

The Influence of Work Environment and Organizational Culture on Employee Motivation at PT. Bumi Mineral Sulawesi (BMS)

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Keywords: Work Environment, Organizational Culture, Employee Motivation.

Abstract: This study aims to examine the influence of the work environment and organizational culture on employee motivation at PT Bumi Mineral Sulawesi (BMS), a nickel-processing company located in Luwu Regency, South Sulawesi. The study applies a quantitative approach using a survey method. Primary data are collected through questionnaires distributed to 95 respondents selected from a population of 1,800 employees using the Slovin formula. The data are analyzed using validity tests, reliability tests, multiple linear regression, t-tests, and F-tests with SPSS software. The results show that the work environment has a positive and significant effect on employee motivation. Organizational culture also has a positive and significant effect on employee motivation. Furthermore, the work environment and organizational culture simultaneously have a positive and significant effect on employee motivation. This study provides empirical evidence regarding the determinants of employee motivation in the mineral-processing industry, which remains relatively underexplored in the literature. The findings imply that companies should establish a supportive work environment and strengthen organizational culture to improve employee motivation and organizational performance.

Introduction

Keeping employees motivated is a big challenge for companies because it has a direct impact on how much work gets done, the quality of that work, how much employees care about their jobs, and how well the company performs overall. In the mineral processing industry, where getting things done relies a lot on how well different parts of the operation, like production, logistics, and people, work together, keeping workers motivated is more important than ever. A drop in how motivated employees are can cause problems with how well the business runs, lower the amount of work getting done, and make it harder to reach the company's goals.

PT Bumi Mineral Sulawesi (BMS) is a company that processes nickel and is based in Luwu Regency, which is part of South Sulawesi. The company runs a smooth logistics system that covers getting raw materials, processing minerals, managing production, storing goods, and sending products to customers. The success of this process relies on more than just the tools

and equipment used, it also depends on how motivated the workers are who do the everyday tasks. So, keeping employees motivated is an important strategy to help reach production goals and achieve the company's main aims in a smooth and effective way.

Several things can affect how motivated employees feel, like the place they work and the way the company operates. A good work environment makes employees feel comfortable, safe, and equipped with the right tools to do their jobs well. A strong organizational culture helps build common values, rules, and ways of behaving that make employees want to work together to achieve the organization's goals. When these factors are handled properly, employees usually show more motivation and a stronger connection to the organization.

Previous research has reported that the work environment and organizational culture influence employee motivation. For example, research conducted by (Hakimah et al., 2023), and (Arfiono et al., 2022), found that both variables positively influence employee motivation. However, research conducted by (Manao, 2022) showed that the work environment did not positively influence motivation. This inconsistency suggests that the relationship between the work environment, organizational culture, and employee motivation can vary depending on the characteristics of the organization studied.

This study aims to analyze the influence of work environment and organizational culture on employee motivation at PT Bumi Mineral Sulawesi (BMS). Specifically, this study examines the partial effect of each independent variable on employee motivation and evaluates their simultaneous influence. The findings are expected to contribute to the human resource management literature and provide practical recommendations for improving employee motivation in the mineral-processing industry.

The urgency or priority in this research is as follows:

a) Human resources as the main asset

Employees are the primary drivers of a company or organization's activities, so it's crucial to ensure they're motivated to perform well to improve their performance. A company's attention to human resources (employees) is crucial because work motivation influences employee actions, which in turn increases productivity and company profits. (Afrianti, 2022). Companies need to pay attention to employee welfare so that they feel happy and can work without pressure (Kale et al., 2023). The level of success of an organization cannot be separated from the important role of its human resources (Aida et al., 2023).

b) Influence of work environment and organizational culture

The work environment and organizational culture have a significant impact on employee motivation. A supportive work environment will maximize work results, while a non-conducive work environment can lead to decreased performance (Wadan et al., 2023). A positive work environment and a strong organizational culture can increase employee motivation which will ultimately improve their performance.

