

The Influence of Career Development and Work Environment on Employee Performance Mediated by Work Motivation

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<p>Keywords: Keyword 1: Career Development Keyword 2: Work Environment Keyword 3: Employee Performance Keyword 4: Work Motivation</p> <p>Article History: Received : February 04, 2024 Revised : March 14, 2024 Accepted : March 28, 2024</p> <p>Cite This Article: Sari, N. L., & Kasmir. (2025). The influence of career development and work environment on employee performance mediated by work motivation. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(2), 1–86. https://doi.org/10.22441/indikator.v9i2.32914</p>	<p><i>This study aims to describe the influence of career development and work environment on employee performance, with work motivation as an intervening variable in the Marketing Directorate of PT Asuransi RIB. The study was conducted in the Marketing Directorate of PT Asuransi RIB, involving 120 respondents as the research sample. The sampling technique used was non-probability sampling with the incidental sampling method. Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with the assistance of SmartPLS 3.2.9 software. The Partial Least Square (PLS) model evaluation consisted of outer model and inner model assessments, along with hypothesis testing. The results of the analysis indicate the following: Career development does not have a significant effect on employee performance, work environment does not have a significant effect on employee performance, career development has a positive and significant effect on work motivation, Work environment has a positive and significant effect on work motivation, Work motivation has a positive and significant effect on employee performance, Career development positively affects employee performance through work motivation as an intervening variable. Work environment positively affects employee performance through work motivation as an intervening variable. The findings suggest that although career development and work environment do not directly impact employee performance, they enhance work motivation, which ultimately leads to improved employee performance.</i></p>

INTRODUCTION

The success of a company depends on having a productive workforce that can adapt to change. Optimal employee performance not only contributes to achieving company goals but also enhances operational efficiency and the company's competitiveness.

As a company operating in the insurance industry, PT Asuransi RIB requires competent, productive human resources capable of providing the best service to customers. Employee performance is a key factor in determining a company's success, including at PT Asuransi RIB. The intense competition in the insurance sector demands that companies continuously improve service quality and operational efficiency, both of which heavily rely on employee performance. According to Wijonarko et al. (2022), performance is the result or achievement of an individual or a group in carrying out their duties and responsibilities to realize organizational goals within a specific period, in a legal manner.

Employee performance data of the Marketing Directorate 2020-2023

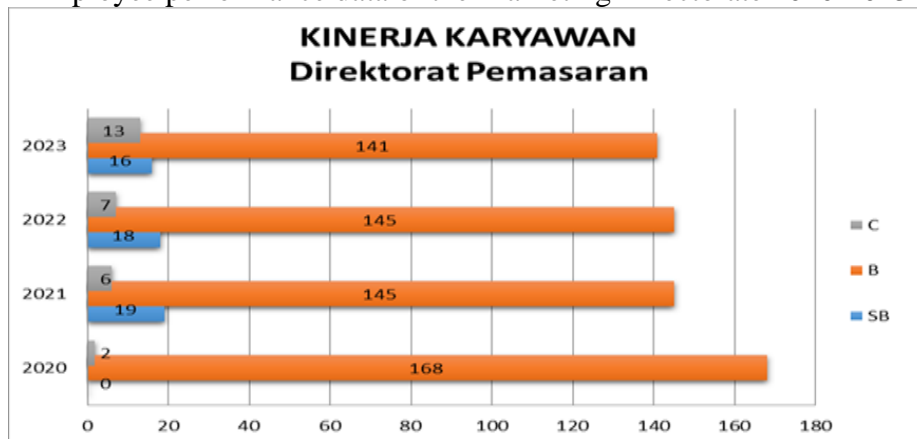


Figure 1. Employee performance data of the Marketing Directorate 2020-2023

Based on the data, it can be concluded that overall employee performance has experienced a slight decline, particularly in the "Good" (B) category, while the number of employees with "Fair" (C) performance has increased. This indicates a potential issue in human resource management that needs further analysis. Additionally, although the "Very Good" (SB) category emerged in 2021, its number has not shown significant growth and has tended to decline. Therefore, the company needs to take strategic steps to improve employee performance, such as through career development programs, a conducive work environment, and increased work motivation to raise the number of employees with "Good" and "Very Good" performance.

