

THE ROLE OF MOTIVATION IN MEDIATING PSYCHOLOGICAL DETERMINANTS OF EMPLOYEE PERFORMANCE

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ABSTRACT

This research is motivated by the importance of psychological factors, such as emotions and perceptions, in driving employee performance in public agencies, specifically at the Tangerang City Environmental Agency. The study aims to analyze the influence of emotions and perceptions on employee performance, both directly and indirectly through work motivation as a mediating variable. A quantitative approach with a survey method was employed. Data were collected through questionnaires distributed to 71 employees of the agency, supplemented by observation and documentation. The analysis utilized multiple linear regression and path analysis. The results indicate that emotions and perceptions significantly influence employee performance, both directly and indirectly via work motivation. The indirect effect was found to be greater than the direct effect, underscoring the key mediating role of motivation. These findings confirm that managing emotional and perceptual aspects can be an effective strategy for enhancing performance. The novelty of this research lies in testing the mediating role of work motivation in the relationship between emotions, perceptions, and performance within a public sector context. It offers a practical contribution by providing insights for designing human resource development strategies focused on strengthening employees' psychological attributes.

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INTRODUCTION

The Tangerang City Environmental Agency (DLH) plays a vital role in maintaining environmental sustainability through the management of water quality, air quality, land cover, and waste management systems. Strategic performance achievements in 2024, such as a Water Quality Index (WQI) of 57.5 and a waste management rate of 99.90% of the target of 798,406 tons (LKJIP DLH, 2024), demonstrate relatively high performance. However, these achievements do not fully reflect the organization's internal effectiveness, particularly the performance of individual employees as policy implementer.



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Table 1: Strategic Performance Data of the Tangerang City Environmental Agency in 2024

Performance Indicator	Target 2024	Actual 2024	Percentage Achieved	Description
Water Quality Index	46,48	57,5	123,71%	Exceeded target
Air Quality Index	70,43	69,62	98,85%	Nearly achieved
Land Cover Quality Index	37,193	27,04	72,69%	Not yet achieved
Waste Volume Handled	798.406 tons	797.643 tons	99,90%	Nearly met target
Waste Percentage	28%	28,07%	100,25%	Exceeded target

Source: Tangerang City Environmental Agency Performance Report 2024

Table 2: Pre-Performance Survey

No	Statement	SA	A	Do	Di	D	Total Score	Average
1	I complete my work on time.	25	25	7	2	1	251	4,18
2	I work efficiently and productively	18	28	6	2	1	233	4,24
3	I take initiative in my work	17	27	8	2	1	228	4,15
4	I work according to standard operating procedures	19	29	5	1	1	236	4,29
5	I have difficulty achieving targets	8	15	20	8	4	187	3,4
6	I am able to complete work independently.	16	28	7	3	1	228	4,15
7	I feel my performance is assessed fairly	14	26	10	3	2	218	3,96
8	I receive feedback on my performance	10	21	14	6	4	203	3,69
9	I contribute to the achievement of team goals	18	25	9	2	1	230	4,18
10	I strive to improve my performance	21	26	5	2	1	237	4,3

Source: Pre-Survey Results

Description: Strongly Agree (SA), Agree (A), Doubtful (Do), Disagree (Di), Strongly Disagree (SD)

Based on the results of a pre-survey on employee performance, the score reached 237 with an average score of 4.30. This indicates good emotional stability, but there are indications of emotional exhaustion and sensitivity to criticism.

This is supported by the research results of Pindo et.al. which found that employee emotions have a direct positive impact on human character. Emotional richness has a positive effect on employee performance. [1] On the other hand, emotions influence motivation and behaviour in career development learning. Employee emotions have a direct positive impact on human character.

The results revealed that positive emotion positively influenced academic motivation. At the same time, academic motivation was positively related to leisure habits related to French,

and this was positively related to academic performance. [2] Emotions influence motivation and behaviour in career development learning. [3]. Research shows that emotions influence students' cognitive performance, motivation, goals, and proactive behavior, as well as their well-being (Pekrun et al., and Shuman & Scherer) in Hely [3].

In addition, it is explained that emotional wealth has a positive effect on employee performance [1]. The results of the study show that most of the variability in employee performance can be explained by variability in their motivation. The findings show that both perception and environmental awareness affect performance. [4]. Work motivation, perception, and work environment of employees of PDAM Tirta Pakuan Bogor City to improve employee performance. [5].