Solid cooperation between leaders and employees is the key to a company's success, with employee productivity and performance heavily dependent on the leader's active role in creating a work atmosphere that supports their work environment (Maasy et al., 2022).

c) Common Problems in Human Resource Management

One of the primary responsibilities of human resource management is to increase employee engagement throughout the organization, as high engagement is crucial for creating a positive impact on the company (Ramadhani & Soenarto, 2023). Many companies face issues such as frequent employee errors and a lack of commitment to the company. Appropriate

training and motivation programs can help address these issues and encourage employees to perform better. Even if an organization has abundant funds, they will not achieve maximum results without adequate resources (Manrang et al., 2022).

d) The Importance of Employee Motivation

Employee motivation can take the form of encouragement and attention from leaders. Positive motivation provides encouragement, while negative motivation can involve punishment for poor performance (Zebua et al., 2022). Motivation plays a crucial role in fostering employee commitment to the organization. The more motivated an employee is, the greater their desire to continue contributing to the organization. Motivated employees tend to perform better, which ultimately contributes to the achievement of company goals.

e) Investment in training and motivation

Investing in training and efforts to improve employee performance effectively and efficiently requires companies to provide appropriate funding to motivate employees, with the expectation that increased motivation will positively impact the company's performance and success. Companies' provision of rewards and punishments plays a crucial role in shaping employee motivation (Kurnia et al., 2022). To achieve organizational goals, companies require a system that facilitates smooth communication, good cooperation, and clear direction from management. This can increase employee motivation and positively impact the company's development (Hamandia, 2022).

f) Negative implications if ignored

Lack of motivation causes employees to focus more on personal interests and neglect company values (Nuryadin et al., 2022). Unmotivated employees can experience low performance, which can negatively impact the achievement of company goals. Without motivation, organizations will struggle to achieve their desired goals and targets. Lack of collaboration between employees and unfair workload distribution can reduce employee motivation (Jumadil et al., 2023). Changes in employee motivation, whether increasing or decreasing, will affect the performance of an employee or company member.

Work Environment Theory

The work environment is a crucial factor influencing employee performance behavior within an organization. (Azmi, 2024) states that the work environment encompasses everything surrounding employees that can directly or indirectly influence their work performance. The work environment consists of:

Physical work environment:

- a. Lighting
- b. Air temperature
- c. Cleanliness
- d. Layout
- e. Job security

Non-physical work environment:

- a. Relationships between employees
- b. Relationships between superiors and subordinates
- c. Work communication
- d. Work atmosphere

A conducive work environment will increase employee comfort and morale, while a negative work environment can cause stress and decrease productivity (Wadan et al., 2023).

Organizational Culture

(Putra & Prianggono, 2022) state that organizational culture is an organization's identity reflected in shared values, norms, and basic assumptions. Organizational culture serves as a guide for employee behavior and as a tool of social control within the organization. (Hamandia, 2022) explains that an organization is a system consisting of individuals who work together in a structured manner to achieve specific goals. Within this system, organizational culture acts as the glue that unites members of the organization.

Organizational culture has several main functions, namely:

- a. Shaping organizational identity
- b. Increasing employee commitment
- c. Maintaining social stability
- d. Serving as a guide for work behavior

(Putra & Prianggono, 2022) state that organizational culture is an organization's identity reflected in mutually agreed-upon values, norms, and basic assumptions. Organizational culture serves as a guide for employee behavior and as a tool of social control within the organization. Organizational culture consists of:

- a. Values
- b. Norms
- c. Beliefs
- d. Behavioral patterns that develop within the organization

A strong organizational culture creates alignment between individual and organizational values, thereby increasing employee motivation and loyalty. Conversely, a weak organizational culture can lead to conflict and lower work morale.

