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THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT AND TRAINING ON SUSTAINABLE EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION AT THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF INDONESIA

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ABSTRACT

This study aims to discover and explain the influence behind work motivation, work environment and training on sustainable employee performance with job satisfaction as a mediating variable. The populations in the study are Civil Servants (PNS) in the Functional Position of Coordinator within the Ministry of Foreign Affairs with a sample of 202 employees who are in charge of the Central Task Force and the Indonesian Representative Task Force abroad. This study applies a cross-sectional method to obtain quantitative data from an online questionnaire that is modified based on questions that have existed in the previous literature and uses a non-probability sampling technique. The data analysis in this study uses the PLS Structural Equation Modeling (SEM) 4.0 analysis technique. The results of the study showed that work motivation, training and job satisfaction had an effect on sustainable employee performance, but not for the work environment. Training and work environment affect the mediating variable, namely job satisfaction, but not for work motivation. Job satisfaction mediates the relationship between the work environment and training on sustainable employee performance, but is unable to mediate work motivation on sustainable employee performance. This study provides input to improve job satisfaction and sustainable employee performance for JFPK within the Ministry of Foreign Affairs.

KEYWORDS: - Sustainable Employee Performance, Job Satisfaction, Work Motivation, Work Environment and Training.

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1. INTRODUCTION

Employees who have high performance are assets and advantages of the organization, where there are several factors that affect employee performance, including individual abilities, efforts and support from the organization (Mathis, 2017). The Ministry of Foreign Affairs of the Republic of Indonesia is the state ministry responsible for carrying out Indonesia's foreign policy and the Presidential and Vice President's Missions. One of the foreign policy priorities for the 2020-2024 period is to focus on human resource management by ensuring the identification of potential, development of work motivation, determination of career patterns, talent mapping, and the provision of appropriate and objective rewards and punishments based on performance (Strategic Plan of the Ministry of Foreign Affairs of the Republic of Indonesia 2020-2024, 2020).

In accordance with the Performance Report (Laporan Kinerja/LKj) of the Ministry of Foreign Affairs 2018-2020, it can be seen that there are results of a fluctuating budget performance assessment, namely the Budget Implementation Performance Indicator (Indikator Kinerja Pelaksanaan Anggaran/IKPA) and the Budget Performance Value (Nilai Kinerja Anggaran/NKA) set by the Ministry of Finance. The LKj data for 2019-2022 indicates that there is a downward trend in performance for the 2019-2022 budget performance.

Regulation of the Minister of Foreign Affairs Number 21 of 2019 concerning Technical Guidelines for Functional Positions of Coordinators (JFPK) states that the JFPK is one of the Functional Positions at the Ministry of Foreign Affairs tasked with formulating, developing, and implementing financial policies both at the Capital and at the missions abroad. One of the results of the performance assessment of the implementation of JFPK's duties and responsibilities is the Ministry's IKPA and NKA scores. Therefore the rise and fall of the performance assessment value reflects the sustainable performance of employees from JFPK.

Based on the results of the pre-survey conducted on 20 JFPK employees, it can be concluded that the variables that affect the performance of sustainable employees include work motivation, work environment, training, and job satisfaction. Based on previous research by Eka and Nawangsari (2022), motivation affects employee performance and this finding is backed up by the research of Endri and Riyanto (2021) that work motivation affects job satisfaction and employee engagement. However, Nadapdap's research (2022) states that motivation has no effect on job satisfaction. Research by Aswita and Nawangsari (2020) states that the work environment affects employee performance, but research from Warongan (2022) states that the environment has no effect on employee performance. Furthermore, the research of Choiriyah and Setyo (2021) that training has a positive and significant influence on job satisfaction is reinforced by the research of Elsayy (2022) that training has a positive and significant effect on sustainable employee performance. From the results of the research and the existing research gap, research related to the above variables is interesting to investigate.

2. LITERATURE REVIEW

2.1. Sustainable Employee Performance

Sustainable employee performance is an ideal working state where performance can meet current work needs without sacrificing future performance to meet future needs (Ji et al., 2021). The dimensions of sustainable employee performance are Contextual performance, which is the ability to take initiative and cooperate and communicate effectively, and Adaptive Performance, which is the ability of employees to adapt to environmental conditions.

