as where its employees or human resources carry out their obligations. According to (Rizki Suaiba et al., 2021), employees in carrying out their duties and work can be influenced by many factors, so there are 2 types of employees, namely those who are enthusiastic about carrying out their work and those who are less enthusiastic. Working conditions, for example, air temperature and office lighting, are things to pay attention to in supporting workers to improve their performance. According to (Jesi and Sentoso, 2023), Employee performance can be increased through a good work environment, and a good work environment can be improved by the presence of good leaders and management, good relations between employees, clear and smooth information within the company, and condition management. Good work, as well as regular wages or salaries.

In this pandemic, various sectors are affected, one of which is banking; in banking, there are several types, for example, commercial banks, sharia-operated banks, people's credit banks, etc. Rural Credit Bank is a bank that focuses on financing or distributing funds to people who need loans in the form of credit, which will be paid in monthly installments by customers. In managing BPR, of course, employees who work in the company, and to create good employee performance, various factors are needed that can improve employee performance, the work environment and motivation received and the competencies possessed by employees are also beneficial for BPR in carrying out its duties in improving its performance. To provide good services to people who need these funds. These loan funds are provided to customers for all-purpose personal needs and to business actors in large companies or MSMEs (Micro et al.). However, due to the COVID-19 pandemic, many companies have also been affected, causing a reduction in credit distribution to the public. Banking is known for its exemplary service, so it is also necessary to have good environmental conditions so employees can remain enthusiastic about carrying out their obligations.

Work motivation aims to obtain excellent and efficient work results for oneself and the organization or company. There is one type of motivation, intrinsic motivation, which is one way to increase or can be referred to as inner encouragement in carrying out a task and can also be said to be inner encouragement that motivates individuals to achieve

goals. The more this intrinsic motivation is implemented, the better the performance of the company's employees. An employee's abilities and skills are only crucial to a company if the individual tries to utilize his abilities correctly. So intrinsic motivation is considered necessary because if there is intrinsic motivation, it is hoped that workers can be enthusiastic and work hard to obtain high performance (Suaiba et al., 2021). It is not only necessary to have motivation within yourself; the company motivating workers is also no less important in supporting employee performance to be better.

Employee competency is defined as an ability that employees must have to carry out their obligations and duties optimally, effectively, efficiently, and productively and fulfill existing company requirements by the company's goals to be achieved (Herminingsih et al., 2021). Competence is nothing new in HR management; competence is equivalent to skills, education, or knowledge, as well as high education; there is also an opinion that competence is commensurate with layers, reliability, suitability, trustworthiness, and intelligence. However, until now, many companies still hire employees and place them in positions based on their competencies or abilities (Hartoko et al., 2021). Employee competency assessment is very important for the progress and development of the company; apart from being an assessment of success, it can also be used as input for improving employee competency in the future. Competency is essential because it is seen from its role and function in achieving organizational goals. (Aryani et al., 2021).

Based on the explanation and summary outlined above, the author aims to research the influence of the work environment and employee competence on employee performance with motivation variables as mediation.

## **LITERATURE REVIEW**

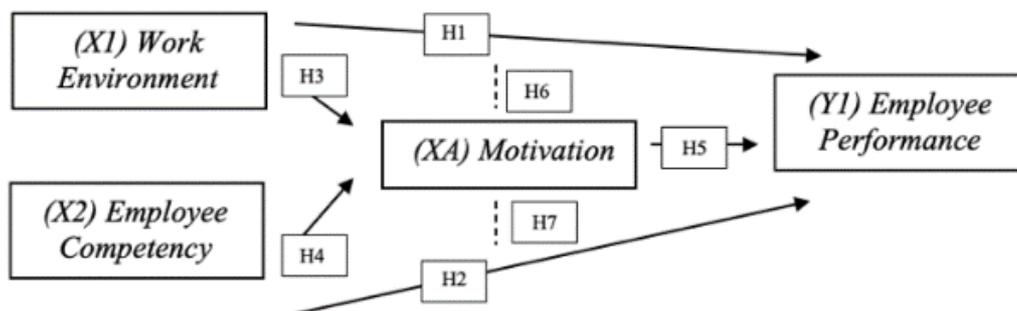
Employee performance is an assessment of the work results produced by employees in each company to fulfill their obligations and responsibilities. According to Jufrizen & Hadi (2021), performance is work carried out by individuals in a company by the obligations they each have to achieve the goals of an organization.

