



A Systematic Literature Review: The Influence of Work Environment and Work Motivation on Employee Performance

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ABSTRACT

Work environment and job motivation are two important factors that have a significant effect on employee performance. This study aims to investigate the effect of work environment and job motivation on employee performance. This study found that the interaction between work environment and job motivation has a significant moderating effect on employee performance. Specifically, it was found that employees who experienced a positive work environment and were motivated by intrinsic factors performed better than those who did not. The implications of these findings suggest that organizations should prioritize creating a positive work environment and enhancing job motivation to improve employee performance. This research contributes to the pool of knowledge by providing insight into the complex relationship between work environment, job motivation and employee performance.

Keywords: Work Environment, Job Motivation, Employee Performance

1. Introduction

In today's competitive business landscape, employee performance is an important factor in determining the success or failure of an organization. Employee performance is influenced by various factors, including work environment and work motivation. A positive work environment and high work motivation can lead to increased job satisfaction, increased productivity, and improved overall performance. On the other hand, a negative work environment and low work motivation can result in decreased work morale, reduced job satisfaction and poor performance (Sudja'i & Mardikaningsih, 2021). Research shows that the work environment plays an important role in shaping employee behavior, attitudes and performance. A well-designed work environment can foster a sense of community, encourage collaboration, and provide the resources and support employees need to do their jobs effectively. Conversely, a bad work environment can cause stress, burnout, and decreased job satisfaction.

Work motivation is another important factor that influences employee performance. Motivation is the driving force that drives employees to achieve their goals and strive for excellence. When employees are motivated, they tend to be productive, creative, and committed to their work. Conversely, a lack of motivation can lead to decreased job satisfaction, decreased productivity, and poor performance. Employee performance is a person or group of people in an organization in accordance with authority and responsibility by achieving work results in accordance with the quality and quantity within the company. Performance has real behavior that is displayed by each person as a work achievement produced by employees in accordance with their position in the company, there are 6 dimensions in determining performance 1) ability for work, this is related

to a person's ability to carry out the tasks assigned or responsibilities 2) quantity of speed of completing work, namely the amount of work that can be completed in accordance with the specified time or in accordance with the targets set by each employee 3) thoroughness, this relates to accuracy, neatness, correctness and skill in work so that the work results are convincingly in accordance with the task given 4) loyalty, which is related to the employee's willingness to prioritize completing tasks that have been assigned for the benefit of the company, including in sufficient time. 5) initiative, which is related to ability and desire to improve work results for the benefit of the company, which can be proven whether there is initiative from employees in improving work results. 6) cooperation, namely the ability to establish good relationships with other work units or with other parties outside the company in carrying out tasks, being willing to give opinions and being willing to accept other people's opinions.

This research aims to determine the influence of the work environment and work motivation on employee performance in a particular organization. Specifically, this research seeks to answer the following research questions: (1) How do the work environment and work motivation influence employee performance? (2) Are there significant differences in employee performance between employees who work in positive and negative work environments? (3) Is there a significant difference in employee performance between employees with high motivation and those with low motivation? By exploring the relationship between work environment, work motivation, and employee performance, this research aims to contribute to existing knowledge about human resource management and provide practical insights for organizations seeking to improve the performance and overall well-being of their employees.

2. Literature Review

2.1. Work environment

The work environment is one of the places where employees most often carry out their daily activities. A safe and conducive work environment provides a sense of comfort and allows employees to work optimally. A pleasant work environment will provide enthusiasm for work so that it can influence improving employee performance. A pleasant work environment can also influence employees' emotional attitudes. This has the potential to increase employee productivity and overall work performance. Components of the work environment include interactions between subordinates and superiors as well as the physical conditions of the workplace. Sihombing (2004) explains that the work environment includes factors outside of humans, including physical aspects such as work equipment, temperature, work space layout, noise level and space, as well as non-physical aspects such as the relationship between superiors and subordinates. employee.