These findings emphasize the importance of effective motivational strategies in human resource management to optimize employee performance. This study highlights the important role motivation plays in achieving organizational goals and improving employee work effectiveness. [6, 7].

LITERATUR REVIEW

Emosi

Every employee expend physical and mental labour by putting body and mind, respectively into the job. Emotional is when an employee expresses organizationally desired emotions during interpersonal transaction at work [8].

Persepsi

The key to understanding perception is realizing that it is a unique interpretation of a situation, not an exact recording. Perception is a highly complex cognitive process that produces a unique picture of the world, a picture that may be very different from reality [9]. Perception is a cognitive process that enables us to interpret and understand our surroundings. Recognition of objects is one of this process's major functions [10].

Motivation

Robbin dan Judge [11].motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.3 While general motivation is concerned with effort toward any goal, we'll narrow the focus to organizational goals. People are motivated to perform activities by intrinsic and extrinsic factors of the job [12].

Performance

Organizational behavior modification theory and expectancy theory both recommend that employees with better performance should be rewarded more than those with worse performance [13].

Method

This research uses a quantitative approach to examine the population or sample, collect data, and conduct hypothesis testing. Data were collected using specialized instruments designed to assess behaviors, while the information was analyzed using statistical procedures and hypothesis testing [14].

The indicators for the variables of emotion, perception, motivation, and performance used are as follows:

Table 3: Measurement of Research Variables

No	Variabel	Indikator
1	Emotion (X1)	Self-awareness, self-control, internal motivation, empathy, social skills
2	Perception (X2)	Perception of superiors, coworkers, work, organizational systems, work environment
3	Motivation (Z)	Intrinsic and extrinsic motivation, goal commitment, achievement drive, job retention, education
4	Performance (Y)	Quality, quantity, punctuality, teamwork, responsibility

Population and Sample

A population is a generalized area consisting of objects with certain characteristics to be studied and then conclusions drawn (Sugiyono, 2022: 126). The population in this study was 244 employees of the Environmental Agency.

A sample is a subset of the population and its characteristics [15]. The sample size in this study, using the Slovin formula with an alpha of 10%, was 71 respondents.

Data Collection Method

To obtain primary data, observation and questionnaires were used. Secondary data were obtained using documents, books, articles, and other sources.

Data Analysis Method

Before analyzing the data, it was necessary to test the instrument with validity and reliability tests. Before data analysis, instrument validation was performed using validity and reliability tests. The results of the validity and reliability tests are as follows: all questionnaires for the variables of emotion, perception, work motivation, and performance were declared valid, as calculated $r_{table} > r_{count}$ (0.197). The reliability test also confirmed reliability, as Cronbach's Alpha calculations were > 0.60 .

Tabel 4: Reliability Test Results

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Variabel	Cronbach Alpha	α	Keterangan
Emotion	0.696	0.696	Reliabel
Perseption	0.840	0.840	Reliabel
Motivation	0.840	0.840	Reliabel
Performance	0.861	0.861	Reliabel

Source: data processed by researchers 2025

Then, classical assumption tests were conducted: normality test, multicollinearity test, and heteroscedasticity test.

Data analysis used simple regression analysis and multiple regression analysis. Hypothesis testing was conducted using the t-test (partial test) and the F-test (simultaneous test).

Results and Discussion

Based on the problem background, formulation and hypothesis above, the research results and discussion can be described as follows:

Results

The results of this study will explain regression analysis, coefficient of determination, path analysis and hypothesis testing.

Regression Analysis

Before conducting the regression test, classical assumption tests were conducted: normality, multicollinearity, and heteroscedasticity. The results of the normality test using the Kolmogorov-Smirnov test showed a significance value of ($0.068 > 0.05$), thus concluding that the data were normally distributed. The multicollinearity test showed a tolerance value of > 0.10 and $FIV < 10.00$, thus no multicollinearity occurred. The results of the heteroscedasticity test using sperman showed that each independent variable had a value > 0.05 , thus concluding that no heteroscedasticity occurred.