The work environment is a place where company employees carry out their duties and is a condition where employees live and work together continuously to produce impressive things in carrying out their respective duties and work. (Edward & Purba, 2020) Furthermore, competency is an employee's ability to perform their work optimally, effectively, and productively. It must meet existing requirements by the objectives of the company. (Merdeka & Herminingsih, 2021)

Motivation is an activity that can help someone complete their tasks with enthusiasm, without coercion, and with full responsibility for their work. (Fachrezi &

Khair, 2020) Motivation encourages employee enthusiasm so that they have the will to work more diligently to help the company achieve its goals well. It was also explained that motivation encourages employee behavior by paying attention to employees' goals and the intensity and perseverance in achieving company goals. (Andi Prayogi & Yani, 2021).

Based on several explanations that have been described above and which are the basis of the research, the author designed a research model that the author will use as a research guide, namely as follows:



**Figure 1.** Conceptual Framework

## METHOD

The research that will be carried out includes research that creates and develops previous research theories. Research is generally divided into 2 methods: quantitative and qualitative. A quantitative method is suitable for this research. This research has led to descriptive quantitative. According to (Suaiba et al., 2021), quantitative research focuses more on collecting data using variables and conclusions to measure a particular sample. This research leads to a causal relationship regarding the independent variables, namely work environment and employee competency, the dependent variable, namely employee performance, and the influence of the mediating variable, namely motivation, on the results.

## Population

Population is the reference or target we will use in research; it can be a group of people, organizations, or workers in a company. The population taken in the research were employees at BPR (People's Credit Bank) in Batam City. The author formulates the total employee population of the 5 BPRs with the highest profit and loss ratings in Batam City, namely as follows.

**Table 1.** Populasi and Sampel

No	Bank's Name	Number of Employees
1	PT BPR Dana Nusantara	168
2	PT BPR Sejahtera Batam	95
3	PT BPR Danamas Simpan Pinjam	45
4	PT BPR Dana Nagoya	79
5	PT BPR Dana Makmur	40
	Total Employees	427

Source: HRD (2023)

## Samples

The research sample is a small number of the population taken for research. The sample in this study are employees who work at BPR Batam City. The sampling technique that will be used is proportionate stratified random sampling, or samples taken randomly from a population that is not homogeneous and has proportional strata. Strata means a grouped population, such as age, gender, income level, etc.

Sampling will use Slovin's formula with a significance level of 0.05 (5%) with the following details:

$$n = \frac{N}{1 + Ne^2}$$

n = Sample size

N = Population size

e = error term

$$n = \frac{N}{1 + Ne^2} = \frac{427}{1 + (427)(0.05)^2} = 206,5$$

The results of the calculation above show that the number of samples used was 207 samples. However, to avoid data that cannot be used, the samples used in the research are 210 samples.

## RESULT AND DISCUSSION

### RESULT

The research used primary data from distributing questionnaires to respondents, namely BPR employees in Batam City, via Google Forms online. After the data is collected, it will proceed to the data processing stage. The data returned is the number of questionnaires distributed as many as 210 consisting of 24 questions with details of 4 variables and each variable, namely work environment 7 questions, employee competency 5 questions, motivation 6 questions, and employee performance 6 questions.

The population used as a sample for research were employees of 5 BPRs with the highest profit and loss in Batam City.

**Table 2.** Numbers of Respondent

Information	Numbers of Respondent
Distributed questionnaires	210
Returned questionnaire	210
Unusable questionnaire	0
Questionnaires that can be used in the analysis	210

Source: Research data (2023)

The respondent data collected was 210 respondents, with details of 76 male respondents at a percentage of 36.2 percent and 134 female respondents at a percentage of 63.8 percent. The conclusion can be drawn that more respondents are female.

**Table 3.** Respondent's Gender

Gender	Total	Percentages
Male	76	36,2%
Female	134	63,8%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on age can be seen to consist of a total of 210 respondents with details of respondents aged 18-24 years, as many as 100 people with a percentage of 47.6 percent, 25-29 years, as many as 76 people with a percentage of 36.2 percent, 30-35 years with a percentage of 27 people with a percentage of 12.9 percent, and finally 7 people >35 years old with a percentage of 3.3 percent. Most of the respondents who filled out the questionnaire were 18-24 years old.

**Table 4.** Respondent's Age

Age Category	Amount	Percentage
18-24 years	100	47,6%
25-29 Years	76	36,2%
30-35 Years	27	12,9%
> 35 Years	7	3,3%
<b>Totals</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Data on respondents based on their latest education consists of 64 respondents, or 30.5 percent, with a high school/K education, 11 respondents, or 5.2 percent with a diploma. Finally, 132 respondents, or 62.9 percent, have a bachelor's degree, and 3 chose another last education, 1.4 percent. It can be concluded that more respondents with a Bachelor's degree completed the questionnaire.