2.2. Work Environment Indicators

Nitisemito (2000) describes the indicators of work environment variables as:

a. Relationships between coworkers

The relationship between colleagues is communication between colleagues that is harmonious and there is no conflict between colleagues. Harmonious and family communication is one of the factors that can influence employee performance.

b. Work environment

The workplace atmosphere is the situation that exists around employees who work and can influence the work itself.

c. Availability of work facilities

The availability of complete work facilities is one of the supports for work activities. Which means that the available equipment is sufficient to be used to run the work smoothly.

2.3. Work Motivation

Work Motivation can encourage and motivate people to work as hard as possible, it is necessary to ensure that there is communication and participation from all parties involved. Motivation is the driving force used by members of an organization to prepare and actively mobilize their abilities, such as expertise, skills, energy

and time, to carry out various activities for which they are responsible and to fulfill their obligations. Achieve established organizational goals and objectives.

According to Hasibuan (2013), work motivation is a question about how to channel strength and potential into work in order to achieve certain goals. Basically, people work because they want to fulfill their living needs. According to Zainal et al (2014), work motivation is an attitude or value that influences a person to achieve a certain thing in accordance with his goals. Robbins (2008) defines work motivation as the desire to achieve as a willingness to expend high levels of effort towards organizational goals, which is conditioned by the ability of that effort to meet individual needs.

From this definition we can conclude that motivation is how we direct our efforts and potential to achieve a certain goal. Basically, people work because they want to fulfill their living needs. Because the drivers of desire vary from person to person, human behavior in the workplace tends to vary. Employee work motivation is influenced by physical needs, security needs, social needs, self-esteem needs and self-actualization needs.

2.4. Work Motivation Indicators

According to Hasibuan (2013), the types of motivation are positive motivation and negative motivation. Meanwhile, according to Priansa & Suwatno (2011), sources of motivation are divided into two categories, namely intrinsic motivation and extrinsic motivation. According to Gouzali (2000), motivation as a person's internal psychological process is influenced by several factors. These factors can be divided into internal factors that exist within the employee himself and external factors that originate from outside the employee. According to Arianty et al. (2017), the factors that influence work motivation are individual characteristics, job characteristics, and characteristics of work situations.

According to Uno (2012) indicators of work motivation are:

- a. There is a desire and desire to carry out activities,
- b. There is encouragement and need to carry out activities,
- c. There are hopes and aspirations,
- d. Appreciation and self-respect,
- e. There is an interesting environment and activities.

Meanwhile, according to Mangkunegara (2014), indicators of work motivation are hard work, future orientation, high aspirations, task/goal orientation, efforts to progress, perseverance, chosen colleagues and use of time.

2.5. Employee performance

Performance refers to the work results of an employee who achieves predetermined standards within a certain period of time (Sungkono & Tuhagana, 2020). Performance is the result of employee work processes to achieve company goals both in terms of quality and quantity. Adhari (2021) states that employee performance is the result achieved by certain work functions or certain work activities over a certain period of time and is an indication of the quality and quantity of work carried out.

2.6. Employee Performance Indicators

According to Irham Fahmi (in (Juniarti & Setia, 2021)), employee performance evaluation can be measured through dimensions and performance indicators which include:

- a. Work quantity, indicators of work quantity, namely; Fast and capable.
- b. Work quality, indicators of work quality include; Neat, thorough, and results in work.
- c. Cooperation, indicators of cooperation are; Good cooperation and unity.
- d. Responsibility, indicators of work responsibility, namely; Collaboration results and decision-making processes.
- e. Initiative, indicators of initiative are; Adopt positive thinking, generate creativity, and achieve achievement.

3. Methodology

The method used in this research is Systematic Literature Review (SLR). Systematic Literature Review (SLR) is secondary research that maps, identifies, critically assesses, synthesizes, and collects primary research results on certain research topics (Dresch et al., 2015). SLR is defined as the process of identifying, evaluating, and interpreting all existing research with the aim of providing answers to certain research questions (Kitchenham and Charters in (Wahono, 2015)). The application of SLR is to identify, evaluate, and interpret all relevant literature available in the context of a research problem or research area (Kitchenham et al. Fauzi et al., 2018). The most common reason to perform an SLR is to summarize existing knowledge about the subject first. Second, to identify current research gaps and provide suggestions for future research. and third, providing a context for positioning new research activities (Kitchenham et al., 2010). Systematic literature review covering three stages namely planning, conducting, and reporting (Wahono, 2015).

