



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

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ABSTRACT

Employees are the most important asset in a company. Without employees, all of the company's operational activities would cease. Employees need motivation, a supportive work environment, and tasks that allow them to demonstrate their abilities, thereby enabling them to provide their best performance to the company. Employee motivation and performance are two interrelated factors. The more motivation an employee has—whether it is to work, earn money, or support their family—the better their performance at work. This research aims to determine the influence of motivation and the work environment on company employee performance. The method used in this research is a Systematic Literature Review, where motivation and the work environment are the independent variables (x), and performance is the dependent variable (y). All articles referenced in this journal are sourced from Science Direct and Google Scholar, published in the last five years. Based on the results of this research, it can be concluded that there is an influence between motivation and the work environment on employee performance. With motivation, employees will feel more active and enthusiastic, and a positive work environment will further enhance employee performance, ultimately leading to improved company performance.

Keywords: Work Environment, Work Motivation, Employee Performance

1. Introduction

Human resources are a very important factor that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of a company or institution. In essence, human resources are humans who are employed in an organization as movers, thinkers and planners to achieve organizational goals. The latest developments view employees not as mere resources, but rather as capital or assets for institutions or organizations. As assets or capital, human resources must have good performance in achieving organizational goals (Sanaba et al., 2022)

According to Mangkunegaran, performance is the result of work produced by an employee to achieve the expected goals. Employee performance in a company is very important because if the employee's performance is not good, then it is certain that the company will not be able to compete with other companies. With good employee performance, it is hoped that the company will be able to compete with other companies. To create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that they will make a positive

contribution to organizational development (Rini Astuti & Suhendri, 2020). It is very important to evaluate employee performance to see how much the employee is able to do their job, whether the employee's performance meets the company's targets and goals or exceeds the target, or whether the level of performance is decreasing. Apart from that, employee performance also has a direct effect on the company's image in the eyes of the wider community. So companies must always pay attention to several factors that influence employee performance such as compensation, motivation, etc.

To achieve optimal performance, work motivation is required. In order for employees to work according to expectations, an employee must be active and enthusiastic in working to achieve everything they want through the motivation provided. If work morale is high then all work will be more precise and completed quickly. Work that is done correctly, carefully and quickly is a form of good performance to maintain the survival of a company. Increasing or decreasing the work performance and targets of each employee or subordinate is an important issue for the company. Therefore, achieving the target must be supported by good resources. The target itself cannot be separated from how employees perform in a company, where performance is the result of work or achievements both in terms of quantity and quality achieved by human resources within a certain period of time (Goni et al., 2021). According to Suharmono (2013:2) having a leader in an organization is considered very important because the leader has a strategic role in achieving organizational goals which can be stated in the organization's vision and mission. Whether a company can be said to succeed or fail is largely influenced by its leader, how a leader influences and controls his subordinates.

2. Literature Review

2.1. Motivation

Motivation is an urge that arises in a person consciously or unconsciously to carry out an action with a certain goal. According to Wardan (2020: 109) "Motivation is a manager's efforts or activities to create or increase the work enthusiasm and enthusiasm of his workers or employees."

Meanwhile, according to Sutrisno (2016:110) Motivation is the result of a person's interaction with the particular situation they face. For this reason, there are differences in the strength of motivation shown by someone in facing the same situation. In fact, a person will show certain drives in facing different situations and at different times "Motivation is the result of a person's interaction with the particular situation they face. For this reason, there are differences in the strength of motivation shown by someone in facing the same situation. In fact, a person will show certain drives in facing different situations and at different times." Sinungan (2016: 134) also states "Motivation is a mental state and human mental attitude that provides energy, encourages activities or movements and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance."

Indicators for determining the level of work motivation in employees according to Maslow quoted by Kusuma (Gunawan et al., 2020), namely:

- 1) Physical needs are shown by giving salaries, giving bonuses, transportation money, food money, housing facilities, and so on.
- 2) The need for a sense of security and safety is demonstrated by work security and safety facilities, including social security for workers, health benefits, pension funds, work safety equipment and accident insurance.
- 3) Social needs are demonstrated by interacting with other people, including the need to be accepted in a group, the need to love and be loved.
- 4) The need for appreciation, shown by recognition and appreciation based on the abilities possessed, the need to be respected and appreciated by other employees and leaders for their work performance.
- 5) The need for self-realization is aimed at the challenging and interesting nature of work, where employees will exert their abilities and potential. Organizations or companies can fulfill these needs by providing education and training.

2.2. Work Environment

In various fields, especially organizational life, the human factor is the main problem in every activity involved. An organization is a social unit that is consciously coordinated with a good quality of human resources which is certainly very important for a company, this is a dominant need for every company. One parameter that can be used to assess the quality of human resources is work productivity. Therefore, companies must have indicators in assessing work productivity.

