

Research Article

How Motivation, Compensation, and the Work Environment Maximizing Employee Performance?

Dimas Ramadhan Syahputra¹, Faris Faruqi^{2*}

¹ Faculty of Economics and Business, Trisakti University, Jakarta

² Indonesian College of Economics (STEI), Jakarta

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Abstract

This study aims to determine the effect of motivation, compensation, and work environment on employee performance. This study uses a quantitative research type, with an Associative research strategy. with data collection techniques using a questionnaire measured by a Likert scale. Data were analyzed by validity testing, reliability testing and Hypothesis Testing. The population in this study were all Coffee shop employees in Jakarta. The population in this study was 210 respondents with a 5% error rate determined by the SEM formula. Data collection was carried out by distributing questionnaires. The results of this study indicate that motivation affects employee performance, compensation affects employee performance because decent compensation improves employee performance, and the work environment also affects employee performance because the work environment is also very important for the comfort of employees to do the work given. The managerial implications of this study indicate that increasing motivation, compensation, and a conducive work environment can significantly improve employee performance. Managers need to consider better policies related to rewards, incentives, and creating a supportive work atmosphere to increase productivity. This can be done through motivational training programs, restructuring a fairer compensation system, and ensuring a comfortable and safe work environment.

Keywords: Motivation, Compensation, Work Environment, Employee Performance

JEL Classification: J24, M52, D23

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Corresponding author: Faris Faruqi (faris.faruqi@gmail.com)



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1. Introduction

Coffee shops are growing rapidly and there are also more and more coffee shops, especially in the Jakarta municipal area. Indonesia is an agricultural country that is rich in natural products, one of which is the agricultural sector. National economic growth in Indonesia also comes from the growth of the agricultural sector. One potential agricultural product is coffee. Coffee also supports the growth of the food and beverage industry in Indonesia. This increase can be seen from data.

The food industry in the second quarter of 2020 experienced growth of 0.22 percent on an annual basis (Tempo 2020). In coffee shops, many employees are employed, judging by the number, especially in Jakarta itself, which has 3,000 coffee shops spread throughout Jakarta (Pendustrian, 2018), but will the large number of employees employed result in profits? It all depends on how the employee's performance is, according to Yahya (2023), employee performance itself is the result or overall level of success of a person in carrying out the tasks assigned by the company during a certain period.

Motivation is identified as a very relevant factor in encouraging employee performance. However, variations in motivation among individuals and the different needs of each employee in a coffee shop raise questions about the most effective type of motivation to implement (Rahayu et al., 2024). Motivation is also important for improving employee performance in coffee shops, according to Subhan (2021), who shows that motivation is significant to employee performance. However, several researchers show that motivation is not significant to employee performance, such as research from Hary & Veronika (2018); from this, it can be concluded that motivation is only sometimes significant to employee performance, according to individuals and their respective needs (Savira et al., 2024).

Likewise, compensation is recognized as a significant factor in improving employee performance, because satisfactory compensation will improve employee performance at the coffee shop. However, there are differences of opinion regarding the most effective compensation management for coffee shops. This shows the need for further research to identify types of compensation that can better motivate employees, especially in the coffee shop context, such as the assessment from Andrean (2020) that compensation is significant for employee performance by providing incentives or rewards to improve employee performance but there are also Other research shows that compensation is not significant on employee performance, as researched by Anton & Ririn (2019) states that compensation does not affect employee performance.

Likewise, compensation is recognized as a significant factor in improving employee performance because satisfactory compensation will improve employee performance at the coffee shop. However, there are differences of opinion regarding the most effective compensation management for coffee shops. This result shows the need for further research to identify types of compensation that can better motivate employees, especially in the coffee shop context, such as the assessment from Andrean (2020) and (Setiawan et al., 2024) state that compensation is significant for employee performance by providing incentives or rewards to improve employee performance. However, there are also. Other research shows that compensation is not significant on employee performance as researched by Anton & Ririn (2019) state that compensation does not affect employee performance.

In addition, a comfortable work environment is considered to have a big impact on employee performance; as stated by researchers Sihalohe and Siregar (2018) and (Putri & Renwarin, 2023), creating a pleasant work environment is very important in improving employee performance, and the work environment is significant for employee performance. However, there are differences in opinion about the elements that form an ideal work environment in a coffee shop creates room for further research, such as research from Yahya (2023), which states that the work environment is not significant to employee performance.