The first stage, Planning or planning begins by compiling a review question (RQ) and developing a structured protocol according to the research topic. Second stage, Conducting or implementation, namely by identifying relevant literature, abstract screening, and data extraction. The final stage, Reporting or reporting, namely concluding research results (Wahono, 2015).

3.1. Planning/Planning

This stage begins with composing questions (Research Question) as a reference for searching, selecting and analyzing literature data on research questions. Research Question created based on the needs of the selected topic. The following Research Question in this research:

Table 1. Research Question

Question	
RQ 1	Does the work environment affect employee performance?
RQ 2	Does work motivation influence employee performance?

3.2. Conducting

At this stage there are several steps. The first step is to identify literature with the aim of obtaining relevant sources to answer the question Research Question (RQ1 and RQ2). The sources used in this research are national and international journals that focus on the work environment and work motivation regarding employee performance. Journal searches are carried out using the search engine (Google Chrome) at the site address <https://scholar.google.com/> and <https://www.emerald.com/insight/>. The second step is the inclusion and exclusion criteria or Inclusion and Exclusion Criteria. At this stage it is determined whether the data found is suitable for use in SLR research. These criteria are available on the website <https://scholar.google.com/> and <https://www.emerald.com/insight/> for the last five years of publication, namely 2019 to 2024 is configured. Only used in relation to the work environment, employee work motivation and performance (Hanafi & Zulkifli, 2018). The third step is quality assessment or Quality Assessment. In the SLR study, the data found will be evaluated using the following quality assessment criteria:

Table 2. Quality Assessment

Quality Assessment Criteria	Meet the criteria	
	Of	No
QA 1	Is the journal published in 2019-2024?	
QA 2	Does the journal relate to the work environment, work motivation and employee performance?	
QA 3	Can the journal be accessed via the site? https://scholar.google.com/ ?	

The last step of the level conducting namely carrying out data synthesis with the aim of analyzing and evaluating various research results from various literature. The data synthesis carried out in this research is in narrative form.

Table 3. Data Search Results

Database Source	Intervention	Search Detected
Google Scholar	- Search based on the keyword "Work Environment"; "Work motivation"; "Employee performance".	15.700
	- Selected articles.	20
	- Relevant articles.	15
Emerald	- Search string "Work Environment"; "Job Motivation"; "Employee Performance".	556
	- Selected articles.	5
	- Relevant articles.	3

The search terms/keywords used in this survey are "Work Environment"; "Work motivation"; and "Employee Performance", which ultimately found 18 relevant articles. The search string above was used to search all parts of the article including title, abstract, keywords, and main section in the Google Scholar and Emerald electronic databases. The search process will begin in May 2024. The next step is to determine the article category and target articles with exceptions or exclusion criteria. This is a mapping research activity that excludes irrelevant papers and includes relevant papers (Petersen et al., 2015). This study developed exclusion and inclusion criteria to facilitate assignments

Table 4. Inclusion and Exclusion Criteria

Inclusion	Exclusion
1. Research that focuses on the work environment, work motivation and employee performance.	1. Journals that do not discuss the work environment, work motivation and employee performance.
2. Indonesian and English.	2. Languages other than Indonesian and English.
3. Only journals and conference papers.	3. Dissertations, theses, book chapters, product descriptions, presentations, work reports and other obscure literature.
4. Journals that have been published/have a DOI (Digital Object Identifier)	4. Articles that have not been peer reviewed

3.3. Reporting

Level reporting is the final stage in the research systematic literature review. This stage includes writing the results systematic literature review in written form according to the format that has been determined.