2.2. Job Satisfaction

Job satisfaction is also defined as the attitude of employees towards their work, which shows the difference between the amount of input provided and the amount that is believed to be received by employees (Robbins, 2019). If expectations are greater than reality, job dissatisfaction will arise, but on the other hand, if the reality obtained exceeds expectations, employees will experience job satisfaction (Kinicki, 2014).

2.3. Work Motivation

Motivation is a driving force that arises internally or externally in a person and turns on passion and tenacity to achieve the set goals (Daft, 2014). There are 3 basic needs that affect individual motivation, namely the need for achievement, the need for power, and the need for attachment according to McClelland in Robins (2019).

2.4. Work Environment

A good work environment is an environment where all employees are treated fairly and respected, have the same opportunities and resources, and can fully contribute to the success of the organization (Robbins, 2019). The work environment can be categorized into 2 (two) types, namely the physical work environment and the non-physical work environment (Sedarmayanti, Silaen, 2016).

2.5. Training

Training is an effort based on a plan set to facilitate learning related to knowledge, skills, and behaviors by employees (Noe, 2022). Training is an activity designed to equip employees with the knowledge and skills needed to complete the tasks and work of employees at this time (Mondy, 2016).

2.6. Previous Research

The Effect of Motivation on Employee Performance according to research by Sinuraya and Lenny, 2022. The Effect of Motivation and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable according to Solihatun, 2021. The Effect of Training and Competency on Job Satisfaction with the Influence of Employee Commitment (Case Study on BPJS Employment according to research by Choiriyah and Setyo, 2021). Employee Sustainable Performance (E-SuPer): Theoretical Conceptualization, Scale Development, and Psychometric Properties according to research by Ji, de Jonge, Peeters, 2021. Based on the results of the research, the following research framework is produced:

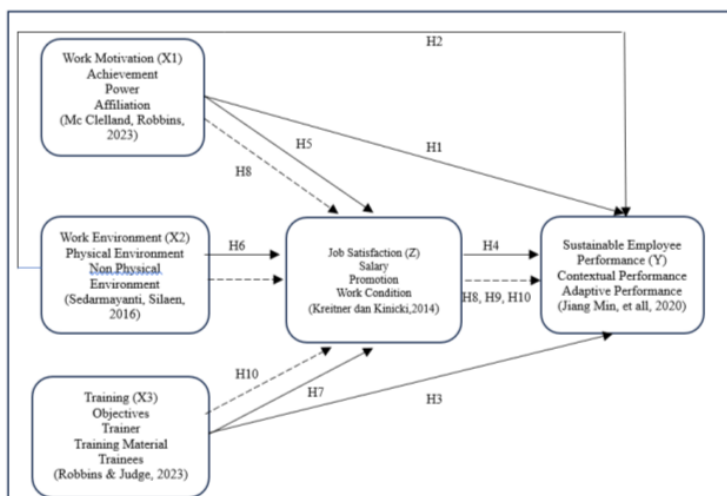


Figure 1. Conceptual Framework

3. HYPOTHESIS DEVELOPMENT

To achieve the expected employee performance, a structured and effective instruction must be pursued on the goals of the organization so that all employees involved can easily understand and implement it (Sinuraya, 2022).

H1: Work motivation has a positive and significant effect on improving Sustainable Employee Performance.

A pleasant work environment accompanied by the intensity of harmonious relationships with leaders, colleagues, and subordinates and supported by adequate facilities at the job site will have a positive impact on employees, which ultimately improves employee performance (Rumondang, 2020).

H2: The work environment has a positive and significant effect on improving the Sustainable Employee Performance.

Training that has been carried out by the organization has an effect on employee performance and optimal training is able to produce higher employee performance (Sari, 2023; Manzoor, 2019, and Yamin, 2023).

H3: Training has a positive and significant effect on improving Sustainable Employee Performance.