In conclusion, there is room for more in-depth and specific research related to motivation management, compensation, and work environment improve employee performance in coffee shops. This shows that there is a knowledge gap (research gap) which can be filled through further research in the context of employee performance in coffee shops. Above we can see that there are significant and insignificant differences.

Purpose of study study This measure influences performance-affected employees by motivation, compensation, and work environment at a Coffee Shop in the Municipality of Jakarta. Research results These results testing partial ones have shown that motivation, compensation and work

environment influence employee performance in the Coffee Shop Case Study in the Municipality of Jakarta.

The research issue in this paper revolves around identifying how motivation, compensation, and the work environment affect employee performance, particularly in coffee shops in Jakarta. While many studies have explored these variables in different contexts, the results have been inconsistent—some research shows significant positive effects, while others show limited or no impact. This paper seeks to address this research gap by investigating the specific influence of these factors in coffee shops, an industry where employee performance is critical to service quality and customer satisfaction. The study's contribution lies in providing concrete managerial insights that could help coffee shop owners and managers in Jakarta optimize employee performance through tailored motivation strategies, fair compensation systems, and conducive work environments.

2. Literature Review and Hypothesis

Literature Review

Motivation

According to Dhian (2017) and (Pratamtomo et al., 2024), stated that motivation is related to the effort and encouragement that arises from in self someone who where wants to achieve the desired goal reach to direction intended goal. According to Wulan and Produkoan (2021), motivation is something encouragement from self employees to obtain affix from in self for obtaining salary and advancement career. According to Subhan Djaya (2021), motivation is something factor that will push somebody to do something activity certain. Motivation is sometimes interpreted as a factor in pusher behavior. Somebody in doing something works. High performance No obtained only from ability Work just However needed supporter others like motivation when an employee own motivation in work will produce excellent performance because own motivation that must be achieved by employees the (Muslikh & Simon, 2023).

Compensation

According to Andrean (2020) and (Pratamtomo et al., 2024), compensation covers form payment cash direct, payment No direct form benefits employees, and incentives for motivating employees to work hard to increase productivity. If managed with OK, compensation helps the company reach goals and gain, as well as look after employees with Good. So, compensation is very important for increasing the performance of employees. When employees with good performance supported by compensation will give Spirit for Keep Going good performance for the company and compensation, this is impact positive for all employee's Keep Going development performance. According to Edi Winata (2022), Compensation from salary, incentives, bonuses, benefits, work and environmental work are factors important for influencing something performance employee. The bigger the compensation provided company to its employees, then will the taller the employees ' efforts to increase their performance. Handoko (2022) states that compensation is something that employees accept as a reply service for performance and to increase Again performance.

Work environment

According to Soetjipto (2018) and (Muslikh & Simon, 2023), environment enjoyable work is very important in increasing the performance of employees, so the environment is good when employees can give great contributions to the company, fine in a way direct nor no direct in progress company. Environment less work will make employee own decreased performance and time achievement tasks that have been done given can walk No in accordance with the given target so that matter results system applied work become No effective and efficient, on the contrary environment enjoyable work will give good impact yourself and the company so that employee obtain satisfaction in achievement its performance and the company also gains objective companies who want to be achieved.

Employee performance

According to Adnyaswari and Adnyani (2017), the performance employee is the result of work that can be achieved by someone or a group of insider's organization, accordingly with authority and

responsibility, each answer in frame effort reaches the objective organization. Dewi (2017) and (Jayasri & Annisa, 2023) stated that there exists linkages connection between the burden work performance of the employee, where the burden Work will cause a decline in performance variables or can explained that the taller burden work accepted employee will influence performance from the employee the vice versa.

Hypothesis

The influence of work motivation on employee performance

Motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation is an activity that results in an important subject for managers, because managers must be with and through other people. The results of this study conclude that work motivation has a significant influence on employee performance. Other research from Setiaji (2019) argues that motivation is what causes and supports human behavior so that they are willing to work hard and are enthusiastic about achieving optimal results, so it can be concluded that work motivation has a positive effect on employee performance. This finding is in line with Edy (2018), who states that motivation plays an important role in supporting human behavior at work; motivation can come from oneself or within the scope of the company, co-workers, work support facilities, or other forms of reward.

