



The Influence of Training, Work Experience, and Work Motivation on Employee Performance at Radio Republik Indonesia Palembang

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ABSTRACT

This research was conducted to examine the influence of training, work experience, and work motivation on employee performance at Radio Republik Indonesia Palembang. This research used quantitative data analysis to measure whether there was a correlation between the variables. The data collection included primary and secondary data, with questionnaire being the primary data as a tool to record the respondents' view on the variables. The research population included all 86 employees of Radio Republik Indonesia Palembang, using a saturated sampling technique. The data was analyzed using multiple linear regression analysis. The results show that training was significantly affecting employee performance. This finding implies that training can have an impact on employee performance if there is participation, repetition, relevance, transference, and feedback. On the contrary, work experience has an insignificant effect on employee performance, indicating that long periods of employment do not determine an employee's work experience. Lastly, work motivation has a significant effect on employee performance. This finding suggests that employees that have motivation in the form of need for achievement, need for power, and need for affiliate as their driving force could maintain the intensity, direction, and persistency in achieving the designated performance. The company needs to review employees with long periods of service to determine whether the length of time they have spent in their jobs is in line with the skills and competencies they should have gained from their work experience.

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1. INTRODUCTION

In carrying out its duties, functions, and roles, a company cannot be separated from the presence of humans as its driving force. Humans are one of the valuable resources that a company has. Companies need competent human resources to support their mission so that they can continue to maintain their existence amid competition in similar fields and ultimately achieve profits. Every company certainly

wants human resources that have competence and make meaningful contributions to advancing the company, but over time, employee performance can fluctuate due to certain factors. Therefore, regular evaluations are needed to review employee performance over a period of time [1].

Performance refers to the results achieved by an employee in carrying out their work based on criteria related to specific tasks [2]. Employee performance is closely related to the success or failure of an organization in fulfilling its mission. The achievement of predetermined targets is inseparable from the performance of employees who are competent and capable in carrying out their duties and functions. Therefore, performance evaluation is an important factor that must be considered to ensure that the organization can achieve its predetermined goals. In order to motivate employees to continue making positive contributions, objective performance assessments are essential. This allows employees to perform their assigned tasks to the best of their ability in accordance with their duties and responsibilities [3].

Radio Republik Indonesia (RRI) was the first radio station owned by the Indonesian nation, officially established on September 11, 1945 after the proclamation of independence, as the forerunner of national public broadcasting that united the nation and disseminated information about the struggle for independence. RRI broadcasts news for the interests of the country and the nation. RRI is accountable to the President and is an independent, neutral, and non-commercial public broadcasting institution. RRI's mission is to provide broadcasting services in the form of information, education, wholesome entertainment, social control and cohesion, and preservation of national culture for the benefit of all levels of society through broadcasts that reach all regions of the Republic of Indonesia.

All of RRI Palembang employees, both civil servants and PPPK employees, are then assigned to various divisions within the RRI Palembang organizational structure, namely the Broadcasting and New Media Content Division, the Technology and New Media Division, the Services and Business Development Division, and the Administration Division. Based on data regarding the performance of RRI Palembang employees in 2024, it was found that several areas had not yet achieved the targets set for that year, with some not even reaching 50% of the targets set. Therefore, the author was interested in researching the factors that could affect employee performance.

Every year, RRI Palembang holds training courses attended by both civil servant and PPPK employees. The training courses are organized by different institutions and held almost every month throughout the year. In 2023 and 2024, there was a significant increase in the number of employees attending monthly training courses in different years. However, in March and April 2024, no training was held at all because March coincided with the fasting month of Ramadan, while April coincided with national holidays and collective leave for Eid al-Fitr, so training was temporarily postponed. Additionally, in September 2023 and December 2024, no training was held because the national head office did not organize any training. Overall, the number of employees who has participated in training in 2023 and 2024 increased more than twofold, with 104 employees participating in training in 2023 and 210 employees participating in training in 2024.

Organizations that are serious about managing their human resources will consider training as a long-term investment that will support their mission in achieving organizational goals. Training is provided by organizations to both new and existing employees in the form of basic skills needed by employees to complete their respective jobs.