Career development is one of the key aspects of human resource management that significantly impacts employee performance. The relationship between career development and employee performance, according to Putu Eko Wahyudi, Komang Krisna Heryanda, and Gede Putu Agus Jana Susila (2021), shows a positive and significant effect. However, research by Billy Virya Hapsoro, Mariati Tamba, Tri Suratmi, and Nurminingsih (2020) indicates a negative effect on employee performance.

The work environment directly affects employees as they complete their tasks, ultimately influencing overall company performance. The relationship between the work environment and employee performance, according to Muhamad Riziq Shihab, Wawan Prahiawan, and Vera Maria (2022), shows a positive and significant impact. In contrast, research by Jus Samuel Sihotang (2020) found a negative and insignificant effect on employee performance.

Good work motivation is defined as a situation where employees feel capable of balancing their work, personal life, or other commitments. It serves as an important intervening variable in the relationship between career development and the work environment with employee performance. The relationship between work motivation and employee performance, according to research by Geovanno Harland Goni, Wilfried S. Manoppo, and Joula J. Rogahang (2021), shows a positive and significant effect. However, a study by Isrial Po Abas, Sunarya Rasyid, and Mutiara Triana Sany (2023) found a negative and significant effect on employee performance.

Based on the research gap identified above, it is interesting to conduct a study on the phenomenon of declining employee performance and its contributing factors, focusing on career development, work environment, and work motivation variables.

LITERATURE REVIEW

Career Development

According to Martoyo (2007) in Putu Eko Wahyudi, Komang Krisna Heryanda, Gede Putu Agus, and Jana Susila (2021), career development is a condition that indicates an individual's status improvement within an organization along a predetermined career path. Meanwhile, according to Putra (2020), for employees, career development is a formal activity aimed at enhancing skills, growth, knowledge, and job satisfaction, enabling employees to meet the company's qualifications.

Work Environment

According to Sutrisno (2011) in Nina Andriyani, Ramadhani Hamzah, and Riduan Siagian (2020), the work environment encompasses all facilities and infrastructure surrounding employees as they perform their tasks, which can influence their job execution. Meanwhile, according to Nuraldy (2020), a good work environment can foster and enhance employee enthusiasm and performance.

Work Motivation

According to Winardi (2011) in Nina Andriyani, Ramadhani Hamzah, and Riduan Siagian (2020), motivation is the result of several internal or external processes within an individual that drive them to engage in specific activities. In motivational research, a person can exhibit enthusiasm in completing tasks. A motivated individual is someone who makes substantial efforts to support the production goals of their work unit and the organization where they are employed.

Employee Performance

Performance appraisal is a system designed to evaluate and determine the extent to which employees have fulfilled their job responsibilities, as stated by Suprihanto (1988) in Billy Virya Hapsoro, Mariati Tamba, Tri Suratmi, and Nurminingsih (2020). Meanwhile, according to Sutrisno (Pribadi, 2022), performance is the work output achieved by an individual or a group within an organization, in accordance with their respective authority and responsibilities, in an effort to accomplish organizational goals legally, without violating the law, and in alignment with moral and ethical standards.

RESEARCH HYPOTHESIS

The Influence of Career Development on Employee Performance

A high level of career development can be a key factor in either enhancing or reducing employee performance within an organization. The research findings of Kaleb Kaliaga Sebayang and Mei Yosi Silaen (2021), Astuti (2022), as well as Putu Eko Wahyudi, Komang Krisna Heryanda, and Gede Putu Agus Jana Susila (2021) indicate that career development has a positive and significant impact on employee performance.

H1: Career Development Has a Positive and Significant Influence on Employee Performance

The Influence of Work Environment on Employee Performance

A conducive and fair work environment plays a significant role in improving employee performance. Previous research related to compensation and job satisfaction has been conducted by several researchers, such as Muzdalifah (2019), Iroth et al. (2018), and Zulkarnaen & Sudarma (2018), who stated that compensation affects employee job satisfaction.

H2: The Work Environment Has a Positive and Significant Influence on Employee Performance

The Influence of Career Development on Work Motivation

Career development influences employee work motivation, meaning that providing career development opportunities in a company impacts the growth of employees' work motivation. These career development opportunities are reflected in recognition of work achievements, exposure, networking, loyalty to the organization, mentors and sponsors, as well as opportunities for growth. Among these, employee loyalty to the organization is the most significant factor supporting career development. This is supported by research conducted by Kaleb Kaliaga Sebayang & Mei Yosi Silaen (2021).