4. Results and Discussion

4.1. The Influence of the Work Environment on Employee Performance

Musriha (2011), that the work environment has a positive impact on employee performance. A comfortable work environment causes employee concentration levels in work to increase, and these conditions cause employee work productivity levels to increase.

The influence of a good work environment on employee performance can include factors such as social support from coworkers and management, adequate facilities, a positive work culture, effective communication, and opportunities for clear career development. All of this can increase employee motivation and engagement, as well as reduce stress, ultimately increasing their productivity and performance.

4.2. The Impact of the Work Environment on Employee Performance

A good work environment can have a significant positive impact on employee performance. Here are some of the impacts in detail:

- a. **High Motivation:** A supportive and positive work environment can increase employee motivation to work better and achieve company goals.
- b. **Employee Engagement:** When employees feel cared for and appreciated in the work environment, they tend to be more engaged in their work, improving work quality and productivity.
- c. **Mental Well-Being:** A work environment that prioritizes employee mental well-being, such as work-life balance and flextime policies, can reduce stress levels and improve focus and performance.
- d. **Collaboration and Teamwork Effective:** A work culture that supports collaboration and teamwork Effective ones enable employees to support each other and share knowledge, thereby increasing efficiency and innovation.
- e. **Career Development:** A work environment that provides opportunities for clear career development and continuous learning can increase employee motivation to improve their skills and achieve career advancement.
- f. **Physical Health:** Safe and health-promoting facilities, such as comfortable work spaces, access to drinking water, and exercise facilities, can improve employees' physical health, which in turn can improve their performance.
- g. **Job Satisfaction:** A pleasant and positive work environment can increase employee job satisfaction levels, which is an important factor in retaining talent and reducing employee turnover rates.

By paying attention to these factors, companies can create a work environment that supports and motivates employees, thereby improving overall organizational performance and success.

4.3. The Influence of Work Motivation on Employee Performance

Motivation and performance have been widely studied by previous researchers, one of whom is S. P. Robbins et al. (2009), that; (1) motivation is an urgent factor in a company that is useful as a tool in achieving the goals and objectives you want to obtain; (2) Motivation has two main goals, namely to meet personal needs and company goals; and (3) motivation will be effective if given to someone who has the confidence to continue to develop and become better in a company. When leaders are able to provide this motivation by way of appreciation and praise for all the work done (Loo-Zambrano et al., 2022). The higher these job expectations can be fulfilled, the higher the level of employee job satisfaction. An employee's job satisfaction cannot be separated from the work motivation that is the employee's hope (Sharma & Aparicio, 2022). An accurate description of this relationship is that work motivation contributes to high job satisfaction. Job satisfaction will be high if compensation is met.

From the explanation above, it can be concluded that employee motivation and performance are two interrelated things. Where the more motivation an employee has, whether it is motivation to work, earn money and/or support their family, the better the employee's performance at work. So you could say that motivation and performance have a directly proportional relationship (Widodo & Yandi, 2022). The results of this research are in line with previous research conducted by (Harahap & Tirtayasa, 2020; Sonmez Cakir & Adiguzel, 2022).

4.4. The Impact of Work Motivation on Employee Performance

Motivation is also an important factor in improving employee performance. Employee performance will increase if there is encouragement or motivation, and vice versa, if employees do not have encouragement from the company with motivation it will result in poor performance which will have an impact on the company. The existence of work motivation can be seen more easily in achieving good performance obtained by the company. Motivated employees not only increase their performance, but also increase their commitment to their work. On the other hand, if the encouragement or motivation from employees is high, it will lead to high work morale and employees will carry out work according to targets or even exceed company targets. As such, this will have an impact on improving employee performance.