RRI Palembang employees have varying lengths of service, ranging from less than 5 years to more than 30 years. The majority of employees have worked for less than 5 years, namely 38 employees consisting of 30 PPPK employees and 8 civil servant employees. This is due to the fact that RRI Palembang only began accepting PPPK employees in 2022, meaning that they have only been working for 2 years. Then, for employees with a length of service ranging from 5 to 10 years, there was only one person, who was a civil servant who joined in 2019. Furthermore, for employees with a length of service ranging from 10 to 20 years, there were 13 people who are PPPK employees with an average length of

service of 11 to 14 years. Finally, there are 34 civil servant employees with a length of service ranging from 25 to 34 years, which are grouped into two groups, namely employees with a length of service ranging from 20 to 30 years and employees with a length of service of more than 30 years. It was found that 15 civil servant employees have 20 to 30 years of working period, and 19 civil servant employees have more than 30 years of working period. The diversity of service periods among RRI Palembang employees prompted the author to include work experience as one of the independent variables in this study to see whether the length of service affects employee performance.

Another factor that can affect employee performance is work motivation. It cannot be denied that every individual will always have needs that must be met in their lives. These needs ultimately become the driving force or motivation for individuals to continue to improve their capacity because there are needs that must be met. Motivation can be described as a process that explains the intensity, direction, and persistence of an individual's efforts in achieving certain goals [2]. On the other hand, work motivation is considered a set of energies originating from within and outside a person to initiate work-related behavior and determine its form, direction, intensity, and duration [14]. In the workplace, work motivation refers to the drive that encourages employees to improve their performance. It is a key element that supports the achievement of organizational goals. Work motivation not only serves as a trigger for activity, but also plays a role in maintaining consistency and improving the quality of individual efforts in carrying out tasks in the work environment [2].

Previous studies have shown that the relationship between training, work experience, and work motivation on employee performance is not always consistent. Some findings report a positive and significant influence, while others identify weak correlations and insignificant. These inconsistencies revealed gaps in previous research and prompted the author to conduct further research on training, work experience, work motivation, and employee performance at Radio Republik Indonesia Palembang.

2. METHOD

2.1 Scope of Research

When writing a research paper, it is important to set boundaries so that the research is more focused and clear. In this study, the scope covers the influence of training, work experience, and work motivation on employee performance at Radio Republik Indonesia Palembang.

2.2 Research Design

This study uses quantitative research methods because numerical data is needed to determine respondents' responses to variables.

2.3 Types and Sources of Data

2.3.1 Types of Data

There are two types of data in general, namely quantitative data and qualitative data. In this study, the author uses quantitative data.

2.3.2 Sources of Data

This study used primary and secondary data. Primary data was collected through questionnaires distributed to employees of Radio Republik Indonesia Palembang, who served as the study respondents. Meanwhile, secondary data were collected through relevant journals, books, and research reports.

2.4 Research Population and Sample

2.4.1 Research Population

The population is the entire research unit or unit of analysis that will be investigated or studied for its characteristics and can be divided into two populations: the sampling population and the target

population [15]. In this study, the population consists of all 86 employees of Radio Republik Indonesia Palembang, comprising 43 civil servants and 43 PPPK employees.

2.4.2 Research Sample

A research sample is a portion of the units in a population whose characteristics are thoroughly investigated or studied [15]. Samples taken from the population have to be representative so that conclusions applied to the population are not incorrect. Meanwhile, sampling techniques are techniques for taking samples. In this study, the author used a saturated sampling technique, which is when all members of the population are used as samples [5]. This sampling technique was chosen based on the population size, which was only 86 respondents.

2.5 Data Collection Methods

The primary data used in this study was collected using a questionnaire distributed to all employees of Radio Republik Indonesia Palembang, which constituted the population and sample in this study, totaling 86 people, via Google Forms. The questionnaire used in this study contained statements related to the variables used in writing the study. In total, there are 35 statements that need to be answered in the questionnaire, consisting of 10 statements about training, 6 statements about work experience, 9 statements about work motivation, and 10 statements about employee performance. The results of the questionnaire responses were then processed using a Likert Scale to determine the respondents' responses to the variables used in a more measurable manner.

A questionnaire is a data collection technique conducted by providing a set of written questions or statements to respondents to answer. The types of questions asked in a questionnaire are divided into two categories: open-ended and closed-ended [4]. In this study, a closed-ended questionnaire was used, as respondents only had to mark the answer they felt was correct.

2.6 Research Instrument Testing

Data collection using questionnaires as research instruments must meet two criteria, namely validity and reliability. Therefore, it is necessary to conduct a pre-test of the questionnaire. Research results in the form of answers to problem solving depend on the quality of the data analyzed and the instruments used to collect the data. All variables will be analyzed using the SPSS application program.