H1: Work motivation has a positive effect on employee performance.

The Influence of Compensation on Employee Performance

According to Suparyadi (2019) compensation is the total income given to employees as appreciation for the contributions they make to the organization, both financial and non-financial. In conclusion, compensation is the reward given by the company for the performance provided, both financial and non-financial compensation. Compensation is generally an object that is given, unless the source is income tax. Compensation is generally related to financial rewards at a company or what are usually called financial rewards received by employees. In general, the compensation is anything received by someone, whether physical or non-physical and must be calculated and then given to someone. Compensation is a normal thing that usually happens in a company to appreciate their employees. Compensation is like rewards. Stated that compensation has a positive effect on employee performance. This is in line with research conducted by Lidya, et al., (2020), which states that compensation has a positive effect on employee performance.

H2: Compensation Affects Employee Performance.

The Influence of the Work Environment on Employee Performance

According to Sedarmayanti (2017), 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. Based on the research carried out, there are several problems seen in the company, namely, the work environment implemented by the company needs to be more flexible and flexible, coupled with a heavy workload. This condition makes employees less comfortable at work and stressed; conditions like this certainly make employees stressed. Some employees' performance is decreasing. Usually, this is characterized by employees needing to be more active and caring about the responsibilities they are given. Humans will tend to experience stress if they are less able to adjust their desires to the existing reality (Rachel, 2018). This finding means that the better the work environment set by the company influences the higher employee performance. This result is supported by research conducted by Jasman (2017) and Lestary (2017), who stated in their conclusion that the work environment has a positive and significant effect on employee performance.

H3: The work environment has a positive influence on employee performance.

Conceptual Framework

The framework illustrates the relationship between Motivation, Compensation, and Work Environment as independent variables that influence Employee Performance as the dependent variable. Each of these variables contributes to the overall performance of employees, suggesting a direct impact of these factors on employee outcomes.

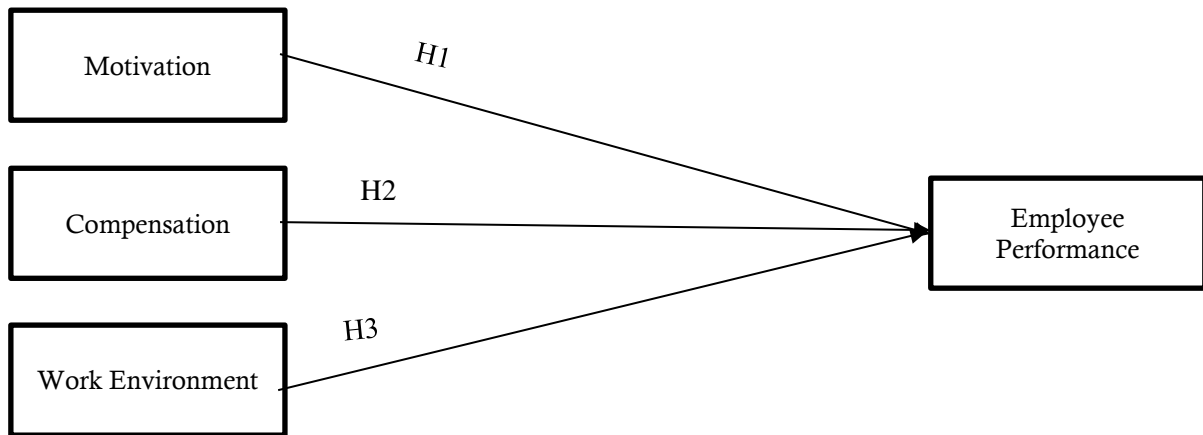


Figure 1. Conceptual Framework

3. Data and Method

Types of research

Study This uses quantitative strategies and methods to explain and determine the connection between two or more variables (Wahyuddin et al., 2023). The data was collected through research instruments, such as a questionnaire distributed to employees of a Coffee Shop in the Municipality of Jakarta.