Table 5. Previous Research

Author and Year	Research Title	Research methods	Research result
Basriani (2023)	The Influence of Work Research and Work Motivation on the Performance of Riau Province Transportation Service Employees	Quantitative descriptive method	The results of this study concluded that training work and work motivation have a significant effect on employee performance at the Riau Province Transportation Service with an R2 value of 0.672. This means that the contribution of the influence of training and work motivation variables to employee performance variables is 67.2%, while the remaining 32.8% is influenced by other variables not included in this research.
Putri Sakina Al Haerani, Aji Tuhagana, Zenita Apriani (2024)	Analysis of Communication Strategy and Work Environment in Improving the Performance of Cipta Graphic Employees	Qualitative descriptive approach method	The results of research on communication consisting of <i>downward communication, upward communication, horizontal communication</i> and <i>interline communication</i> Cipta Graphic is well established and efficient as well as the work environment is good and comfortable. Good communication and a comfortable work environment can improve employee performance. And communication and a good and comfortable work environment must continue to be maintained so that employee performance at Cipta Graphics increases.
Sudiman (2020)	Influence of Work Environment, Work Motivation, and Work Discipline On the Performance of Bantul Regency	Descriptive analysis method and quantitative statistical analysis	The partial analysis results show that the significance of the influence of the work environment is 0.001, work motivation is 0.002 and work discipline is 0.000 on employee performance. Meanwhile,

Author and Year	Research Title	Research methods	Research result
	Tourism Office Employees		simultaneously the significance of the influence of work environment variables, work motivation and work discipline is 0.000 on employee performance.
Asri Winanti Madyoningrum, Rahmawati Azizah (2022)	The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance	Quantitative method	The research results show that work motivation does not have a positive effect on employee performance. Meanwhile, the work environment and work discipline have a positive effect on employee performance. Likewise, if tested simultaneously, the research results show that work motivation, work environment and work discipline together have an influence on employee performance.
Prastyo & Santoso (2022)	The Influence of the Work Environment and Work Motivation on the Performance of Burger King East Surabaya Crew Employees	Quantitative method	The study results reveal that the work environment is partially there is no significant effect and work motivation has a significant positive influence on employee performance.
Barizi et al (2022)	The Influence of the Work Environment and Work Motivation on the Performance of Kusuma Agrowisata Employees (Case Study of Kusuma Agrowisata Batu Employees, Batu Regency)	Quantitative Methods	Research results based on the partial test of the work environment have a significant effect on the performance of Kusuma Agrowisata Batu employees. This can be proven by a significance value of $0.002 < 0.05$ and a calculated t value of $3.245 > t$ table 1.989. And the work environment and work motivation variables on employee performance simultaneously received a significant value of 0.000. This value is $< sig$ 0.05. Apart from that, the calculated F value is 146.910 while the F table value is found to be 3.11 which comes from $(k: n-k) (2: 85-2) = (2:83)$ so the calculated F value is $218.890 > F$ table 3.11, that in the research These work environment and work motivation variables have a positive and significant influence on employee performance.
Susanti et al (2021)	The Influence of Work Environment and	Quantitative	The research results show that the work environment has a positive and

Author and Year	Research Title	Research methods	Research result
	Motivation on Employee Performance	method	significant effect on employee performance, motivation has a positive and significant effect on employee performance, the work environment and motivation simultaneously have a positive and significant effect on employee performance.
Fadilla (2021)	The Influence of Work Facilities and Work Discipline on Employee Performance Through Work Motivation	Associative research type method	The research results show that: (1) the influence of work facilities on employee performance is positive and significant; (2) the influence of work discipline on employee performance is positive and significant; (3) the influence of work motivation on employee performance is positive and significant; (4) the influence of work facilities on work motivation is positive and significant; (5) the influence of work discipline on work motivation is positive and significant; (6) work motivation as a mediator variable does not play a mediating role in the influence of work facilities on employee performance; (7) work motivation as a mediator does not play a mediating role in the influence of work discipline on employee performance.

5. Conclusion

Based on the analysis results literature review above, it can be concluded that the work environment and motivation greatly influence employee performance. With a good work environment, employees are more enthusiastic about carrying out the work and responsibilities given by company leaders and employees feel they are being rewarded for their performance. Motivation also influences employee performance, because with motivation, things will emerge within employees that cause and support a person's behavior to work hard, be active and enthusiastic to achieve optimal results, this will improve employee performance.

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