Employee Motivation

Motivation is an internal factor that drives a person to take action to achieve a specific goal. According to (Fauzi et al., 2023) motivation is the drive that drives a person to work optimally to achieve organizational goals. Motivation serves to direct, strengthen, and maintain work behavior. Meanwhile, (Raidzatussalma et al., 2024) state that motivation is influenced by internal and external factors, such as:

- a. Desire to develop
- b. Responsibility
- c. Rewards
- d. Work environment
- e. Leadership support

Thus, work motivation does not exist in isolation but is influenced by various interrelated organizational factors

Conceptual Framework

Based on previous theory and research, this study focuses on the relationship between the work environment, organizational culture, and employee motivation. The conceptual model used in this study can be described as follows:

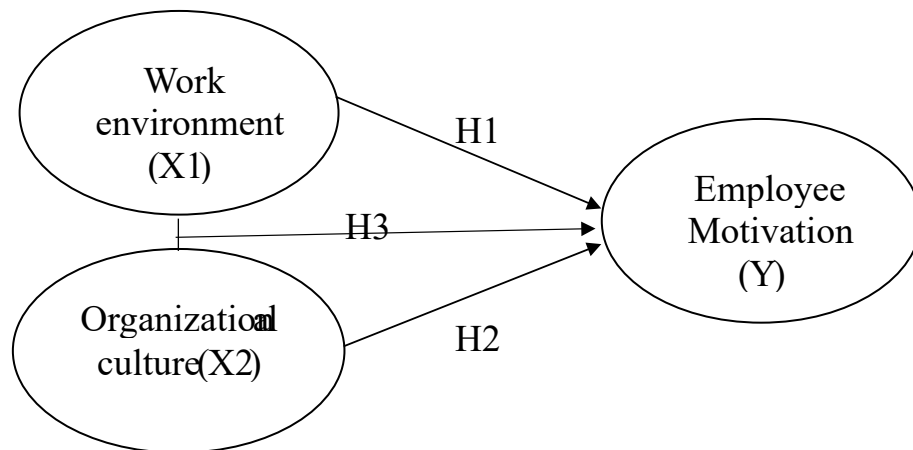


Figure 1. Conceptual Framework

Based on the problem formulation and literature review, the hypotheses used in this study are:

H1: The work environment has a positive influence on employee motivation at PT. BMS.

H2: Organizational culture contributes to increasing employee motivation at PT. BMS.

H3: The work environment and organizational culture simultaneously have a significant influence on employee motivation at PT. BMS.

Research Methods

1. Type and Source of Research

The types and sources of research used by the researcher include:

a) Type of Research

This type of research is field research using a descriptive quantitative method, namely research whose procedures produce descriptive data in the form of written numbers from the object of study.

b) Research Sources

In this study, the information used was collected from two different sources: primary data and secondary data. The primary data from this study was used to answer the research questions based on the field study. This involved collecting information through interviews and direct observation of PT. BMS employees in Karang Karang Village, Bua District, Luwu Regency. Secondary data, on the other hand, is data that has been further processed and presented.

2. Research Population and Sample

The population in this study was 1,800 employees of PT. BMS. The sample used was 95 individuals representing PT. BMS employees. Therefore, the sample size used is calculated using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

wher

e: n

= 95

$N =$

1800

e = tolerable error rate (10% atau 0.10)

solusion:

$$n = \frac{1800}{1 + 1800(0.10)^2}$$

$$n = \frac{1800}{1 + 1800(0.01)}$$

$$n = \frac{1800}{1 + 18}$$

$$n = \frac{1800}{19}$$

$$n = 94.7368$$

3. Data Collection Method

This quantitative research was entitled "The Influence of Work Environment and Organizational Culture on Employee Motivation at PT. Bumi Mineral Sulawesi (BMS)."

The data collection method is the most strategic step in research because the primary goal of research is to obtain data. The data collection techniques used in this study were field research and library research.

4. Data Analysis Method

Data was collected through online questionnaires distributed through platforms such as Google Forms. Respondent employees were provided with information about the research objectives and the questionnaire completion procedure.

5. Data Analysis Technique

The collected data was analyzed using statistical analysis using SPSS software. The analysis was conducted using the following:

a) Multiple linear regression test

To determine whether or not there is an influence between the independent variables on the dependent variable, this study used the following formula:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Where :

Y : Employee motivation

a : Constant (fixed value)

b_1, b_2 : Regression coefficients (supporting values)

X_1 : Work environment

X_2 : Organizational culture

b) Validity and reliability test

To measure the validity (to ensure the questions in the questionnaire measure what they are supposed to measure), and reliability (to ensure the consistency of respondents' answers) of the research instrument (questionnaire).

c) Partial test (T)

To determine the influence of each independent variable on employee motivation.

d) Simultaneous test (F)

To determine the simultaneous influence of independent variables on employee motivation.