Employees' dissatisfaction with the organization or company as a whole will have an impact on their dissatisfaction in facing their work and will subsequently affect employee performance (Paais & Pattiruhu, 2020)

H4: Job satisfaction has a positive and significant effect on improving Sustainable Employee Performance.

Motivation partially has a significant effect on job satisfaction (Paais & Pattiruhu, 2020).

H5: Work motivation has a positive and significant effect on increasing job satisfaction.

A conducive work environment motivates employees to work hard to achieve the goals and objectives of employees who have been set, the work environment has a positive and significant effect on job satisfaction (Suwaidi, 2019)

H6: The work environment has a positive and significant effect on increasing job satisfaction.

Training carried out by the organization affects employee's performance in which optimal training is able to produce job satisfaction (Choiriyah and Riyanto, 2021).

H7: Training has a positive and significant effect on increasing job satisfaction.

If job satisfaction increases, then employee work motivation will increase so that employee performance will also increase (Darmawan and Bagis, 2022).

H8: Job satisfaction mediates the relationship between work motivation and Sustainable Employee Performance.

A pleasant work environment can help employees achieve a good career, increase job satisfaction and encourage them to work harder which ultimately improves Sustainable Employee Performance (Suwaidi, 2019).

H9: Job satisfaction mediates the relationship between the work environment and Sustainable Employee Performance.

Well-organized training is able to make employees complete their work and achieve job satisfaction so that employees are willing to carry out their duties in accordance with the organization's expectations (Setiawan, 2021).

H10: Job satisfaction mediates the relationship between training and Sustainable Employee Performance.

4. RESEARCH METHODS

4.1. Type of Research

This study uses a quantitative method with a descriptive approach with the aim of finding out the properties and relationships between variables by observing certain aspects, which is then processed to ultimately draw conclusions. The independent variables in this study are Work Motivation, Work Environment and Training with the dependent variables being Sustainable Employee Performance and the mediating variable is Job Satisfaction.

4.2. Population and Sample

The populations in this study are civil servants within the Ministry of Foreign Affairs of the Republic of Indonesia composed of 407 employees in the JFPK Chancellor Organizing Functional Position group until May 2023 (HR Bureau MoFA, 2023). The determination of the number of samples can be done based on the concept of Slovin in Suliyanto, 2018 with the following formula:

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

n = sample size

N = total population

e = Percentage of error tolerance limit

With a significance value criterion of 95%, the minimum number of samples that must be taken is 202 samples.

4.3. Data Collection Method

Data was collected by distributing questionnaires to JFPK who are in charge of the Central Task Force and the Indonesian Currency Task Force abroad. The research questionnaire used the Likert Scale.

4.4. Partial Least Square (PLS)

This study uses Partial Least Square (PLS) 4.0 where PLS-SEM provides a broad perspective in practical application to face managerial challenges. PLS-SEM also has an advantage in conducting the analysis process if the data is not able to meet normal data assumptions, or the amount of data available is relatively small (Fernanda et al., 2022).

5. DATA ANALYSIS

5.1 Evaluation of the Measurement Model (Outer Model)

5.1.1. Convergent Validity Test

a) Validity Test with Outer Loading

All independent, dependent, and mediating variables have a loading factor of > 0.7 so that each variable in this study has met the convergent validity requirements (Hair, 2021).

b) Validity Test with Average Variance Extracted (AVE)

All independent, dependent and mediating variables have an $AVE \geq 0.5$ where AVE describes the amount of diversity of manifest variables that can be possessed by latent constructs provided that $AVE \geq 0.5$ ((Ghozali and Latan, 2015).

