

Determinants of Hospital Employee Performance through Work Motivation

Bonar Yudhistira, Kiki Farida Ferine, Yohny Anwar

Abstract

This study aims to analyze the influence of training, work discipline, and work environment on employee performance, with work motivation as an intervening variable at H. Adam Malik General Hospital in Medan. This research employs a quantitative method with an associative approach, involving 100 respondents selected through probability sampling using the Slovin formula, and analyzed using descriptive statistics and Partial Least Square (Smart-PLS). The results indicate that training, work discipline, and work environment have a positive and significant effect on work motivation; however, training does not affect performance through work motivation. The mediation test shows that work motivation mediates the influence of work discipline and work environment on employee performance, but does not mediate the influence of training on performance. These findings emphasize the importance of strengthening discipline and creating a conducive work environment as strategies to improve employee motivation and performance at RSUP H. Adam Malik.

Keywords: Training; Work Discipline; Work Environment; Employee Performance and Work Motivation.

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Introduction

Performance refers to the level of achievement in the implementation of programs, activities, or policies aimed at realizing an organization's targets, objectives, vision, and mission as articulated in its strategic planning. If employee performance is not managed effectively, it may have adverse consequences for the organization (Wenur, Sepang, & Dotulong, 2018). In the hospital context, organizational targets may not be achieved, or if achieved, the outcomes may not be optimal due to low employee performance (Situmorang, 2021). Organizations therefore seek to ensure that their employees perform their duties at a high level of performance (Yusuff, 2023). RS Adam Malik has articulated a vision of becoming a hospital with leading specialized services at the Asian level and achieving sustainable growth; consequently, the realization of this vision requires strong and consistent employee performance. Several factors influence performance outcomes, including training, work discipline, and a supportive work environment that motivates employees to achieve the expected level of performance (Sanaba, Andriyan, & Munzir, 2022).

Employee Performance

According to Nurjaya (2021), performance is defined as the level of achievement of results in the execution of specific tasks. Putri (2020) states that performance refers to the outcomes of an individual's or a group's job functions within an organization over a certain period of time, reflecting how well an individual or group fulfills job requirements in efforts to achieve organizational goals.

Employee Performance Indicators

Nurjaya (2021) explains that the indicators used to measure employee performance are as follows:

1. **Quantity of work output**, which refers to the amount of work completed and can be observed from employee performance within a certain period in completing tasks and responsibilities according to the specified time frame.
2. **Quality of work output**, which refers to measurement units related to the quality or standard of work results, expressed in numerical values or equivalent measures.
3. **Efficiency**, which refers to the ability to perform tasks by utilizing various resources wisely and in a cost-effective manner.
4. **Work discipline**, which refers to compliance with applicable laws and regulations.
5. **Initiative**, which refers to the ability to make decisions and take appropriate actions without being instructed, to identify what should be done in response to surrounding conditions, and to continue taking action even when circumstances become increasingly challenging.
6. **Accuracy**, which refers to the degree to which work measurement results align with established objectives, indicating whether the work has achieved its intended goals.
7. **Leadership**, which refers to the process of influencing or setting an example by leaders to their followers in order to achieve organizational objectives.
8. **Integrity (honesty)**, which refers to a human trait that is relatively difficult to consistently apply in practice.
9. **Creativity**, which refers to a mental process involving the generation and development of ideas.

Motivation

According to Robbins and Judge (2015), work motivation is a process that explains the intensity, direction, and persistence of an individual's efforts to achieve goals. Work motivation is considered a driving force that ignites enthusiasm in performing work; this motivation encourages individuals to collaborate, work efficiently, and actively engage in all efforts aimed at achieving satisfaction (Hasibuan, 2016).

Motivation Indicators

According to Robbins and Judge (2015), the indicators used to measure work motivation include:

1. **Rewards**,
2. **Social relationships**,
3. **Life necessities**,
4. **Achievement at work**.

Work Discipline

According to Agustini (2019), work discipline refers to an attitude of compliance with the rules and norms prevailing within an organization in order to strengthen employees' commitment to achieving organizational or corporate objectives. Hasibuan (2017) defines work discipline as an individual's awareness and willingness to comply with all company regulations and applicable social norms.