**Table 5.** Respondent's Education

<b>Education Category</b>	<b>Amount</b>	<b>Persentase</b>
Senior High School	64	30,5%
Diploma	11	5,2%
Bachelor	132	62,9%
Others	3	1,4%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on monthly income consists of 7 respondents, or 3,3 percent, earning < 4.500.000; 146 respondents, or 69,5 percent, earning 4.500.000 - < 5.500.000; 40 respondents, or 19 percent, earning 5.500.000 - < 6.500.000, 17 respondents, or 8,1 percent, earned > 6.500.000. So, more respondents have a monthly income of 4.500.000 - < 5.500.000.

**Table 6.** Respondent's Monthly Income

<b>Income Category</b>	<b>Amount</b>	<b>Persentase</b>
< 4.500.000	7	3,3%
4.500.000 - < 5.500.000	146	69,5%
5.500.000 - < 6.500.000	40	19%
> 6.500.000	17	8,1%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on length of work consists of 7 respondents, or 3,3 percent, working for < 1 year; 35 respondents, or 34,3 percent, working for 1-2 years; 46 respondents, or 45,1 percent, working for 3-4 years; 12 respondents or 11,8 percent worked for 5-6 years, and 5 respondents or 4,9 percent worked for > 6 years. More respondents who had worked for 3-4 years filled out the questionnaire.

**Table 7.** Respondent's Length of Work

<b>Length of Work Category</b>	<b>Amount</b>	<b>Persentase</b>
< 1 year	4	3,9%
1-2 year	35	34,3%
3-4 year	46	45,1%
5-6 year	12	11,8%
> 6 year	5	4,9%
<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on gender consisted of 34 male respondents with 67 percent and 68 female respondents with a percentage of 33 percent. The conclusion can be drawn that more respondents are female.

**Table 8.** Respondent's Gender

<b>Gender</b>	<b>Amount</b>	<b>Percentage</b>
Male	34	67%
Female	68	33%
<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on age can be seen to consist of 102 respondents with details of respondents aged 18-24 years as many as 53 people with a percentage of 52 percent, 25-29 years, as many as 39 people with a percentage of 38 percent, 30-35 years old with a percentage of 9 people with a percentage of 9 percent, and the last person >35 years old was 1 person with a percentage of 1 percent. Most of the respondents who filled out the questionnaire were 18-24 years old.

**Table 9.** Respondent's Age

<b>Age Category</b>	<b>Amount</b>	<b>Percentage</b>
18-24 years	53	52%
25-29 years	39	38%
30-35 years	9	9%
> 35 years	1	1%
<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on their latest education consists of 35 respondents, or 34 percent with a high school education, 4 respondents, 4% with a diploma, and 63 respondents, or 62 percent with a Bachelor's degree. It can be concluded that more respondents with a Bachelor's degree completed the questionnaire.

**Table 10.** Respondent's Education

<b>Education Category</b>	<b>Amount</b>	<b>Percentage</b>
Senior High School	35	34%
Diploma	4	4%
Bachelor	63	62%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on monthly income consists of 2 respondents, or 2 percent, earning < 4.500.000; 74 respondents, or 72 percent, earning 4,500,000 - < 5.500.000; 18 respondents, or 18 percent, earning 5.500.000 - < 6.500.000, 8 respondents or 8 percent earn > 6.500.000. So it can be concluded that there are more respondents with a monthly income of 4.500.000 - < 5.500.000.

**Table 11.** Respondent's Monthly Income

Income Category	Amount	Percentage
< 4.500.000	2	2%
4.500.000 - < 5.500.000	74	72%
5.500.000 - < 6.500.000	18	18%
> 6.500.000	8	8%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

Respondent data based on length of work consists of 11 respondents, or 5.2 percent, working for < 1 year; 98 respondents, or 46.7 percent, working for 1-2 years; 72 respondents, or 34.3 percent, working for 3-4 years, 24 respondents, or 11.4 percent worked for 5-6 years, and 5 respondents or 2.4 percent worked for > 6 years. More respondents who had worked for 1-2 years filled out the questionnaire.