One important factor that companies must pay attention to in an effort to increase work productivity is the comfort of the work environment. A comfortable work environment will create enthusiasm and enthusiasm for work. Paying attention to working environmental conditions means trying to create working environmental conditions that are in accordance with the desires and needs of employees as work implementers at that workplace. Therefore, companies are obliged to provide rights in carrying out work related to work environment facilities. Productive work not only requires work skills, new discoveries to improve work methods, but also a comfortable work environment that can support the smooth completion of work (Wahyuningsih, 2018).

A conducive work environment supports employees to feel comfortable at work so that employees can be more productive and more enthusiastic about working, but a less conducive work environment will cause employees to feel less satisfied or mentally depressed, which can disrupt the employee's productivity. The work environment is the atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively. On the other hand, an inadequate work environment can reduce employee performance (Sedarmayanti, 2012). There are several experts who explain the work environment. According to (Prasetyo, 2021) the work environment is the totality of tools and materials encountered where a person works, his work methods and work arrangements, both as an individual and as a group. The work environment involves all aspects that act and react on the body and mind of the employee. Under organizational psychology, the physical, mental and social environment in which employees work and their jobs must be analyzed for better effectiveness in improving performance (Hanafi & Yohana, 2017). According to Sedarmayanti (Surjono, 2018) states that the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group.

Meanwhile, according to (Ekawati, 2022) the work environment is the conditions around workers when workers carry out their duties, where this situation has an influence on workers when carrying out their work in order to carry out company operations, because the work environment has an important role for workers so that they can complete their tasks. carried out effectively and efficiently.

The work environment indicators by Nitisemito (Nurwibowo, 2016) are as follows:

- 1) Work atmosphere is the conditions around employees who are doing work which can influence the implementation of the work itself. This work atmosphere will include the workplace, facilities and work aids, cleanliness, lighting, tranquility as well as working relationships between the people in that place.
- 2) Relationships with co-workers are relationships with co-workers that are harmonious and without any mutual intrigue between co-workers. One factor that can influence employees to stay in one organization is the existence of harmonious relationships between co-workers. Harmonious and family relationships are one of the factors that can influence employee performance.
- 3) Availability of work facilities, this means that the equipment used to support smooth work is complete/up to date. The availability of complete work facilities, even though they are not new, is one of the things that supports the work process.

2.3. Employee Performance

In the current era of globalization, advances in science and technology have caused world economic activities to experience very rapid development. Indonesia is one of the countries involved in the international trade arena, this is a factor that triggers the progress of domestic business and industry. Development in the industrial sector is one of the development priorities which is expected to be able to bring about fundamental

changes in other economic structures, so that progress achieved by the industrial sector will be followed by progress in other sectors. In organizations, humans are the most important element in an organization. Without the role of humans, even though the various factors needed are available, the organization will not run. Because humans are the driving force and determinant of the running of an organization.

The resources owned by the company will not provide optimum results if they are not supported by human resources who have optimum performance. Understanding the importance of human resources in the current global era, one of the efforts that must be achieved by companies is to improve the quality of human resources. By improving the quality of human resources, it is hoped that employees can improve their performance (Febyyana Halim et al., 2023).

According to Robbins, performance indicators are a tool for measuring the extent to which employee performance has been achieved (Dewi, 2019). The following are several indicators for measuring employee performance:

- 1) Quality of Work, The quality of employee work can be measured from the employee's perception of the quality of work produced as well as the perfection of tasks regarding the employee's skills and abilities.
- 2) Quantity, Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles). for example, employees can complete their work quickly before the deadline set by the company.
- 3) Punctuality, employee performance can also be measured by the timeliness of employees in completing the work assigned to them. So that it does not interfere with other work which is part of the employee's duties.
- 4) Effectiveness, here, effectiveness is the level of use of organizational resources (energy, money, technology and raw materials) that is maximized with the aim of increasing the results of each unit in using resources.
- 5) Independence, Independence is the level of a person who will later be able to carry out their work functions without receiving assistance, guidance from or supervisors.

3. Methodology

3.1. Research Design

The method used in this research is Systematic literature review (SLR). Systematic Literature Review (SLR) is a term for identifying, evaluating and interpreting all available research that is relevant to the problem formulation or topic area being studied (Ramdhani, 2021). By using the SLR method, it is possible to review and identify journals systematically, in each process following predetermined steps or protocols. Apart from that, the SLR method can avoid subjective identification and it is hoped that the identification results can add to the literature on the use of the SLR method in journal identification (Triandini et al., 2019).

SLR research is carried out to identify, evaluate, and interpret all relevant research results related to certain research questions, certain topics, or phenomena of concern. The first stage, Planning or planning begins with compiling a review question (RQ) and developing a structured protocol according to the research topic. The second stage, Conducting or implementation, is by identifying relevant literature, abstract screening, and data extraction. The final stage, Reporting or reporting, is concluding the research results (Indrajit, 2011).