H3: Career Development Has a Positive and Significant Influence on Work Motivation

The Influence of Work Environment on Work Motivation

When employees have adequate individual capabilities, they are expected to perform well. This is also supported by their level of effort within the company, including work ethics, attendance, and motivation to complete tasks effectively. Research proving the influence of the work environment on work motivation includes studies by Agus Dwi Cahya, Novia Tri Ratnasari, and Yudi Prasetya Putra (2021).

H4: The Work Environment Has a Positive and Significant Influence on Work Motivation

The Influence of Work Motivation on Employee Performance

Motivation is the process of stimulating desire and willingness to work, directing and channeling attitudes toward achieving company goals (Harahap & Tirtayasa, 2020). Employees with higher motivation tend to be more satisfied with their jobs.

Research proving the influence of work motivation on employee performance includes studies by Akhmad Darmawana, Yosita Angelina, and Sunardi (2022).

H5: Work Motivation Has a Positive and Significant Influence on Employee Performance

The Influence of Career Development on Employee Performance Through Work Motivation

Career development is crucial for an organization, as career growth is an essential need that must continuously be developed within employees. This enables them to stay motivated and improve their performance. Research proving this influence includes studies by Putu Eko Wahyudi, Komang Krisna Heryanda, and Gede Putu Agus Jana Susila (2021).

H6: Career Development Has a Positive Influence on Employee Performance Mediated by Work Motivation

The Influence of Work Environment on Employee Performance Through Work Motivation
Work motivation often acts as a mediating factor that bridges the influence of the work environment on employee performance. In other words, a good work environment can enhance work motivation, which ultimately contributes to improved employee performance. Research supporting this influence includes studies by Agus Dwi Cahya, Novia Tri Ratnasari, and Yudi Prasetya Putra (2021).

H7: The Work Environment Has an Influence on Employee Performance Mediated by Work Motivation

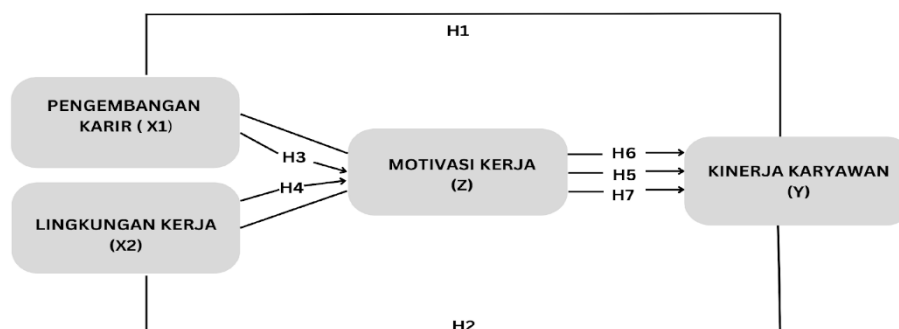


Figure 2. Theoretical Framework

RESEARCH METHOD

The research strategy used in this study is quantitative, where the information is collected in the form of data. Therefore, this study utilizes primary data, which is gathered through a questionnaire distributed to the respondents via Microsoft Forms. The data is then collected and processed using SmartPLS software to test the hypotheses. According to Sugiyono (2016) in Muhammad Sadli & Hermawan (2023), a questionnaire is a data collection method where the subjects are provided with a list of written questions or statements to respond to.

According to Sugiyono (2022), survey research is a quantitative study used to obtain data about past or current beliefs, opinions, characteristics, behaviors, variable relationships, and to test several hypotheses.

In this study, out of 170 employees from the Marketing Directorate of PT Asuransi RIB, the sample taken consists of 120 employees. This approach was chosen because the researcher employed a non-probability sampling technique, calculated using Slovin's formula, with the aim of saving time in data collection. Purposive sampling was used to select the research sample, with all participants being either permanent or contract employees, making them the entire sample used as respondents. Since the research subjects were already identified by the researcher during the data collection process, data collection was completed. The obtained questionnaire data will be processed using the SmartPLS version application 2.9 The testing is conducted as follows: Outer Model, Inner Model, Testing of Direct and Indirect Effects and Hypothesis Testing.

RESULTS AND DISCUSSION

Result

The description of the respondents is carried out to collect and present data which aims to make the data easy to read and understand. In this research, a description of the respondents in the research object is described.