Work Discipline Indicators

Agustini (2019) states that there are various indicators that influence the level of employee discipline within an organization. Some key indicators of work discipline include:

1. **Attendance level**, which refers to the extent of employee presence in carrying out work activities, as indicated by a low rate of absenteeism.
2. **Work procedures**, which refer to the rules or guidelines that must be adhered to by all members of the organization.
3. **Obedience to superiors**, which refers to following directions provided by supervisors in order to achieve optimal results.
4. **Work awareness**, which refers to an individual's voluntary attitude toward performing job duties properly, not due to coercion.
5. **Responsibility**, which refers to an employee's willingness to be accountable for their work, the facilities and infrastructure used, and their work-related behavior.

Training

According to Kasmir (2019), training is a process aimed at developing and equipping employees by enhancing their skills, abilities, knowledge, and behavior; in other words, training shapes employee behavior in accordance with organizational expectations. Wibowo (2019) defines training as a series of individual activities designed to systematically improve skills and knowledge, enabling employees to achieve professional performance in their respective fields.

Training Indicators

To assess whether organizational training programs have been implemented effectively, Kasmir (2019) identifies the following indicators:

1. **Instructors**,

2. **Participants,**
3. **Training materials,**
4. **Training methods,**
5. **Training objectives**

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Work Environment

According to Mulyadi (2015), the work environment encompasses all factors that may influence the continuity, existence, and overall functioning of an organization, both internally and externally.

Work Environment Indicators

According to Mulyadi (2015), the indicators of the work environment include:

1. Facilities,
2. Cleanliness,
3. Lighting,
4. Relationships with coworkers,
5. Safety.

Research Methods

The type of research employed in this study is **causal associative research** using a **quantitative approach**. According to V. Wiratna Sujarweni (2018), quantitative research is a type of research that produces findings through the use of statistical techniques or other methods of quantification (measurement). Sugiyono (2018) defines quantitative research methods as research approaches grounded in positivist philosophy, used to examine specific populations or samples, where data are collected using research instruments and analyzed using quantitative or statistical techniques, with the aim of testing predetermined hypotheses.

Research Location and Time Frame

The research was conducted at **H. Adam Malik General Hospital (RSUP H. Adam Malik)**, located at Jl. Bunga Lau No. 17, Kemenangan Tani, Medan Tuntungan District, Medan City, North Sumatra 20136, Indonesia. The study was carried out over a period from **May to August 2025**.

Population and Sample

The population of this study consisted of medical personnel at **H. Adam Malik General Hospital (RSUP H. Adam Malik)**, totaling 100 individuals. The sampling technique employed in this research was **probability sampling**. Probability sampling is a sampling technique that uses a random approach, allowing researchers to select samples based on known probabilities.

Data Analysis Technique

This study employs quantitative data analysis using the **Moderated Regression Analysis (MRA)** model with the assistance of the **SmartPLS** application. The primary objective of Partial Least Squares (PLS) is to assist researchers in verifying theory and explaining the relationships among variables. In addition, PLS enables multiple analyses to be conducted simultaneously within a single data-testing procedure. According to Ghazali and Latan (2015), PLS-SEM analysis generally consists of two sub-models: the **outer model**, or measurement model, and the **inner model**, or structural model. The structural model represents the estimated values of latent or construct variables, while the measurement model explains how manifest or observable variables reflect latent variables that can be manipulated or examined in future research.

Research Instrument Testing

Structural model testing in PLS was conducted using the **SmartPLS** software. The stages involved in **Partial Least Squares (PLS)** analysis include the following:

Measurement Model (Outer Model)

The measurement model, also referred to as the **outer model**, links all indicator variables to their respective latent variables. The outer model, often called the **outer relation** or **measurement model**, defines how each block of indicators relates to its latent construct. The evaluation of the outer model can be assessed using several indicators, as follows:

1. Convergent Validity

Convergent validity is evaluated based on the correlation between item scores or components and construct scores. This can be observed through standardized factor loadings, which indicate the degree of correlation between each measurement item (indicator) and its construct. According to Chin, as cited by Ghazali (2015), outer loading values of 0.5–0.6 are considered acceptable, while individual reflective measures are regarded as having high validity when their correlation with the intended construct exceeds 0.7.

2. Discriminant Validity

Discriminant validity in reflective measurement models is assessed by examining cross-loadings between indicators and constructs. If the correlation between a construct and its indicators is higher than the correlation with other constructs, it indicates that the indicator block has stronger discriminant validity than other blocks. Another approach to evaluating

discriminant validity involves comparing the square root of the Average Variance Extracted (AVE) across constructs.