1. Planning/planning

This stage begins with compiling questions (Research Questions) as a reference for searching, selecting and analyzing research question literature data. Research Question created based on the needs of the selected topic. Following Research Question from this research:

Table 1. Research Question

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

2. Conducting

At this stage there are several steps. The first step is identifying literature with the aim of obtaining relevant sources to answer the Research Question (RQ1 and RQ2). The sources used in this research are national and international journals which discuss compensation and motivation for employee performance. The journal search process is carried out using a search engine (Google Chrome) with the site address <https://scholar.google.com/> and <https://www.sciencedirect.com/>.

The second step is Inclusion and Exclusion Criteria. This stage is carried out to decide whether the data found is suitable for use in SLR research or not. These criteria consist of the year of publication within the last 5 years, namely 2019-2023, obtained via the website <https://scholar.google.com/> and <https://www.sciencedirect.com/>, the journal used is only related to motivation, work environment, and performance. The third step is Quality Assessment. In SLR research, the data found will be evaluated based on the following quality assessment criteria questions:

Table 2. Quality Assessment

Quality assessment criteria	Meet the criteria	
	Of	No
QA 1	Is the journal published in 2018-2023?	
QA 2	Is the journal related to motivation, work environment, and performance	
QA 3	Can the journal be accessed via the site? https://scholar.google.com/	

The final step of the conducting stage is to synthesize data 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	Search Intervention	Detected
Google Scholar	● Search based on the keywords "motivation", "work environment", "employee performance"	51.300
	● Selected articles	
	● Relevant articles	20
		10
Sciencedirect	● Search based on the keywords "motivation", "work environment", "employee performance"	23.193

	• Selected articles	15
	• Relevant articles	5

The search string/keywords used in this research were the keywords "Motivation", "Work Environment" and "Employee Performance", which ultimately found 15 relevant articles. The search string above was applied to search all parts of the article, such as title, abstract, keywords, and main section in the electronic databases Google Scholar and Scencediret. The search process begins in early June 2024.

The next step is to determine the category of articles with exceptions or exclusion criteria and inclusion articles, which is one of the mapping study activities to exclude irrelevant articles and include relevant articles (Petersen at all in Fauzi et al., 2018). In this study, we formulated exclusion and inclusion criteria to make mapping easier.

Table 4. Inclusion and Exclusion Criteria

Inclusion	Exclusion
1. Research that focuses on motivation, work environment and employee performance	1. Journals that do not discuss motivation, work environment 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

5. Reporting

The reporting stage is the final stage in systematic literature review research. This stage includes writing the results of the systematic literature review in written form according to a predetermined format.

4. Results and Discussion

4.1. The Effect of Motivation on Employee Performance

Motivation and performance have been widely studied by previous researchers, one of whom is Robbin (Setyo Widodo & Yandi, 2022) that: (1) motivation is an urgent factor in a company which 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 the leader is able to provide this motivation by way of appreciation and praise for all the work done. The higher these work 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. 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 (Setyo Widodo & Yandi, 2022). The results of this research are in line with previous research conducted by (Rosihana, 2021), (Bachtiar et al., 2012), (Saputra & Fernos, 2023), (Sembiring, 2020).

4.2. The Impact of 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. This will have an impact on improving employee performance.

4.3. The Influence of the Work Environment on Employee Performance

From the results of respondents' perceptions, it is known that the work environment has a positive and significant effect on the work productivity of working employees. This can be interpreted as that by improving a good work environment, work productivity will also increase along with the increase in the independent variable. On the other hand, if there is a decrease in work environment variables, then work productivity will also decrease. From the results of this research, the work environment greatly influences work productivity. The results of this hypothesis test are in accordance with the theory put forward by Sedarmayanti (2011:12) which states that one of the factors that influences work productivity is the work environment. A comfortable or conducive work environment such as a clean work space, good layout and beautiful colors, adequate air circulation, adequate lighting, away from noise that disturbs work concentration, good security and a sense of togetherness between the management and employees and employees with fellow employees or co-workers are expected to carry out their work so that the results are in accordance with what is expected.

Based on the research results, it shows that there is an influence of education level and work experience on employee performance. The results of this research support the theory put forward by Usman (2011: 489), that the higher the level of education and work experience, the higher the performance displayed by employees. Yuniarsih and Suwanto (2008: 161) further emphasized that employee performance is influenced by two factors, namely level of education and work experience. Empirical studies that also support the findings of this research are the results of research conducted by Zakso (2010) which states that the level of education and work experience simultaneously have a positive and significant effect on employee performance.