Regression analysis results

Emotional variables on work motivation variables

Calculation results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardize	t	Sig
		B	Std. Error	d Coefficients Beta		
1	(Constant)	8.653	4.178		2.071	.042

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Total_X 1	.832	.104	.694	8.01 6	<,0 01
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a. Dependent Variable: Total_Z

Based on the table above, the regression equation can be presented as follows:

$$Y = 8.653 + 0,104 X1$$

A constant of 8.653 indicates that if perception is increased by one unit, motivational will increase by 0.104 units.

Perception variables regarding work motivation variables

Calculation results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.993	4.263		5.863	<,001
	Total_X2	.448	.112	.436	4.021	<,001

a. Dependent Variable: Total_Z

Based on the table above, the regression equation can be presented as follows:

$$Y = 24.993 + 0,448 X2$$

A constant of 24.993 indicates that if perception is increased by one unit, motivational will increase by 0.061 units.

Emotional variables on employee performance variables

Calculation results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.624	2.472		4.297	<,001
	Total_X1	.793	.061	.841	12.909	<,001

a. Dependent Variable: Total_Y

Based on the table above, the regression equation can be presented as follows:

$$Y = 10.624 + 0,061 X1$$

A constant of 10.624 indicates that if emotional is increased by one unit, performance will increase by 0.061 units.

Perception variables regarding employee performance variables

Calculation results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	28.292	3.309		8.549	<,001
	Total_X2	.372	.087	.460	4.300	<,001

a. Dependent Variable: Total_Y

Based on the table above, the regression equation can be presented as follows:

$$Y = 28.292 + 0,372 X2$$

A constant of 28.292 indicates that if perseption is increased by one unit, performance will increase by 0.372 units.

Work motivation variables on employee performance

Calculation results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	16.815	2.524		6.663	<,001
	Total_Z	.610	.060	.775	10.193	<,001

a. Dependent Variable: Total_Y

Based on the table above, the regression equation can be presented as follows:

$$Y = 16,815 + 0,610 Z$$

A constant of 16.815 indicates that if motivation is increased by one unit, performance will increase by 0.610 units.

Emotional and perception variables regarding work motivation

Calculation results

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.445	4.514		.320	.750
	Total_X1	.746	.101	.623	7.391	<.001
	Total_X2	.279	.087	.271	3.221	.002

a. Dependent Variable: Total_Z

Based on the table above, the regression equation can be presented as follows:

$$Z = 1,445 + 0,746 X_1 + 0,279 X_2 + e$$

A constant of 1.445 indicates that if emotion is increased by one unit, motivation will increase by 0.746 units. If perception is increased by one unit, motivation will increase by 0.279 units.

Variables of emotions, perceptions and work motivation on employee performance

Calculation results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.961	2.367		2.096	.040
	Total_X1	.564	.071	.598	7.935	<.001
	Total_X2	.145	.049	.179	2.974	.004
	Total_Z	.222	.064	.282	3.491	<.001

a. Dependent Variable: Total_Y

Based on the table above, the regression equation can be presented as follows:

$$Y = 4,961 + 0,564 X_1 + 0,145 X_2 + 0,222 Z + e$$

The constant is 4.961, if motivation is increased once, performance will increase by 0.564 units, if perception is increased once, performance will increase by 0.145, and if work motivation is increased once, performance will increase by 0.222. Emotions have the greatest influence on employee performance.

Determination Analysis

Determination analysis to measure the amount of contribution of independent variables to dependent variables. The results of the determination analysis are as follows:

Determination analysis measures the contribution of the independent variable to the dependent variable. The results of the determination analysis are as follows:

Table: Determination Coefficients of the Effect of emotion (X_1) and perception (X_2)
on motivation (Z)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.551	.538	1.740

a. Predictors: (Constant), X_2 , X_1)

The table above shows that emotions (X_1) and perception (X_2) have a contribution to motivation (Z) of 55.1% Environmental Service.

Table: Coefficient of Determination of the Influence of X_1 , X_2 , and Z on Y

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.804	.795	.912

a. Predictors: (Constant), Z , X_2 , X_1)

The table above shows that emotions (X_1), perception (X_2) and motivation (Z) have a contribution to employee performance (Y) of 55.1% at the Environmental Service.