3. Composite Reliability

Composite reliability is a measure used to assess the reliability of a construct and can be observed through latent variable coefficients. Internal consistency and **Cronbach's alpha** are commonly used to evaluate composite reliability. A construct is considered to have high reliability if the composite reliability value exceeds 0.7.

4. Cronbach'sAlpha

Cronbach's alpha is a reliability test used to strengthen the results of composite reliability testing. A variable is considered reliable if its Cronbach's alpha value is greater than 0.7.

Structural Model (Inner Model)

The analysis of the inner model is conducted to ensure that the constructed structural model is robust and accurate. The evaluation of the inner model can be assessed using several indicators, as follows:

1. R-Square (R^2)

The R-square value for each endogenous latent variable indicates the predictive power of the structural model. The effect of specific exogenous latent variables on endogenous latent variables with substantive influence can be explained through changes in R-square values. According to Ghozali and Latan (2015, p. 78), the model can be categorized as strong, moderate, or weak with R-square values of 0.75, 0.50, and 0.25, respectively. Higher R^2 values indicate better predictive capability of the proposed research model.

2. Predictive Relevance (Q^2)

The evaluation of the PLS model can be performed using predictive relevance (Q^2), which reflects the synthesis of cross-validation and fitting functions through the prediction of observed variables and the estimation of construct parameters. This assessment can also be conducted by considering the magnitude of the R-square values. While R-square explains the explanatory power of the model, Q^2 determines how well the observed values are reconstructed by the model and its parameter estimates. A Q^2 value greater than zero indicates that the model has predictive relevance (Ghozali & Latan, 2015).

3. Quality Indexes

PLS path modeling can also identify global optimization criteria to evaluate the overall model fit. These criteria are used to assess the overall quality of the measurement model and to provide a parsimonious measure of the model's predictive performance. According to Ghozali and Latan (2015), the Goodness of Fit (GoF) values are categorized as 0.10 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF).

Hypothesis Testing

According to Haryono (2017), in conducting research, researchers are often confronted with situations in which the sample size is relatively large, while the theoretical foundation regarding the relationships among the hypothesized variables remains weak. This condition may also occur when the hypothesized variables are highly complex. To address this issue, **Partial Least Squares (PLS)** can be employed. This study uses an **interaction test** to examine the previously proposed hypotheses. The hypotheses outlined earlier are tested through interaction analysis in this research. The **WarpPLS** software is utilized to analyze the relationships among variables in this study.

According to Ghozali and Latan (2015, p. 7), two sub-models are employed in PLS analysis. The **measurement model**, also known as the outer model, is used to test validity and reliability, while the **structural model**, also known as the inner model, is used to test causality or hypotheses within a predictive model. In the subsequent stage, hypothesis testing is conducted after the model has been evaluated both simultaneously and partially. According to Ghozali and Latan (2015), hypothesis testing is performed by comparing the **t-statistic value** with the **t-table value of 1.96** at a **significance level of p = 0.05**. The conclusion drawn is that the endogenous variable has a significant effect on the exogenous variable if the t-statistic value exceeds the t-table value.

Results And Discussion

The measurement model test (outer model), also referred to as the **outer relation** or **measurement model**, illustrates how each block of indicators relates to its respective latent variables (Ghozali, Imam, & Kusumadewi, 2023). In this study, the evaluation of the outer model was conducted using **convergent validity**, **discriminant validity**, and **composite reliability**. The results of the measurement model (outer model) assessment through **convergent validity testing** can be described as follows:

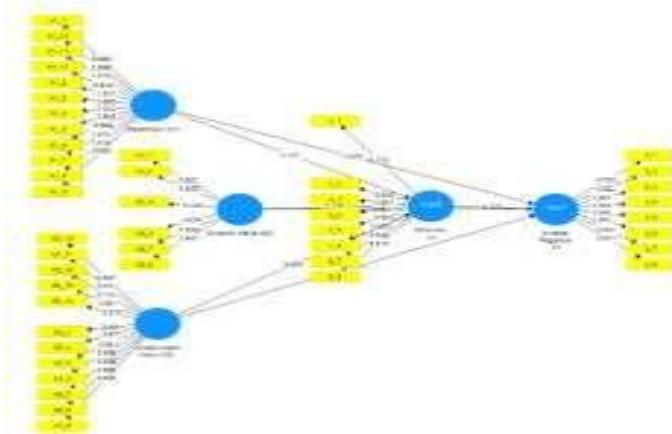


Figure 1. Outer Model

Discriminant validity in this study was evaluated based on the **Average Variance Extracted (AVE)** value, with a criterion of **greater than 0.50**. The results of the discriminant validity test are presented in the table below.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Training(X1)	0,973	0,974	0,976	0,774
Work Dicipline (X2)	0,910	0,933	0,928	0,684
Work Environtment (X3)	0,969	0,971	0,973	0,748
Employee Performance (Y)	0,962	0,965	0,968	0,794