1. Validity Test

Validity tests how well an instrument is designed to measure a specific concept that is to be measured. It is considered valid if the instrument can be used to measure what it is supposed to measure. An item can be considered valid if the calculated $r >$ table r [17].

2. Reliability Test

Instrument reliability is an instrument that, when used several times to measure the same object, will produce the same data. Measurement results with a high level of reliability will be able to provide reliable results. A variable can be considered reliable if Cronbach's alpha $>$ 0.6 [16].

2.7 Data Transformation Methods

The results obtained from questionnaire responses using a Likert scale are ordinal data. In order for the data to be analyzed statistically, it must be converted to interval data. The method used is the method of successive approximation (MSI), which is a scaling method for raising an ordinal measurement scale to an interval measurement scale [16]. In the process of processing the MSI data, the author used additional instruments (add-ins) in Microsoft Excel.

2.8 Multiple Linear Regression Analysis

Multiple linear regression analysis is conducted to determine the direct influence and relationship between two or more independent variables and one dependent variable. The regression analysis then uses the following equation:

$$EP = a + b_1T + b_2WE + b_3WM + e$$

Description:

EP	= Employee Performance
T	= Training
WE	= Work Experience
WM	= Work Motivation
a	= Constant
b ₁ , b ₂ , b ₃	= Regression Coefficient
e	= Error

2.9 Correlation Coefficient (r) and Coefficient of Determination (R²)

Correlation coefficients are used to determine the closeness of the relationship between each variables. Meanwhile, the coefficient of determination is a tool for measuring the extent to which the model is able to explain the variation in the dependent variable. The closer the value is to 1, the more the independent variables provide almost all the information needed to predict the variation in the dependent variable [16].

2.10 Test of Classical Assumptions

1. Normality Test

The normality test is conducted to examine whether the regression model has a normal distribution or not. This test is performed using the Kolmogorov-Smirnov test. A good regression model is one that has normally distributed residual values, as can be seen from the significance value produced being greater than 0.05 [16].

2. Multicollinearity Test

The multicollinearity test aims to examine whether there is correlation between variables in the regression model, whereby a good regression model should not have correlation between independent variables. This test is conducted by looking at the tolerance value and VIF. Multicollinearity is said to not occur if the tolerance value is higher than 0.10 or the VIF is less than 10 [16].

3. Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether there is variance inequality from one residual to another observation. A regression model that meets the requirements is one in which the variance of the residuals from one observation to another remains constant, or is homoscedastic. A good model is obtained when there are no specific patterns in the graph, such as clustering in the middle, narrowing then widening, or vice versa [16].

2.11 Hypothesis Testing

1. Model Suitability Test (F Test)

This test was conducted to determine whether all independent variables collectively influence the dependent variable, thereby confirming that the regression model is fit or suitable as a research model [16]. To see this, it can be seen that the calculated F value must be higher than the table F value.

2. Partial Test (t-test)

This test was conducted to determine the partial effect of each independent variable on the dependent variable [16]. To see this, it can be seen that the calculated t value must be higher than the table t value.

2.12 Operational Definition of Variables

An operational definition defines a concept or variable so that it can be measured by looking at the dimensions (indicators) of a concept or variable.

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1 Instrument Testing

1. Validity Test

Based on the validity test results, all of 35 questionnaire items meet the validity criteria. It is shown from the value of r count collectively higher than the value of r table (0.212). In other words, the entire set of items meets the validity requirement, therefore the research instrument is accurate for measuring the variables intended to be measured.

2. Reliability Test

Based on the reliability test results, all of the variables recorded a value of Cronbach's Alpha higher than the commonly accepted minimum benchmark of 0.60. In other words, all items in each variable can provide consistent results. Based on these results, research instruments can be considered reliable for measuring the same object although at different periods of time.

3.1.2 Classical Assumption Test

1. Normality Test

Based on the normality test results, the data has been distributed normally, with the results having a significance level considerably higher than the minimum threshold of 0.05, namely 0.161. Therefore, the statistical test is valid and the parametric statistics can be used.

2. Multicollinearity Test

Based on the multicollinearity test results, the independent variables are not related to each other. In other words, the regression model does not experience multicollinearity. This conclusion is drawn from Tolerance values for all independent variables are higher than the minimum threshold of 0.10, this indicates that each predictor contributes different explanations to the model, without being significantly correlated with the other independent variables. The same goes for the VIF values obtained are far below the critical limit of 10, reinforcing the conclusion that there is no multicollinearity problem present in the data.