**Table 12.** Respondent's Length of Work

Length of Work Category	Amount	Percentage
< 1 year	11	5,2%
1-2 years	98	46,7%
3-4 years	72	34,3%
5-6 years	24	11,4%
> 6 years	5	2,4%
<b>Total</b>	<b>210</b>	<b>100%</b>

Source: Research data (2023)

## Instrument Test

### 1. Outer Loadings Test

Testing outer loadings uses SMARTPLS software with a reference value above 0,6 to declare the variables used valid. At the beginning of the test, several variables had results below 0,6, so they would be removed from the research, and a retest would be carried out only with valid variables. The following are the results of each variable for testing outer loadings:

**Table 13.** Outer Loadings Test Results

Variable	Sample Mean	Results
Work Environment 1	0,699	Valid
Work Environment 2	0,795	Valid
Work Environment 3	0,702	Valid
Work Environment 5	0,633	Valid
Work Environment 7	0,795	Valid
Employee Competency 1	0,731	Valid
Employee Competency 2	0,681	Valid
Employee Competency 3	0,711	Valid
Employee Competency 4	0,697	Valid
Employee Competency 5	0,745	Valid

Motivation 1	0,842	Valid
Motivation 2	0,770	Valid
Motivation 3	0,789	Valid
Motivation 5	0,805	Valid
Motivation 6	0,831	Valid
Employee Performance 1	0,734	Valid
Employee Performance 2	0,720	Valid
Employee Performance 3	0,686	Valid
Employee Performance 5	0,825	Valid
Employee Performance 6	0,631	Valid

Source: Research data (2023)

## 2. Validity Test

In AVE testing, the limit value for data to be usable or valid is above 0.5. The results of research tested using SMARTPLS show that the data used has an AVE value above 0.5 for each variable, and it can be said that the data used is valid. The following are the results of each variable:

**Table 14.** Hasil Uji AVE

Variable	AVE	Results
Work Environment	0,529	Valid
Employee Competency	0,509	Valid
Motivation	0,653	Valid
Employee Performance	0,844	Valid

Source: Research data (2023)

## 3. Reliability Test

In research, reliability testing is a way to determine the level of the variable data used. The result of a variable to be said to be reliable is a variable that has a value above 0.6. The results of the composite reliability test and Cronbach's Alpha test research are reliable if the results for each variable are above 0.7. From the test results on SMARTPLS, each variable has a value above 0.7; it can be concluded that the variables used in the research are all reliable. By using SMARTPLS to get results, each variable has a composite reliability value above 0.6. The following is a breakdown of the results for each variable:

**Table 15.** Composite Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Results
Work Environment	0,848	0,783	Reliable
Employee Competency	0,838	0,761	Reliable
Motivation	0,904	0,868	Reliable
Employee Performance	0,844	0,770	Reliable

Source: Research data (2023)

## Inner Model

In direct effect and indirect effect research testing to determine whether the variables have a direct or indirect influence (with mediation). Variables will be considered significant if the T-statistics value is more than 1.96 and the P-values are less than 0.05. (Suprpto & Surlanti, 2021):

**Table 16.** Direct Effect Test

Variable	T-Statistics	P-Values	Results
Work Environment > Employee Performance	1,378	0,169	H1 : Not significant
Employee Competency > Employee Performance	1,153	0,250	H2 : Not significant
Work Environment > Motivation	6,634	0,000	H3 : positive significant
Employee Competency > Motivation	2,854	0,004	H4 : positive significant
Motivation > Employee Performance	4,638	0,000	5 : positive significant

Source: Research data (2023)

**Table 17.** Indirect Effect Test

Variable	T-Statistics	P-Values	Results
Work Environment > Motivation > Employee Performance	2,349	0,019	H6 : positive significant
Employee Competency > Motivation > Employee Performance	3,861	0,000	H7 : positive significant

Source: Research data (2023)

## R Square Test

The R Square test results show the relationship between independent variables. The R Square value of the mediating variable, namely motivation, is 0,115 or 11,5% influenced by the independent variable. Then, the dependent variable, employee performance of 0,144 or 14,4%, is influenced by the independent variable.

**Table 18.** R Square Test

Variable	R Square	Results
Employee Performance	0,115	Weak
Motivation	0,144	Weak

Source: Research data (2023)

### Quality Index

The research results show that the GoF value obtained is 0.405, which is relatively strong.

$$\text{Communality} = \frac{0,529 + 0,509 + 0,653 + 0,844}{4} = 0,643$$

$$R^2 = \frac{0,115 + 0,144}{2} = 0,259$$

$$\sqrt{0,643} \times 0,259 = 0,405$$

**Table 19.** GoF Test

Communality	R Square	GoF	Result
0,634	0,259	0,405	Strong

Source: Research data (2023)

### DISCUSSION

Based on the analysis and results, hypothesis testing shows a significant positive influence on the relationship between the work environment variable and employee performance. Based on the results of the data that has been tested, the T-statistic has a value of 1.378, and the P-value is 0.169, which gives the conclusion that there is a significant influence between work environment variables and employee performance. This is relevant to previous research (Andi Prayogi & Yani, 2021). In the work environment, employees will spend their time carrying out activities that have positive and negative impacts on employees to obtain the expected results. A good work environment will positively impact employee performance and vice versa. (Sadewo et al., 2021).