Table 1. Validity Test with AVE

Variable	Average Variance Extracted (AVE)	Condition	Result
Work Motivation (X1)	0,541	> 0.5	Valid
Work Environment (X2)	0,511	> 0.5	Valid
Training (X3)	0,510	> 0.5	Valid
Employee Job Satisfaction (Z)	0,573	> 0.5	Valid
Sustainable Employee Performance (Y)	0,511	> 0.5	Valid

Source: Data processed, 2024

5.12. Discriminant Validity Test

The Discriminant Validity test is carried out to determine whether an indicator is used correctly and good for s the measurement of its construction based on the principle that each indicator against the indicator itself has a greater value than the value of one indicator against another indicator (Ghozali and Latan, 2021).

a) Cross Loading

All indicators have a cross loading value of the latent variable greater than the cross loading value of other latent variables, so it is still used in the model. Based on this, it can be concluded that the variables of Training (X1), Compensation (X2), Career Development (X3), Job Satisfaction (Y1), and Sustainable Employee Performance (Y2) have good discriminatory validity.

b) Fornell-Larcker

Each variable has a square root value of AVE greater than the correlation value between variables and other variables in the model, so the model is said to have a good discriminatory validity value (Hair, 2021).

Table 2. Discriminant Validity Test with *Fornell-Larcker*

Variable	Employee Job Satisfaction (Z)	Sustainable Employee Performance (Y)	Work Environment (X2)	Work Motivation (X1)	Training (X3)
Work Motivation (X1)	0,757				
Work Environment (X2)	0,525	0,715			
Training (X3)	0,650	0,448	0,715		
Employee Job Satisfaction (Z)	0,228	0,555	0,240	0,735	
Sustainable Employee Performance (Y)	0,339	0,504	0,336	0,397	0,714

Source: Data processed, 2024

c) Heterotrait-Monotrait Ratio (HTMT)

Each variable has an HTMT value < 0.90 so that it can be stated that all constructs have been valid in terms of discriminatory validity (Hair, 2021).

Table 3 Discriminant Validity Test with HTMT

Variable	Employee Job Satisfaction (Z)	Sustainable Employee Performance (Y)	Work Environment (X2)	Work Motivation (X1)	Training (X3)
Employee Job Satisfaction (Z)					
Sustainable Employee Performance (Y)	0,593				
Work Environment (X2)	0,719	0,508			
Work Motivation (X1)	0,255	0,650	0,283		
Training (X3)	0,370	0,570	0,366	0,450	

Source: Data processed, 2024

5.13. Reliability Test

In this study, the reliability test was carried out with Cronbach's Alpha and Composite Reliability which can be said to be reliable if it has a value of ≥ 0.6 and ≥ 0.7 , respectively (Siswoyo, 2017).

Table 4. Croanbach Alpha Reality Test

Variable	Cronbach's Alpha	Condition	Result
Work Motivation (X1)	0,736	0,6	Reliable
Work Environment (X2)	0,840	0,6	Reliable
Training (X3)	0,838	0,6	Reliable
Employee Job Satisfaction (Z)	0,878	0,6	Reliable
Sustainable Employee Performance (Y)	0,840	0,6	Reliable

Source: Data processed, 2024

Table 5. Composite Reality Test

Variable	Composite Reliability	Condition	Result
Work Motivation (X1)	0,819	0,7	Reliable
Work Environment (X2)	0,871	0,7	reliable
Training (X3)	0,874	0,7	reliable
Employee Job Satisfaction (Z)	0,902	0,7	reliable
Sustainable Employee Performance (Y)	0,879	0,7	reliable

Source: Data processed, 2024

Structural Model Test (Inner Model)

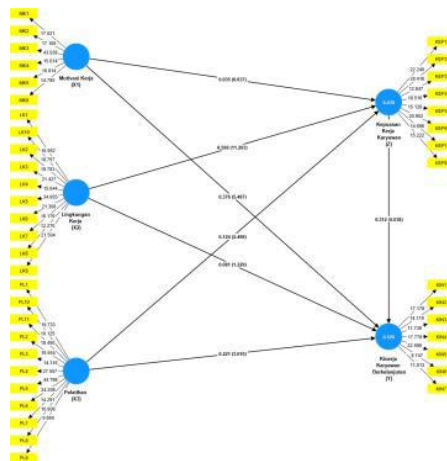


Figure 2. Structural Model Test
 Source: Data processed, 2024

5.2.1. Evaluation of Determination Coefficient (R2)

If the R value in R2 is closer to one, then the independent variables provide all the information needed to predict the variation of endogenous variables and vice versa. Some of the classifications of R2 values according to Hair et al. (2021) are the substantial group ($R^2 > 0.75$), the moderate group ($R^2 > 0.50$), and the weak group ($R^2 > 0.25$). From the table below, it is concluded that the Job Satisfaction Variable has a Weak criterion, and the dependent Variable of Sustainable Employee Performance has a Moderate criterion.