6. Research Variables and Indicators

This study used three variables:

Tabel 1 Variabel dan indikator penelitian

Variable	Definition	Indicator
Work Environment (X1)	The work environment is everything around employees that can directly or indirectly influence their work performance (Azmi, 2024).	- Adequate lighting - Comfortable room temperature - Cleanliness - Efficient workspace layout - Security - Relationships between coworkers - Relationships between subordinates and leaders - Work atmosphere
Organizational Culture (X2)	Organizational culture is a system consisting of individuals who work together in a structured manner to achieve goals (Hamandia, 2022).	- Values - Norms - Beliefs - Behavioral patterns that develop within the organization
Employee Motivation (Y)	Employee motivation is the drive that drives someone to work optimally to achieve organizational goals (Fauzi et al., 2023).	- Desire - Self-development - Sense of responsibility - Obligation - Clear goals

Research Results and Discussion

1. Research Results

a. Multiple linear regression test

The following are the results of the multiple linear regression test.

Table 2: Results of the multiple linear regression test

Usntandardized Coefficients	Standardize Coefficients
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Model		B	Std. Error	Beta	t	Sig
1	(Constant)	-.284	1.664		-.171	.865
	Work environment	.271	.073	.393	3.744	<.001
	Organizational culture	.658	.135	.511	4.872	<.001

Source : output spss, 2025

Based on the table above, the constant value is -0.284, while the work environment value is 0.271 and the organizational culture value is 0.658. The multiple linear regression equation is as follows:

$$Y = -0.284 + (0.271)X_1 + (0.658)X_2$$

- The constant value is -0.284, indicating that if the work environment and organizational culture have a value of 0, then the employee motivation value remains at 0.284.
- Based on the work environment variable, the regression test results show that the work environment variable has a positive regression coefficient of 0.271. This means that a 1-point increase in the work environment value will also result in an increase in the employee motivation variable of 0.271.
- Based on the organizational culture variable, the regression test results show that the organizational culture variable has a positive regression coefficient of 0.658. This means that a 1-point increase in the work environment variable will also result in an increase in the employee motivation variable of 0.658.

b. Validity Test

Validity testing can be demonstrated by comparing the calculated r-value with the table r-value, with a significance value of 0.10% (10%). If the calculated r-value exceeds the table r-value, it indicates that the questionnaire item is valid.

Table 3: Validity test results

Variable	Item	R tabel	T tabel	Status Item
Work environment (X1)	X1.1	0.764	0.1698	Valid
	X1.2	0.756	0.1698	Valid
	X1.3	0.721	0.1698	Valid
	X1.4	0.802	0.1698	Valid
	X1.5	0.731	0.1698	Valid
	X1.6	0.749	0.1698	Valid
	X1.7	0.725	0.1698	Valid
	X1.8	0.800	0.1698	Valid
	X1.9	0.822	0.1698	Valid
	X1.10	0.806	0.1698	Valid
Organizational culture (X2)	X2.1	0.803	0.1698	Valid
	X2.2	0.777	0.1698	Valid
	X2.3	0.810	0.1698	Valid
	X2.4	0.750	0.1698	Valid

	X2.5	0.808	0.1698	Valid
Employee motivation (Y)	Y.1	0.805	0.1698	Valid
	Y.2	0.774	0.1698	Valid
	Y.3	0.730	0.1698	Valid
	Y.4	0.819	0.1698	Valid
	Y.5	0.851	0.1698	Valid
	Y.6	0.830	0.1698	Valid

Source : processed primary data, 2025

Table 3 shows that all items are valid and suitable for use in this study.

c. Reliability Test

If the Croshbach's alpha value is > 0.60 , the instrument is considered reliable; if the Croshbach's alpha value is < 0.60 , the instrument is considered unreliable.