3. Heteroscedasticity Test

Based on the heteroscedasticity test results, the points are scattered randomly above and below the number 0 on the Y-axis without forming any clear pattern or systematic trend, indicating that there is no heteroscedasticity in the regression model in this study.

3.1.3 Statistical Test Results

1. Multiple Linear Regression Analysis

Based on the multiple linear regression analysis results, the regression can be expressed by the following equation:

$$EP = 0,055 + 0,253T + 0,292WE + 0,601WM + e$$

Explanation:

1. Constant ($a = 0.055$)

The results shows a constant value of 0.055. This indicates that employee performance is considered to be 0.055 without the influence of training, work experience, and work motivation. Therefore, there are other factors outside the model that contribute positively to dependent variable which were not included in this research.

2. Training Coefficient ($b_1 = 0.253$)

Training has a regression coefficient value of 0.253 with a t-value of 2.401, indicating that training has a positive effect on employee performance. In other words, the more training given to employees, the higher their performance at Radio Republik Indonesia Palembang. The result implies that for every one-unit increase in the training score, employee performance is predicted to rise by 0.253 units, assuming the influence of work experience and work motivation remain unchanged.

3. Work Experience Coefficient ($b_2 = 0.292$)

Work experience has a regression coefficient value of 0.292 with a t-value of 1.848, indicating that work experience has a positive effect on employee performance. In other words, the more work experience employees have, the higher their performance at Radio Republik Indonesia Palembang. The result implies that for every one-unit increase in the work experience score, employee performance is predicted to rise by 0.292 units, assuming the influence of training and work motivation remain unchanged.

4. Work Motivation Coefficient ($b_3 = 0.601$)

Work motivation has a regression coefficient value of 0.601 with a t-value of 4.915, indicating that work motivation has a positive effect on employee performance. In other words, the more work motivation employees have, the higher their performance at Radio Republik Indonesia Palembang. The result implies that for every one-unit increase in the work motivation score, employee performance is predicted to rise by 0.601 units, assuming the influence of training and work experience remain unchanged.

2. Correlation Coefficient (r) and Coefficient of Determination (R^2)

Based on correlation coefficient (r) and coefficient of determination (R^2) tests results, it can be observed that the correlation coefficient (r) obtained between variables is 0.870 or 87%, indicating that the relationship between the independent variables and the dependent variable is very strong (coefficient interval 0.80 - 1.00).

Furthermore, the coefficient of determination (R^2) is equal to 0.748 indicates that training, work experience, and work motivation can explain employee performance by 74.8% and the remaining 25.2% is influenced by other variables that were not included in this study, such as organizational culture, competence, compensation, work environment, work discipline, leadership style, and various other variables.

3.1.4 Hypothesis Testing Results

1. Model Suitability Test (F test)

Based on the model suitability test (F test) results, it can be observed that the calculated F value of 86.090 is higher than the table F value of 2.71 therefore that the independent variables collectively have a significant effect on the dependent variable. Then, a significance value of 0.000 was obtained, so that the significance value is lower than the commonly acceptable threshold of 0.05, it can be concluded that the linear regression model obtained is feasible to be used to explain the effect of training, work experience, and work motivation on employee performance at Radio Republik Indonesia Palembang.

2. Partial Test (t-test)

Based on the partial test (t-test) results, it can be explained as follows:

1. Training

Training has a calculated t value higher than the table t value, namely 2.401 is higher than 1.989 with a significance value of 0.019 below the 0.05 threshold. This indicates that training has a positive and significant effect on employee performance at Radio Republik Indonesia Palembang. Therefore, the first hypothesis (H1) can be accepted.

2. Work Experience

Work experience has a calculated t value lower than the table t value, namely 1.848 is lower than 1.989 with a significance value of 0.068 above the 0.05 threshold. This indicates that work experience has a positive but insignificant effect on employee performance at Radio Republik Indonesia Palembang. Therefore, the second hypothesis (H2) is rejected.

3. Work Motivation

Work motivation has a calculated t value higher than the table t value, namely 4.915 is higher than 1.989 with a significance value of 0.000 below the 0.05 threshold. This indicates that work motivation has a positive and significant effect on employee performance at Radio Republik Indonesia Palembang. Therefore, the third hypothesis (H3) can be accepted.

These results in general highlight that employee performance at Radio Republik Indonesia Palembang is significantly determined by training and work motivation, meanwhile work experience does not demonstrate a direct or measurable effect in this study context.