Population and Sample

The population in the study is 210 people, who work at all over employee Coffee Shops in the Municipality of Jakarta. To determine the sample size in the study, use a formula with the Structural Equation Model (SEM).

Method of collecting data

The data analysis method uses validity tests, reliability tests, and t-tests tested using the SPSS 24 application. A validity test used to see if the results come out is it is valid or invalid. The measuring tools used here are existing questions in the questionnaire. The validity test uses the Pearson Product Moments correlation formula. Data used for measure so you can say consistent If measurement repeatedly produces Stable and consistent results. Data reliability testing was carried out with composite reliability output results. Test T is a temporary answer to the formulation problem, that is, asking connection between two variables or more. Design testing hypothesis was used to know the correlation of the second variables studied. Testing hypotheses use a significance level of 0.05 (5%) or confidence level of 0.95 (95%).

4. Results

Validity Test

The validity test is the similarity of data reported by researchers with data obtained directly from research subjects (Sugiyono 2018). The validity test of each question is the calculated r result compared to the r table. Suppose there is a significance sign $<$ from $\alpha = 0.05$, then it can be said to be valid, while if there is a significance sign $>$ from $\alpha = 0.05$, then it can be said to be invalid. In this study, the validity test was carried out using the SPSS version 24 application. The research instrument was declared valid if the calculated r value was $>$ the r table value of 0.135 and was declared invalid if the calculated r value was $<$ from the r table of 0.135.

Table 1. Validity Test Results

Indicator	r value count	r value table	Conclusion
Motivation Work	0.661	0.135	Valid
	0.681	0.135	Valid
	0.694	0.135	Valid

	0.614	0.135	Valid
Compensation	0.602	0.135	Valid
	0.655	0.135	Valid
Environment Work	0.608	0.135	Valid
	0.708	0.135	Valid
	0.552	0.135	Valid
Employee performance	0.691	0.135	Valid
	0.769	0.135	Valid
	0.669	0.135	Valid

Source: Data Processed (2023)

The validity test results show that all indicators for the variables of work motivation, compensation, work environment, and employee performance are valid. Each indicator has an *r* value count higher than the *r* value table of 0.135, indicating that all items used to measure the respective variables are statistically valid. Specifically, the work motivation indicators range from 0.661 to 0.694, compensation indicators range from 0.602 to 0.655, work environment indicators range from 0.552 to 0.708, and employee performance indicators range from 0.669 to 0.769. These findings confirm that the measurement instruments effectively capture the constructs they are intended to assess.

Testing Reliability

After validity testing was done, a reliability test was carried out. The reliability test was done using the formula Cronbach's alpha and the SPSS version 24 application. The reliability test results show that all variables have a mark reliability bigger than 0.60. With so, every variable is Good when used in real research.

Table 2. Test Results Reliability

Indicator	Cronbach's Alpha	Value (α) = 5%	Information
Motivation Work	0.874	0.60	Reliable
Compensation	0.848	0.60	Reliable
Environment Work	0.865	0.60	Reliable
Employee Performance	0.890	0.60	Reliable

Source: Data Processed (2023)

Based on the reliability test results shown in Table 2, all indicators have a Cronbach's Alpha value greater than 0.60, which is the minimum limit value to declare a variable reliable. The Work Motivation indicator has a Cronbach's Alpha value of 0.874, Compensation of 0.848, Work Environment of 0.865, and Employee Performance of 0.890. Thus, these four variables can be declared reliable, indicating that the measuring instrument used is consistent in measuring each related variable in this study.

Hypothesis-test

T test was used to show the extent of influence motivation work, compensation and environment Work to performance employees at a coffee shop individually (t test) with assumption that other variables remain constant or constant.

Table 3. Hypothesis Partial Test

Variable	Sig		Probability 0.05	Q count	Q table	Result
Motivation Work	0,000	<	0.05	4,347	> 2.83759	Motivation Work influential significant to performance employee
Compensation	0,000	<	0.05	5,109	> 2.83759	Compensation influential significant to performance

employee						
Environment Work	0,000	<	0.05	4,277	>	2.83759
Environment Work influential significant to performance employee						

Source: Data Processed (2023)

Motivations of the regression test: It is known that the three independent variables, namely motivation, Compensation and Work Environment significantly influence Employee Performance. The probability value (Sig) for each variable is less than 0.05, with motivation having a Sig value of 0.000 and a t-count of 4.347, compensation with a Sig of 0.000 and a t-count of 5.109, and Work Environment with a Sig of 0.000 and a t-count of 4.277. Because the t-count value of the three variables is greater than the t-table of 2.83759, motivation, compensation, and work environment have a significant effect on employee performance.