Table 4: Reliability Test Results

Variabel	Croshbach Alpha	Description
Work environment (X1)	0.922	Reliabel
Organizational culture (X2)	0.847	Reliabel
Employee motivation (Y)	0.888	Reliabel

Source : processed primary data, 2025

The reliability test results indicate that the variable is considered reliable because it has exceeded the reliability coefficient limit. Therefore, the items in each variable concept can be relied upon for data collection.

b. Partial Test (T-Test)

To determine the effect of each independent variable on employee motivation.

Table 5: Results of the Partial Test (T)

Model		Usntandardized Coefficients		Standardize Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-.284	1.664		-.171	.865
	Work environment	.271	.073	.393	3.744	<.001
	Organizational culture	.658	.135	.511	4.872	<.001

Source : SPSS output, 2025

Based on the analysis of the table above, the calculated t-value (3.744) is greater than the t-value (1.661) and the sig. (<0.001) is greater than 0.10. Therefore, it is concluded that the work environment has a positive and significant effect on employee motivation, and H1 is accepted.

Based on the analysis of the table above, the calculated t-value (3.744) is greater than the t-value (1.661) and the sig. (<0.001) is greater than 0.10. Therefore, it is concluded that the work environment has a positive and significant effect on employee motivation, and H1 is accepted.

c. Simultaneous Test (F Test)

To determine the simultaneous effect of independent variables on employee motivation.

Table 6: Results of the simultaneous test (F)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	679.509	2	339.754	152.744	<.001 ^b
	Residual	204.639	92	2.224		
	Total	884.147	94			

Source : SPSS output, 2025

Based on the results of Table 6, the calculated f-value (152.744) is greater than the f-value of 3.943, and the sig. value (<0.001) is <0.10. Therefore, it is concluded that variables X1 and X2 simultaneously influence Y, thus accepting H3.

2. Discussion of Research Results

The discussion of the analysis results builds on the completed analysis to provide a better understanding of how the variables in the study are interrelated. The work environment is the independent variable, while organizational culture and employee motivation are the dependent variables.

Work Environment on Employee Motivation

According (Afrianti, 2022) the work environment is all aspects surrounding the workplace that can directly or indirectly influence employees in carrying out their assigned tasks. A supportive work environment will maximize work results, while a non-conducive work environment can lead to decreased performance (Wadan et al., 2023). The statistical analysis shows that the work environment has a positive influence on employee motivation at PT BMS. In other words, the better the quality of the work environment provided by the company, the higher the employee motivation. This positive influence indicates that a conducive, comfortable work environment supported by adequate facilities can increase employee enthusiasm and passion in carrying out their duties.

Organizational Culture on Employee Motivation

The analysis results indicate that organizational culture has a positive and significant influence on employee motivation at PT. BMS. This positive influence illustrates that the strong and conducive organizational culture at PT. BMS successfully fosters employee enthusiasm and motivation. According to (Hakimah et al., 2023) an organization is a system consisting of individuals who work together in a planned, coordinated, guided, and controlled manner, utilizing existing resources to achieve predetermined goals effectively and efficiently. Employees who feel supported and involved in the company culture tend to be more enthusiastic and motivated in carrying out their duties and responsibilities.

The Influence of the Work Environment and Organizational Culture on Employee Motivation

The results of the F-test (simultaneous) indicate that simultaneously, the work environment and organizational culture variables have a positive and significant influence on employee motivation at PT BMS. In other words, the combination of these two variables can significantly explain changes in employee motivation. This simultaneous influence

demonstrates the importance of both factors as complementary elements in creating high work motivation. A conducive work environment, which includes physical facilities, a good work atmosphere, and good interpersonal relationships, when combined with a strong organizational culture that supports shared values, can create a positive work climate and build employees' internal motivation to excel. Employee motivation can take the form of encouragement and attention from leaders; positive motivation provides encouragement, while negative motivation can involve punishment for poor performance (Zebua et al., 2022).

Conclusion

Based on the findings from the hypothesis testing and discussion, the following conclusions can be drawn from this study regarding how the work environment and organizational culture influence employee motivation at PT. BMS: (1) The workplace has a positive and important influence on employee motivation. (2) The way the company operates and its values also have a positive and important influence on employee motivation. (3) Both the work environment and company culture collectively have a positive and important influence on employee motivation.

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