Work Motivation (Z)	0,964	0,966	0,970	0,804
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Source: Smart PLS 3.3.3

The **t-statistics significance test** was conducted to examine the partial effects of exogenous variables on endogenous variables. The t-statistic test was performed using a **5% significance level** by comparing the calculated **t-statistic values** with the **t-table values** (Ghozali, Imam, & Kusumadewi, 2023). The t-table value was obtained based on the degrees of freedom (df) formula, namely $df = n - k = 100 - 5 = 95$, resulting in a t-table value of **1.98525**. The results of the t-statistics significance test can be explained as follows:

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Training (X1) \rightarrow Motivation (Z)	0,347	0,343	0,104	3,318	0,001
Discipline (X2) \rightarrow Motivation (Z)	0,153	0,153	0,052	2,965	0,004
Environment (X3) \rightarrow Motivation (Z)	0,497	0,500	0,093	5,316	0,000
Training (X1) \rightarrow Performance (Y)	0,678	0,689	0,115	5,886	0,000
Discipline (X2) \rightarrow Performance (Y)	0,167	0,169	0,060	2,782	0,006
Environment (X3) \rightarrow Performance (Y)	0,379	0,362	0,128	2,947	0,004
Motivation (Z) \rightarrow Performance (Y)	-0,222	-0,221	0,092	2,409	0,018
Training (X1) \rightarrow Motivation (Z) \rightarrow Performance (Y)	-0,077	-0,078	0,042	1,847	0,068
Discipline (X2) \rightarrow Motivation (Z) \rightarrow Performance (Y)	-0,034	-0,032	0,015	2,271	0,025
Environment (X3) \rightarrow Motivation (Z) \rightarrow Performance (Y)	-0,110	-0,111	0,053	2,070	0,041

Source: Smart PLS 3.3.3

The results of the **t-statistics significance test** presented in the table above can be explained as follows:

1. The Job Training (X1) variable on Work Motivation (Z) shows a t-statistic value of 3.318, which is greater than the t-table value of 1.98525 (t-statistic 3.318 > t-table 1.98525), with a p-value of 0.001, which is less than 0.05 (0.001 < 0.05). This indicates that Job Training (X1) has a positive and significant effect on Work Motivation (Z).