3.2 Discussion

1. Training

Training refers to planned initiatives designed by companies to facilitate learning about competencies related to the work performed by employees. The purpose of conducting training is so that employees can master and understand the knowledge, skills, and behaviors taught in the training program and apply them to their daily activities. Based on the test results and research analysis, training has a positive and significant effect on employee performance. These results are proven by several previous studies conducted by [6]; [7]; [8] where the research found similar results.

Based on the questionnaire responses regarding training variable, the statement of "I actively participated in the training" and "The training provided me with skills that I was able to implement in my job" both have the highest average score among all of them. This happens because the training provided is tailored to the needs of employees, so that employees who participate in the training do so actively. The same applies to transferability; the skills learned through training are relevant to the job requirements and can therefore be applied to the workplace.

Meanwhile, the statement of "I often repeat the skills learned in training" has the lowest average score among all of them. This happens because the skills acquired from training can be directly applied

to the job, so employees do not feel the need to frequently repeat the skills they have learned as they will become accustomed to them on their own.

2. Work Experience

Work experience can be defined as a measure of the length of time or period of employment an employee has spent understanding the tasks assigned to them and how well they have performed them. Work experience can provide an indication of the extent of an employee's abilities, knowledge, and skills in terms of understanding their job. Based on the test results and research analysis, work experience has a positive but insignificant effect on employee performance. These results are proven by several previous studies conducted by [9]; [10] where the research found similar results.

Based on the questionnaire responses regarding work experience variable, the statement of "The length of time I have spent doing the job determines my work experience" has the lowest average score among all of them. This occurred because the amount of time employees have spent performing their jobs did not determine their work experience. The routine tasks that employees performed on a daily basis may have caused them to feel that they did not have much work experience, even though they had spent a long time performing their jobs.

Meanwhile, the statement of "I have the physical abilities required to perform the job based on my work experience" has the highest average score among all of them. This is possible because most of the work is done indoors, whether it be broadcasting activities or events held by sponsors, so it does not require heavy physical abilities and can be acquired through work experience.

3. Work Motivation

Motivation is a process that explains the intensity, direction, and persistence of an individual in making efforts to achieve desired goals. In the workplace, there is a term called work motivation. Motivated individuals are more likely to persevere long enough to complete their tasks and achieve their goals. Work motivation can be defined as a set of active forces originating both from within and outside the individual, with the aim of initiating work-related behavior. Based on the test results and research analysis, work motivation has a positive and significant effect on employee performance. These results are proven by several previous studies conducted by [11]; [12]; [13] where the research found similar results.

Based on the questionnaire responses regarding work motivation variable, the statement of "I have a desire to influence others directly" has the lowest average score among all of them. This is because RRI employees have harmonious relationships and lean toward a strong sense of family, as can be seen from how well the employees know each other. As a result, employees do not have the urge to seek power, i.e., the urge to be in a leadership position.

Meanwhile, the statement of "I have a desire to work together with my fellow employees" has the highest average score among all of them. This also occurs for the same reason. RRI employees are low in terms of need for power but high in terms of need for affiliation. RRI employees are more motivated to cooperate, work together, and establish harmonious relationships with their colleagues than to influence others and be in a leadership position.

4. CONCLUSION

This study examined the influence of training, work experience, and work motivation on employee performance at Radio Republik Indonesia Palembang. The findings indicate that training significantly affecting employee performance at Radio Republik Indonesia Palembang, implying that training can have an impact on employee performance as long as the company, as the training organizer, and the employees, as training participants, take into account the aspects of participation, repetition, relevance, transference, and feedback in ensuring that the training serves its function, which is to

improve employee performance. On the contrary, work experience does not significantly affecting employee performance at Radio Republik Indonesia Palembang, implying that work experience does not determine employee performance if their length of service is not accompanied by the appropriate level of knowledge, skills, and proficiency of the job and materials. To address this issue, companies can provide training tailored to the needs of their employees so that their length of service is directly proportional to their work experience. Meanwhile, work motivation also significantly influence employee performance at Radio Republik Indonesia Palembang, implying that work motivation may affect employee performance if employees have the drive in their work such as need for achievement, power, and affiliation as a driving force in maintaining intensity, direction, and persistence in their work and in achieving their intended goals.

As a practical implication, this study is hoped to serve as an additional reference for future researchers who are interested in studying the possible factors that can influence employee performance. Although this study has some limitations, namely limitations in terms of variables. For Radio Republik Indonesia Palembang, as an organization, they should consider factors that could contribute to the influence of employee performance, such as training and work motivation, so that the resulting policies will be more targeted and have minimal risk.

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