Path Analysis

To determine the direct and indirect influences in this study, path analysis was used. The calculation was performed using SPSS as follows:

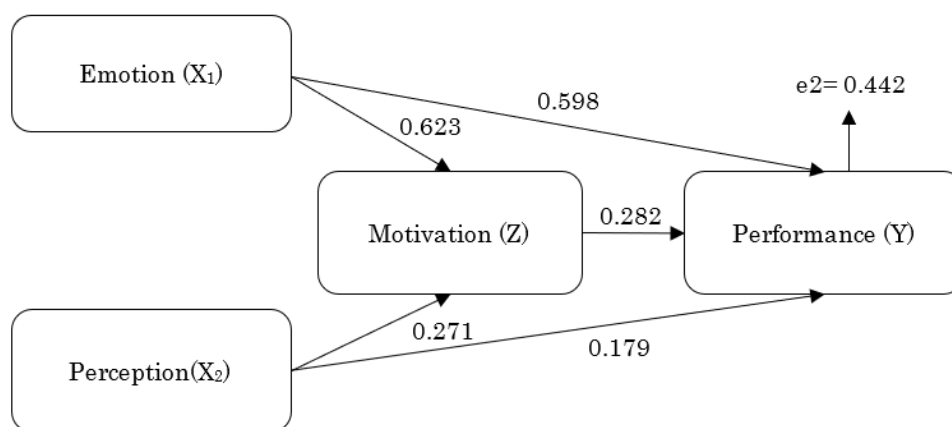


Figure 1: Path Analysis

The results of the path analysis can be presented in the following table:

Table 5: Result Path Analysis

influence of variables	Direct	Indirect (Through Motivation (Z))	Total Influence
Emotion (X₁) to performance (Y)	0.598	$0.623 \times 0.282 = 0.176$	0.774
Perception (X₂) to performance (Y)	0.179	$0.271 \times 0.282 = 0.076$	0.255

Source: data processed by researchers 2025

Based on the table above, it can be explained that:

a. The direct and indirect influence of emotions on performance

- 1) The direct influence of emotions (X₁) on performance (Y) is 0.598.
- 2) The indirect influence of emotions (X₁) on performance (Y) through work motivation is $0.623 \times 0.282 = 0.176$.
- 3) The total influence of emotions (X₁) on performance (Y) through work motivation is $0.598 + 0.176 = 0.774$.

Based on the path analysis, the direct influence of emotions on performance is greater than the indirect influence of emotions on performance through motivation.

b. The direct and indirect influence of perception on performance

- 1) The direct influence of perception (X₂) on performance (Y) is 0.179.
- 2) The indirect influence of perception (X₂) on performance (Y) through work motivation is $0.271 \times 0.282 = 0.076$.
- 3) The total influence of perception (X₂) on performance (Y) through work motivation is $0.179 + 0.076 = 0.255$.

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Based on the path analysis test, it is stated that the direct influence between perception and performance is greater than the indirect influence between perception and performance through work motivation.

Hypothesis Testing

A t-test was conducted to partially test the hypothesis using SPSS. The results of the t-test calculations are presented in the following table:

Table: Results of the t-Test of Emotion on Motivation

Model		Coefficient			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	8.653	4.178		2.071	.042
	Emotion	.832	.104	.694	8.016	<.001

a. Dependent Variable: Motivation

From the table above, it is known that t count (8.016) > t table (1.293), with a significance level of 5%, it can be concluded that H1 is accepted, meaning there is a significant influence between emotions on the work motivation of Tangerang City Environmental Service employees.

Table: Results of the t-Test of Perception of Motivation

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	24.993	4.263		5.863	<.001
	Perception	.448	.112	.436	4.021	<.001

a. Dependent Variable: Motivation

From the table above, it is known that t count (4.021) > t table (1.293), with a significance level of 5%, it can be concluded that H2 is accepted, meaning there is a

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significant influence between perceptions and work motivation of Tangerang City Environmental Service employees.

Table: Results of the t-Test of Emotion on Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.624	2.472		4.297	<,001
	Emotion	.793	.061	.841	12.909	<,001

a. Dependent Variable: Performance

From the table above, it is known that the calculated t (12,909) > t table (1.293), with a significance level of 5%, it can be concluded that H3 is accepted, meaning there is a significant influence between emotions on the performance of Tangerang City Environmental Service employees.