Table 1. Respondent Characteristic

Description		Total	Presentase (%)
Gender	Laki-Laki	56	47
	Perempuan	64	53

Job Level	Staf	76	63
	Supervisor	26	22
	Departemen Head	16	13
	Head Division	2	2
Education Level	S1	110	92
	S2	10	8
Years of Service	<1 Years	4	3
	1-3 Years	27	23
	4-6 Years	21	18
	7-10 Years	36	30
	>10 Years	32	26

Source : Research, 2024

This study involved 120 respondents, with the composition based on gender, job position, education level, and years of service. In terms of gender, the majority of respondents were female, totaling 64 people (53%), while males accounted for 56 people (47%). This proportion indicates a relatively balanced distribution between male and female respondents in the study. Regarding job positions, the majority of respondents held staff positions, totaling 76 people (63%), followed by supervisors with 26 people (22%), department heads with 16 people (13%), and division heads with 2 people (2%). This shows that most respondents are in operational roles within the organization, while those in higher positions are relatively fewer. In terms of education level, the majority of respondents held a bachelor's degree (S1) with 110 people (92%), while 10 respondents (8%) held a master's degree (S2). Based on years of service, 4 respondents (3%) had less than 1 year of work experience, followed by 27 respondents (23%) with 1-3 years of service, 21 respondents (18%) with 4-6 years of service, 36 respondents (30%) with 7-10 years of service, and 32 respondents (26%) with more than 10 years of experience. This composition indicates that the majority of respondents have significant work experience, with more than half having over 7 years of service.

Outer Model Assessment

Outer Model testing can be seen through Convergent Validity, Discriminant Validity and Reliability (Hair et al., 2014). Convergent Validity is calculated based on the correlation of the item score with the construct score, the measurement is declared valid if the AVE value is > 0.5 . Discriminant Validity measures the same correlation on the variables of each indicator with a reference value on Fornell Larcker > 0.7 . To determine reliability, the Composite Reliability reference > 0.7 and Cronbach's Alpha > 0.7 are used.

Table 2. Outer Model Result

Variabel	AVE	Fornell Larcker	Composite Reliability	Cronbach's Alpha
Career Development	0,559	0,748	0,927	0,913
Work Environment	0,635	0,621	0,945	0,936
Work Motivation	0,656	0,711	0,950	0,941
Employee Performance	0,612	0,537	0,940	0,929

Sumber: Output PLS 2024

Inner Model Assessment

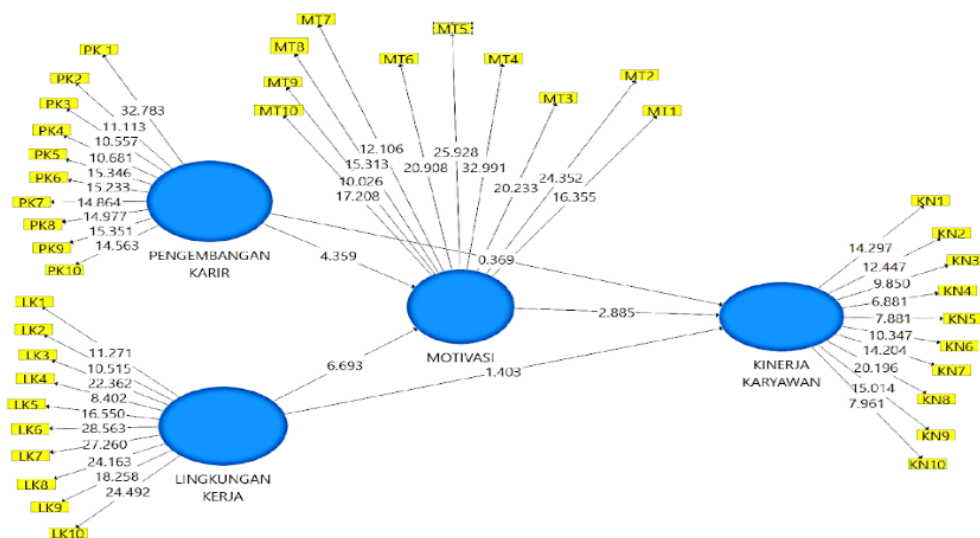


Figure 3. Bootstrapping Result

Before testing the inner model, a multicollinearity test (inner VIF) is carried out to ensure that there is no multicollinearity with a value range of 0.2 - 5 (Hair et al., 2014). Then conduct the Effect Size (F2) test to determine the magnitude of the influence at the structural level between the independent variable and the dependent variable or mediating variable with a value range of 0.02 (weak), 0.15 (medium) and 0.35 (strong) (Hair et al., 2014).