The second test results significantly influence the relationship between employee competency variables and employee performance. Based on the results of the data that has been collected, the T-statistic test has a value of 1.153 and a P-value of 0.250, concluding that there is no significant influence between employee competency variables and employee performance. This is supported by previous research (Widiyanti & Hemana, 2022). This is also supported by (Dearnly & Hetharie, 2021), which states that competency factors influence individual performance; competency can influence work level. The work results obtained by employees with their ability to carry out and complete their work are based on the skills and knowledge that need to be mastered.

The results of the third test show a significant favorable influence on the relationship between work environment variables and motivation. Based on the results of the data that has been carried out, the T-statistic test has a value of 6.634, and the P-value is 0.000, which leads to the conclusion that there is a significant influence between the variables. Work environment on motivation. This is supported by previous research

(Parramatta & Astika, 2020) (Sadewo et al., 2021). According to (Fachrezi and Khair, 2020), human life is not far from the surrounding environment; this is the same as when doing their work; humans cannot be separated from where they work. Motivation is a form of encouragement to act in human behavior by considering the direction of achieving goals. A good work environment can increase employee work motivation.

The fourth test results show a significant favorable influence on the relationship between employee competency variables and motivation. Based on the results of the data that has been collected, the T-statistic test has a value of 2.854 and a P-value of 0.004, which gives the conclusion that there is a significant influence between the variables. Employee competency on motivation.

The fifth test results significantly influence the relationship between the motivation variable and employee performance. Based on the results of the data that has been collected, the T-statistic test has a value of 4.638, and the P-value is 0.000, which gives the conclusion that there is a significant influence between the variables. Motivation on employee performance. This is supported by previous research conducted by (Chien et al., 2020; Kuswati, 2020).

The next test gave the results that there was a significant favorable influence between the relationship between the work environment variables influenced by motivation and employee performance; based on the results of the data that had been tested, the T-statistic had a value of 1.378, and the P-values were 0.169, which gave the conclusion that there was a significant influence between work environment variables influenced by motivation on employee performance.

The last test gave the results that there was a significant favorable influence between the relationship between employee competency variables and motivation on employee performance; based on the results of the data that had been tested, the T-statistic had a value of 1.378 and P-values of 0.169 which gave the conclusion that there was no influence. The employee competency variable is significantly influenced by motivation on employee performance.

## CONCLUSION

The research aims to determine the influence of the independent variables, work environment, and employee competency on the dependent variable, employee performance, and then look at the influence of a motivation-mediating variable.

The test results that have been carried out show that among the work environment variables, employee competency has a significant favorable influence on the motivation variable. This shows that a good work environment and employee competencies will increase motivation in BPR employees. With a supportive work environment, each employee will feel motivated to carry out their obligations well. Furthermore, the

motivation variable also has a significant favorable influence on the employee performance variable. Therefore, this shows that the motivation received by BPR employees will improve their performance so that the work and tasks can be carried out optimally and achieve the targets set.

In testing between variables, it was also seen that the work environment variables did not significantly influence employee performance. A company's physical work environment will not necessarily influence employee performance if the employee still can carry out his work. Moreover, the results of the second test, namely employee competency, also do not significantly influence employee performance. Employee competency cannot fully reflect how an employee performs. The competency of an employee is only sometimes able to improve an employee's performance.

Testing was also carried out on each variable and then tested with the mediating variable. Moreover, the results show that the work environment variable mediated by motivation on employee performance has a significant favorable influence. Then, the employee competency variable mediated by motivation on employee performance also has a significant favorable influence.

In the research process, the limitations experienced were that the R Square value obtained was still relatively low or negligible so that many other factors could influence the dependent variable of employee performance apart from the independent variables of work environment and employee competency. The respondents used in the research were only employees. BPR is in Batam City, so its coverage is still relatively small, and the variables used in the current research are limited, so there are still many other variables or factors that can influence the research results.

Based on the conclusions and limitations detailed above, the following are several recommendations for further researchers to provide additional variables that can support the impact on the dependent variable so that new, unique research can emerge. The questionnaire respondents in this research are only limited to BPR employees in the city. Batam, it can be recommended to increase the scope of respondents outside the city or in commercial banks with broader coverage. The results of the work environment variable do not significantly influence employee performance; it is recommended that companies make the work environment more optimal for employees to support the performance provided by employees to the company.

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