The results of research regarding the influence of the variable level of education on work experience show that the level of education has a positive effect on work experience. This supports the theory of Hasibuan (2008: 69) which states that a person's level of education can influence work experience, meaning that the higher the employee's education level, the higher the expertise and skills, so that work experience will increase. Empirical studies that also support this research are research by Artatananya (2013) which states that the level of education has a positive effect on work experience. The higher the level of education one has, the greater the work experience one gets.

4.4. Impact of the Performance Environment on Employee Performance

The environment within which a company is operating has quite a big influence on the company's success, with the changes that are currently occurring and the increasingly global society, companies are facing many challenges that were not faced before. In general, the environment cannot be controlled by companies, so companies must adapt to their environment. In another sense, it is also stated that the work environment is anything physically visible that is related to a company or office organization. Every office has physical environmental requirements which must also be considered and managed as well as possible by every modern office manager. A good working environment will greatly influence the level of employee productivity. This can be seen from improvements in technology and production methods, production facilities and equipment used, the level of occupational safety and health as well as the atmosphere of the work environment itself. The company environment is various things or various parties that are directly related to the daily activities of the

organization and directly influence every program, policy, and even the pulse of the company. There are so many corporate environments that it is difficult to mention them one by one. One of the things included in the corporate environment is legislation and other regulations, the bureaucratic system and the community value system.

Table 5. Previous Research

Author and Year	Research Title	Research methods	Research result
Dio Saputra and Jhon Fernos (2023)	The Influence of Motivation and Work Environment on Employee Performance in Ar Risale Padang City	Quantitative Methods	The research results show that motivation has a positive and significant influence on employee performance. And the work environment has a positive and significant effect on employee performance. So it can be concluded that motivation is accepted and the work environment is accepted.
Hendri Sembiring (2020)	The Influence of Motivation and Work Environment on Employee Performance at Bank Sinarmas Medan	Quantitative Methods	The research results show that motivation and work environment explain the influence on the employee performance variable (Y) at Bank Sinarmas Medan by 65.3%. Meanwhile, the remaining 34.7% is the influence of other independent variables not examined in this research such as leadership, salary, work stress and so on.
Ahmad Gunawan, Imam Sucipto, Suryadi (2020)	The Influence of Work Motivation and Compensation on Performance at the Pasirsari Village Office, South Cikarang District, Bekasi Regency	Quantitative Methods	The research results show that work motivation has a significant effect on employee performance as shown by the partial test results that the t test results for the work motivation variable (X1) obtained a calculated t result of 2.621 with a significance of 0.011.

<p>Bayu Dwilaksono Hanafi, Corry Yohana (2017)</p>	<p>The Influence of Motivation and Work Environment on Employee Performance, with Job Satisfaction as a Mediating Variable at PT BNI Lifeinsurance</p>	<p>Quantitative Methods</p>	<p>The research results show that the motivation variable on employee performance has a positive and significant effect because it has a t-value of $2.97 > t\text{-table } 1.96$. Likewise, motivation for job satisfaction has a t value of $2.31 > t\text{-table } 1.96$, which means that motivation has a positive and significant effect on job satisfaction.</p>
<p>R. Rosihana (2021)</p>	<p>The Influence of Work Motivation, Perception and Work Environment on the Performance of PDAM Tirtanadi HM Branch Employees. Yamin Medan</p>	<p>Quantitative Methods</p>	<p>The research results show that the contribution of work motivation, perception and work environment to employee performance shows that the ability of the independent variable to explain the variance of the dependent variable is very high, namely 74.5%. There is still 25.5% of the variance in the dependent variable which cannot be explained by the independent variables in this research model</p>
<p>Sanaba, Hardiman F. Andriyan, Yoga Munzir, Munzir (2022)</p>	<p>Analysis of factors that influence employee performance: work compensation, work motivation, environment.</p>	<p>literature review research method with a descriptive approach (descriptive literature review)</p>	<p>The research results found that (1) compensation has an influence on employee performance, (2) work motivation has an influence on employee performance and (3), the work environment has an influence on employee performance.</p>
<p>Maswar, Muhammad Jufri and Zikriati Mahyani (2020)</p>	<p>The Influence of Work Motivation and Work Environment on Employee Performance</p>	<p>Quantitative Methods</p>	<p>The results of this research show that: (1) Work motivation has a significant effect on employee performance; (2) The work environment has a</p>

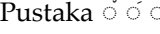
significant effect on employee performance; and (3) Work motivation and work environment simultaneously influence employee performance.

5. Conclusion

Based on the results of the analysis of the literature review above, it can be concluded that motivation and the work environment greatly influence employee performance. 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. The work environment also influences employee performance, by paying attention to the work environment in an organization so that it is well maintained and comfortable in an effort to increase employee job satisfaction. A good working environment can be created from adequate facilities and harmonious working relationships, therefore it is necessary to regularly check the availability of facilities and create moments to gather together to strengthen friendships to support employee work.

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