2. The Work Discipline (X2) variable on Work Motivation (Z) shows a t-statistic value of 2.965, which is greater than the t-table value of 1.98525 (t-statistic $2.965 > t\text{-table } 1.98525$), with a p-value of 0.004, which is less than 0.05 ($0.004 < 0.05$). This indicates that Work Discipline (X2) has a positive and significant effect on Work Motivation (Z).
3. The Work Environment (X3) variable on Work Motivation (Z) shows a t-statistic value of 5.316, which is greater than the t-table value of 1.98525 (t-statistic $5.316 > t\text{-table } 1.98525$), with a p-value of 0.000, which is less than 0.05 ($0.000 < 0.05$). This indicates that Work Environment (X3) has a positive and significant effect on Work Motivation (Z).
4. The Job Training (X1) variable on Employee Performance (Y) shows a t-statistic value of 5.886, which is greater than the t-table value of 1.98525 (t-statistic $5.886 > t\text{-table } 1.98525$), with a p-value of 0.000, which is less than 0.05 ($0.000 < 0.05$). This indicates that Job Training (X1) has a positive and significant effect on Employee Performance (Y).
5. The Work Discipline (X2) variable on Employee Performance (Y) shows a t-statistic value of 2.782, which is greater than the t-table value of 1.98525 (t-statistic $2.782 > t\text{-table } 1.98525$), with a p-value of 0.006, which is less than 0.05 ($0.006 < 0.05$). This indicates that Work Discipline (X2) has a positive and significant effect on Employee Performance (Y).
6. The Work Environment (X3) variable on Employee Performance (Y) shows a t-statistic value of 2.947, which is greater than the t-table value of 1.98525 (t-statistic $2.947 > t\text{-table } 1.98525$), with a p-value of 0.004, which is less than 0.05 ($0.004 < 0.05$). This indicates that Work Environment (X3) has a positive and significant effect on Employee Performance (Y).
7. The Work Motivation (Z) variable on Employee Performance (Y) shows a t-statistic value of 2.409, which is greater than the t-table value of 1.98525 (t-statistic $2.409 > t\text{-table } 1.98525$), with a p-value of 0.018, which is less than 0.05 ($0.018 < 0.05$). This indicates that Work Motivation (Z) has a positive and significant effect on Employee Performance (Y).
8. The effect of Job Training (X1) on Employee Performance (Y) through Work Motivation (Z) shows a t-statistic value of 1.847, which is lower than the t-table value of 1.98525 (t-statistic $1.847 < t\text{-table } 1.98525$), with a p-value of 0.068, which is greater than 0.05 ($0.068 > 0.05$). This indicates that Job Training (X1) does not have a significant indirect effect on Employee Performance (Y) through Work Motivation (Z).
9. The effect of Work Discipline (X2) on Employee Performance (Y) through Work Motivation (Z) shows a t-statistic value of 2.271, which is greater than the t-table value of 1.98525 (t-statistic $2.271 > t\text{-table } 1.98525$), with a p-value of 0.025, which is less than 0.05 ($0.025 < 0.05$). This indicates that Work Discipline (X2) has a positive and significant indirect effect on Employee Performance (Y) through Work Motivation (Z).
10. The effect of Work Environment (X3) on Employee Performance (Y) through Work Motivation (Z) shows a t-statistic value of 2.070, which is greater than the t-table value of 1.98525 (t-statistic $2.070 > t\text{-table } 1.98525$), with a p-value of 0.041, which

is less than 0.05 (0.041 < 0.05). This indicates that Work Environment (X3) has a positive and significant indirect effect on Employee Performance (Y) through Work Motivation (Z).

The **R-square test** aims to measure the extent to which variations in independent variables explain changes in the dependent variables. The R-square value is interpreted based on specific criteria: an R-square value of **0.02** indicates a small effect, **0.15** indicates a moderate effect, and values **greater than 0.35** indicate a large effect at the structural level (Hair et al., 2022). The results of the R-square test in this study are presented in the table below:

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.937	0.934
Work Motivation (Z)	0.906	0.903

The R-square test results for **Employee Performance (Y)** show an R-square value of **0.937**, which falls into the **large effect** category ($0.937 > 0.35$). This finding indicates that **Job Training (X1), Work Discipline (X2), Work Environment (X3), and Work Motivation (Z)** jointly exert a substantial influence in predicting **Employee Performance (Y)**, explaining **93.7%** of the variance ($0.937 \times 100\%$).

Meanwhile, for **Work Motivation (Z)**, the R-square value obtained is **0.906**, which also falls into the **large effect** category ($0.906 > 0.35$). This result indicates that **Job Training (X1), Work Discipline (X2), and Work Environment (X3)** have a strong predictive influence on **Work Motivation (Z)**, accounting for **90.6%** of the variance ($0.906 \times 100\%$).

Conclusion

Based on the results of the study, the following conclusions can be drawn:

1. Job Training has a positive and significant effect on Work Motivation at H. Adam Malik General Hospital, Medan.
2. Work Discipline has a positive and significant effect on Work Motivation at H. Adam Malik General Hospital, Medan.
3. Work Environment has a positive and significant effect on Work Motivation at H. Adam Malik General Hospital, Medan.
4. Job Training has a positive and significant effect on Employee Performance at H. Adam Malik General Hospital, Medan.
5. Work Discipline has a positive and significant effect on Employee Performance at H. Adam Malik General Hospital, Medan.
6. Work Environment has a positive and significant effect on Employee Performance at H. Adam Malik General Hospital, Medan.
7. Work Motivation has a positive and significant effect on Employee Performance at H. Adam Malik General Hospital, Medan.
8. Job Training does not have a significant effect on Employee Performance through Work Motivation at H. Adam Malik General Hospital, Medan.
9. Work Discipline has a positive and significant effect on Employee Performance through Work Motivation at H. Adam Malik General Hospital, Medan.
10. Work Environment has a positive and significant effect on Employee Performance through Work Motivation at H. Adam Malik General Hospital, Medan.

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