Table: t-Test of Perception (X2) against Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.292	3.309		8.549	<,001
	Perception	.372	.087	.460	4.300	<,001

a. Dependent Variable: Performance

From the table above, it is known that $t_{count} (4,300) > t_{table} (1.293)$, with a significance level of 5%, it can be concluded that H4 is accepted, meaning there is a significant influence between perceptions and the performance of Tangerang City Environmental Service employees.

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Table: t-Test of Motivation on Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.815	2.524		6.663	<,001
	Motivation	.610	.060	.775	10.193	<,001

a. Dependent Variable: Performance

From the table above, it is known that $t_{\text{count}} (10.193) > t_{\text{table}} (1.293)$, with a significance level of 5%, it can be concluded that H5 is accepted, meaning there is a significant influence between motivation and the performance of Tangerang City Environmental Service employees.

The F-test is used to test hypotheses simultaneously. The results of the F-test are presented in the following table:

Table: F-Test: The Effect of Emotion and Perception on Motivation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	252.423	2	126.212	41.685	<,001 ^b
	Residual	205.886	68	3.028		
	Total	458.310	70			

a. Dependent Variable: Motivation

b. Predictors: (Constant), emotion, perception

From the table above, it is known that $F_{\text{count}} (41.685) > F_{\text{table}} (2.74)$, with a significance level of 5%, it can be concluded that H6 is accepted, meaning there is a significant influence between emotions and perceptions on the work motivation of Tangerang City Environmental Service employees.

Table: F Test of the Influence of Perceived Emotions and Motivation on Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.055	3	76.018	91.454	<,001 ^b
	Residual	55.692	67	.831		
	Total	283.746	70			

a. Dependent Variable: Performance

b. Predictors: (Constant), emotion, perception, motivation

From the table above, it is known that F count (91.454) > F table (2.74), with a significance level of 5%, it can be concluded that H7 is accepted, meaning that there is a significant influence between emotional perception and motivation on the performance of Tangerang City Environmental Service employees.

DISCUSSION

Based on the research results above, the following discussion will be explained: The results of this study align with previous research by Mendez, which found that emotions influence motivation [2]. This is in line with what Healy [3] said that emotions influence motivation and behavior in career development.

Terkait dengan variabel persepsi terhadap kinerja, hasil penelitian Sanusi [4] bahwa persepsi dan lingkungan yang kondusif mempengaruhi kinerja organisasi.

Mendez juga menjelaskan bahwa emosi dan motivasi berpengaruh terhadap kinerja. [3]. Hal ini juga disampaikan oleh Muhammad bahwa motivasi memiliki pengaruh terhadap kinerja karyawan PDAM. [5]. Di dukung dengan penelitian Supriyatna at.all bahwa motivasi berpengaruh terhadap kinerja karyawan [6]. Hal ini sesuai dengan penelitian Rizka The effect of quality of worklife, work motivation and employee engagement on employee performance [7].

CONCLUSION

Based on the research results and discussion, it can be concluded that emotions and perceptions significantly influence employee performance at the Tangerang City Environmental Agency. Both factors affect performance both directly and indirectly through work motivation as an intervening variable. Specifically, emotions and perceptions have a

partial and simultaneous effect on work motivation, and similarly influence employee performance. Work motivation itself also significantly impacts performance. Notably, the direct effect of emotions and perceptions on performance is greater than their indirect effect through motivation, underscoring the critical role these psychological factors play in directly shaping employee outcomes.

The theoretical implication of this study reinforces the importance of psychological aspects in human resource management, particularly within the public sector. Practically, the findings suggest that to enhance employee performance, the agency should prioritize strategies aimed at improving workplace emotions and perceptions. Interventions such as creating a positive work environment, ensuring fair treatment, and providing clear communication can directly boost performance, beyond just increasing motivation.

However, this study has limitations. It was conducted only at a single institution with a relatively small sample size of 71 respondents, which may limit the generalizability of the findings. Additionally, the study focused solely on emotions, perceptions, and motivation, leaving other potential factors unexplored.

For future research, it is recommended to expand the scope by including other variables not examined in this study, such as leadership style, organizational culture, or compensation. Future studies could also consider a larger sample size across multiple institutions to enhance the generalizability and robustness of the findings related to employee performance improvement.

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