Table 6. Determination Coefficient (R2)

Variable	R Square	R Square Adjusted	Criterion
Employee Job Satisfaction (Z)	0,439	0,431	Weak
Sustainable Employee Performance (Y)	0,520	0,511	Moderate

Source: Data processed, 2024

5.2.2. Predictive Relevance Test (Q²)

The Predictive Relevance (Q²) test in the PLS (Partial Least Square) analysis shows the predictive power of the model where the results show a Q² value of > 0 , namely the model has good predictive relevance (Hair, 2021).

Table 7. Predictive Relevance (Q²)

Variable Endogen	Q ²	Result
Employee Job Satisfaction (Z)	0,236	has good predictive relevance
Sustainable Employee Performance (Y)	0,254	has good predictive relevance

Source: Data processed, 2024

5.2.3. Goodness of Fit (GoF) Test

The Goodness of Fit Index (GoF) is used to validate the combined performance of the outer model and the inner model with the GoF value criteria being 0.1 = GoF Small, 0.25 = GoF Medium, and 0.36 = GoF Large (Ghozali and Latan, 2015). The result of the calculation of the Goodness of Fit

Index (GoF) in this study is 0.499 so that it is included in the GoF Large category with the following calculation details:

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVE} \times R^2} \\ \text{GoF} &= \sqrt{0,529 \times 0,479} \\ \text{GoF} &= \sqrt{0,216} = 0,499 \end{aligned}$$

Information:

$$\begin{aligned} \text{AVE} &= (0,541 + 0,511 + 0,510 + 0,573 + 0,511) / 5 = 0,529 \\ R^2 &= (0,439 + 0,520) / 2 = 0,479 \end{aligned}$$

5.2.4. Effect Size Test (f square/ f2)

Effect size (f2) is measured to see the goodness of the model or the magnitude of the influence of exogenous latent variables on endogenous latent variables. The f2 value is classified into 3, namely, if the f2 value > 0.02, it has a small influence, f2 > 0.15 has a moderate influence, and f2 > 0.35 has a large influence. If the f2 value ≤ 0.02, it can be concluded that the independent variable in the study does not have an influence on the dependent variable (Hair, 2021).

Table 8. Effect Size (f square/ f2)

Variable Influence	f square (f ²)	Result
Employee Job Satisfaction (Z)-> Sustainable Employee Performance (Y)	0,114	Small
Work Environment (X2)-> Employee Job Satisfaction (Z)	0,560	Large
Work Environment (X2)-> Sustainable Employee Performance (Y)	0,008	-
Work Motivation (X1)-> Employee Job Satisfaction (Z)	0,002	-
Work Motivation (X1)-> Sustainable Employee Performance (Y)	0,244	Moderate
Training (X3)-> Employee Job Satisfaction (Z)	0,021	Small
Training (X3)-> Sustainable Employee Performance (Y)	0,078	Small

Source: Data processed, 2024

5.3. Research Hypothesis Test

Table 9. Direct Influence of Independent Variable to Dependent Variable

Variable	Coefficient	T statistic	P-value	Result
Work Motivation (X1) -> Sustainable Employee Performance (Y)	0,376	5,487	0,000	Accepted
Work Environment (X2)-> Sustainable Employee Performance (Y)	0,081	1,229	0,110	Rejected
Training (X3)-> Sustainable Employee Performance (Y)	0,221	3,010	0,001	Accepted
Employee Job Satisfaction (Z)-> Sustainable Employee Performance (Y)	0,312	5,038	0,000	Accepted
Work Motivation (X1)-> Employee Job Satisfaction (Z)	0,035	0,637	0,262	Rejected
Work Environment (X2)-> Employee Job Satisfaction (Z)	0,599	11,293	0,000	Accepted
Training (X3)-> Employee Job Satisfaction (Z)	0,124	2,499	0,007	Accepted