Table 3. Assessment VIF and F2

Variabel	Inner VIF	F2
Career Development > Employee Performance	2,000	0,003
Work Environment > Employee Performance	2,162	0,045
Career Development > Work Motivation	1,489	0,343
Work Environment > Work Motivation	1,489	0,452
Work Motivation > Employee Performance	2,856	0,202

Source: Output PLS 2024

Testing the coefficient of determination (R2) is needed to determine the magnitude of the effect of the independent variables simultaneously on the dependent variable and the mediating variable (Hair et al., 2014), with a range value of 0.25 (weak), 0.50 (moderate), 0.75 (strong). As well as testing Predictive Relevance (Q2) to test the reliability of observations on the model and its estimated limits with a range value of 0.02 (weak), 0.15 (moderate) and 0.35 (strong) (Hair et al., 2014).

Table 4. Asessment R2 dan Q2

Variabel	R2	R2 Adjusted	Q2
<i>Work Motivation</i>	0,530	0,518	0,467
Employee Performance	0,650	0,644	0,572

Source: Output PLS 2024

Direct Effect, Indirect Effect and Hypothesis Testing

Test the direct and indirect effects between variables to determine the significance or probability value of the total effect, direct effect and indirect effect. Hypothesis testing is done by analyzing the path coefficient value, T-Statistic and P-Value, if the path coefficient value is positive, T-Statistic > 1.65 with a P-Value of 0.05, the hypothesis that there is a positive and significant effect is accepted (Hair et al., 2014).

Table 5. Direct Effect, Indirect Effect and Hypothesis Testing

Hubungan Variabel	Original Sample	T Statistics	P Values	Effect	Hypothesis Testing
Career Development > Employee Performance	0,049	3,213	0,001	No effect	Rejected
Work Environment > Employee Performance	0,214	1,423	0,078	No effect	Rejected
Career Development > Work Motivation	0,423	4,234	0,000	Has a positive and significant effect	Accepted
Work Environment > Work Motivation	0,485	6,415	0,000	Has a positive and significant effect	Accepted
Work Motivation > Employee Performance	0,521	3,213	0,001	Has a positive and significant effect	Accepted
Career Development > Work Motivation > Employee Performance	0,253	2,628	0,009	Has a positive and significant effect	Accepted
Work Environment > Work Motivation > Employee Performance	0,220	2,836	0,005	Has a positive and significant effect	Accepted

Source: Output PLS 2024

Discussion

The Influence of Career Development on Employee Performance

Career development does not have a significant effect on employee performance because it has an original sample value of 0.049, a P-value of $0.001 < 0.05$, and a T-statistic of $3.213 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is not significant. This is in line with previous studies by Zackharia Rialmi & Papang Patoni (2020), Fathur Rozy (2021), and Farida Achmad, Susanti Widhiastuti, & Jhoni Iskandar (2023), which stated that career development does not have a direct and significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance because it has an original sample value of 0.214, a P-value of $0.078 < 0.05$, and a T-statistic of $1.423 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This is in line with previous research by Anggi Dinanti Akhiriani & Taufik Risal, S.T., M.M. (2023) and Indiago Dwi Prasetyo & Bowo Santoso (2022), which state that the work environment does not have a direct and significant effect on employee performance.

The Influence of Career Development on Work Motivation

Career development has a positive effect on work motivation because it has an original sample value of 0.423, a P-value of $0.000 < 0.05$, and a T-statistic of $4.234 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This is consistent with the research by Leonardus Teguh Handoyo & Suryatunnisak (2024), which states that career development has a positive and significant effect on work motivation

The Influence of the Work Environment on Work Motivation

The work environment has a positive effect on work motivation because it has an original sample value of 0.485, a P-value of $0.000 < 0.05$, and a T-statistic of $6.415 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This aligns with the studies conducted by Husna Purnama, Meilinda Safitri & Mira Agustina (2020), and Nurul Amalia (2021).