5. Discussion

The influence of work motivation on employee performance

The first hypothesis can be concluded that the results of the t-test of work motivation have a significant effect on employee performance at coffee shops in Jakarta, meaning that motivation improves employee performance, and this study is also supported by Subhan Djaya (2021); this study also contradicts previous researchers, namely Hary & Veronika (2018) stating Not significant. This explanation is in line with research conducted by Sutrisno et al., (2018) on work discipline on performance at the Semarang City Civil Service Police Unit office. The results of this study concluded that work motivation has a significant effect on employee performance. Another study by Setiaji (2019) argues that motivation is something that gives rise to and supports human behavior so that they are willing to work hard and are enthusiastic about achieving optimal results, so it can be concluded that work motivation has a positive effect on employee performance. This result is in line with Edy (2018), who stated that motivation plays an important role in supporting human behavior at work; motivation can come from oneself or within the company, co-workers, work support facilities, or other forms of appreciation.

The Influence of Compensation on Employee Performance

Second hypothesis Yes concluded compensation t-test results influential significant to performance employees, here prove that compensation is very influential to performance employee supported This means that this shows that the compensation provided by the company has been able to make employee performance better. Providing compensation to employees is a form of remuneration provided by the company for the performance that the employees have provided. If compensation in the company is considered appropriate by employees, this can affect employee performance and loyalty. Most of the work demonstrations carried out were due to dissatisfaction with the wages given. Stated that compensation has a positive effect on employee performance. This finding is in line with research conducted by Lidya et al. (2020), which states that compensation has a positive effect on employee performance. Andrean (2020), but contradictory to the study from Anton & Rin (2019), stated no significance.

The Influence of the Work Environment on Employee Performance

Third hypothesis Yes concluded environmental t test results work influential significant to performance employees; Environment work is very influential with performance with harmonious and comfortable environment make performance. A good work environment will have a good effect on employees in carrying out their daily duties so that it can encourage employees to provide satisfactory work results. The relationship between the work environment and performance is a definite thing and must be given more attention, both in terms of spatial layout, lighting security and employees. The main task of every organization is to improve employee performance. This result means that the better the work environment set by the company influences the higher employee performance. This finding is supported by research conducted by Jasman Saripuddin (2017) and Lestary (2017) stated in their conclusion that the work environment has a positive and

significant effect on employee performance. This study is in line with research conducted by Dewi (2020), which states that there is a positive influence between the work environment on employee performance, supported by Sihaloho & Siregar (2018) but is contradictory with Yahya (2023), stating No significant.

6. Conclusion

The study demonstrates that motivation, compensation, and the work environment significantly influence employee performance in coffee shops. Motivated employees tend to show enhanced performance, while appropriate compensation encourages higher productivity and loyalty. A conducive work environment fosters employee comfort and efficiency, further improving overall performance. This finding suggests that businesses aiming to boost employee output should focus on enhancing these three factors. Managerial Implications To improve employee performance, managers should focus on establishing clear motivational strategies such as reward programs and personalized incentives.

Additionally, compensation systems should be regularly evaluated to ensure fairness and competitiveness, directly impacting job satisfaction and performance. Lastly, creating a positive work environment-whether through physical comfort or a supportive culture-should be a priority, as it leads to higher employee retention and productivity. Implementing training programs and developing fair policies can optimize these elements for better organizational outcomes.

Recommendation

For further research, it is recommended to expand the scope of variables analyzed, such as including organizational culture variables or leadership styles, which can also affect employee performance. In addition, a longer data collection period and a larger and more diverse sample will provide more representative results. Researchers can also consider a mixed methods or qualitative approach to dig deeper into the factors that influence employee performance in a particular industry. This approach will provide a more comprehensive and contextual perspective on the research findings.

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