The Influence of Work Motivation on Employee Performance

Work motivation has a positive effect on employee performance because it has an original sample value of 0.521, a P-value of $0.001 < 0.05$, and a T-statistic of $3.213 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This is consistent with research by Billy Virya Hapsoro, Mariati Tamba, Tri Suratmi & Nurminingsih (2020), Jus Samuel Sihotang (2020), and Yovie Ernanda, Wandy Halim, Michael Riady & Edisah Putra Nainggolan (2024), which states that work motivation has a positive and significant effect on employee performance

The Influence of Career Development on Employee Performance through Work Motivation

Based on hypothesis testing in this study, career development has a positive effect on employee performance through work motivation because it has an original sample value of 0.253, a P-value of $0.009 < 0.05$, and a T-statistic of $2.628 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This is consistent with previous studies by Farida Achmad, Susanti Widhiastuti, & Jhoni Iskandar (2023), Indah Rahmadani & Suryono (2024), and Efendi and Fathur Rozy (2021), which state that career development has a positive and significant effect on employee performance through work motivation as an intervening variable.

The Influence of the Work Environment on Employee Performance through Work Motivation

Based on hypothesis testing in this study, the work environment has a positive effect on employee performance through work motivation because it has an original sample value of 0.220, a P-value of $0.005 < 0.05$, and a T-statistic of $2.836 > 1.96$ with $\alpha = 0.05$, indicating that the relationship between the variables is significant. This is in line with research by Fathur Rozy (2021), which states that the work environment has a positive and significant effect on employee performance through work motivation as an intervening variable.

CONCLUSION

1. Career development does not have a direct and significant effect on employee performance. Therefore, career development programs implemented in the company do not have a relationship or impact on improving employee performance at the Marketing Directorate of PT Asuransi RIB.
2. The work environment does not have a direct and significant effect on employee performance. Therefore, whether the company creates a good or poor work environment, it does not have a direct or significant impact on improving employee performance at the Marketing Directorate of PT Asuransi RIB.
3. Career development has a positive and significant effect on work motivation. Therefore, the better the career development program provided, the higher the level of work motivation felt by employees at the Marketing Directorate of PT Asuransi RIB.
4. The work environment has a positive and significant effect on work motivation. Therefore, the better or more supportive the work environment, the higher the level of work motivation felt by employees at the Marketing Directorate of PT Asuransi RIB.
5. Work motivation has a positive and significant effect on employee performance. Therefore, employees with higher work motivation will positively influence their performance at the Marketing Directorate of PT Asuransi RIB.
6. Work motivation is able to mediate career development on employee performance, resulting in a positive and significant effect. Therefore, career development does not directly improve performance but, through increasing work motivation, can drive better performance at the Marketing Directorate of PT Asuransi RIB.
7. Work motivation is able to mediate the work environment on employee performance, resulting in a positive and significant effect. Therefore, the impact of the work environment on employee performance does not occur directly but through an increase in work motivation, thereby contributing to improved performance at the Marketing Directorate of PT Asuransi RIB.

LIMITATIONS

This study has several limitations, including:

1. The research findings are only applicable to certain sectors or organizations, especially if the sample is not representative.
2. The relationships between variables in the mediation model are often influenced by other external factors, such as organizational culture, leadership style, or job satisfaction.
3. The cultural context where the research is conducted may influence how employees perceive career development, work environment, and work motivation.

SUGGESTIONS

Based on the research findings, the following recommendations are made for the Marketing Directorate of PT Asuransi RIB:

For the Organization

a. Regarding Education and Training

1. Provide training that supports business processes, such as design thinking or problem-solving.
2. Implement blended learning, including e-learning, workshops, and technology-based simulations.

3. Create training tailored to the needs and competency levels of each employee, such as digital marketing training for marketing employees and lean management training for operations staff.
- b. Regarding Relationship with Superiors
1. The company should encourage two-way communication between employees and supervisors through discussion forums, one-on-one meetings, or regular feedback, such as implementing a 360° feedback system to assess working relationships.
 2. Create a more collaborative work environment where superiors and employees work as a team, not just in a hierarchical relationship, such as cross-departmental teamwork, team-building sessions.
 3. Develop a transparent and fair reward system to avoid favoritism in superior-subordinate relationships, such as an "Employee of the Month" program based on performance.
 4. Equip managers and supervisors with effective leadership skills, including how to build good relationships with their teams, such as coaching leadership programs for managers, and workshops on communication skills, empathy, and conflict resolution.
- c. Regarding Safety and Protection at the Workplace
1. Use security technologies such as CCTV, alarm systems, and access controls to enhance monitoring and protection, such as using access cards to limit access to critical areas.
 2. Instill a safety culture by involving all employees in maintaining security, such as organizing a safety champion program for employees and regular discussion forums.

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