Source: Data processed, 2024

The results of the hypothesis test for the hypothesis were accepted except for H2 and H5 where the test results did not match the conditions of the hypothesis that were accepted. The test of the influence between the Work Environment variable (X2) on the Sustainable Employee Performance variable (Y) has a positive path coefficient of 0.081 with a T-statistic value of 1.229 and a P-value

of 0.110. Due to the T-statistic value \leq T table (1.652) and P-value \geq 0.05, there was no significant influence between the Work Environment variable (X2) on the Sustainable Employee Performance variable (Y). The test of the influence between the Work Motivation variable (X1) on the Employee Job Satisfaction variable (Z) had a positive path coefficient of 0.035 with a T- statistic value of 0.637 and a P-value of 0.262. As a result of the T-statistic value \leq T table (1.652) and the P-value \geq 0.05, there was no significant influence between the Work Motivation variable (X1) and the Employee Job Satisfaction variable (Z).

Tabel 10. Indirect Influence of Independent Variable to Dependent Variable

Variable	Coefficient	T statistic	P-value	Result
Indirect Influence				
Work Motivation (X1) -> Employee Job Satisfaction (Z)-> Employee Job Satisfaction (Z)	0,011	0,635	0,263	No Significant Influence
Work Environment (X2)-> Employee Job Satisfaction (Z)-> Employee Job Satisfaction (Z)	0,187	4,176	0,000	Significant Mediation
Training (X3)-> Employee Job Satisfaction (Z)-> Employee Job Satisfaction (Z)	0,039	2,273	0,012	Significant Mediation

Source: Data processed, 2024

Testing the indirect influence of job satisfaction can affect the performance of sustainable employees, except between the variable of Work Motivation (X1) to the variable of Sustainable Employee Performance (Y) through the variable of Job Satisfaction (Z) that has a path coefficient of 0.011 with a T-statistic value of 0.635 and a P-value of 0.263. As a result of the T-statistic value \leq T table (1.652) and the P-value \geq 0.05, there was no significant influence between the Work Motivation variable (X1) on the Sustainable Employee Performance variable (Y) through the Job Satisfaction variable (Z).

From the two influences mentioned above, it can be stated that work motivation in JFPK has no effect on the performance of sustainable employees, either directly or indirectly on the mediating variable of job satisfaction on the relationship between work motivation and sustainable employee performance.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

- 1) Work motivation has a positive and significant effect on improving the Sustainable Employee Performance;
- 2) The work environment has a positive and insignificant effect on the improvement of Sustainable Employee Performance. The security indicator, especially in some vulnerable and unsafe representatives, is the weakest indicator in improving the performance of sustainable employees;
- 3) Training has a positive and significant effect on improving Sustainable Employee Performance;
- 4) Job satisfaction has a positive and significant effect on improving Sustainable Employee Performance;
- 5) Work motivation has a positive and insignificant effect on increasing job satisfaction with the indicator of enjoying cooperation and working in a team as the weakest indicator in increasing job satisfaction;
- 6) The work environment has a positive and significant effect on increasing job satisfaction;
- 7) Training has a positive and significant effect on increasing job satisfaction;

- 8) Job Satisfaction does not mediate the relationship between Job Motivation and Sustainable Employee Performance. The effect of work motivation on the performance of sustainable employees is directly much higher to improve the performance of sustainable employees, but on the other hand, the improvement of sustainable employee performance cannot be achieved through work motivation involving job satisfaction variables;
- 9) Job satisfaction mediates the relationship between the work environment and Sustainable Employee Performance;
- 10) Job satisfaction mediates the relationship between training and Sustainable Employee Performance.

6.2. Recommendations

6.2.1. Recommendations for Management

- 1) Providing more opportunities for JFPK, especially when serving at the Capital, to play an active role in financial management activities and wider opportunities to occupy structural positions, both echelons IV, echelon III and even echelon II. In particular for assignments at the missions abroad, it can be done by adding JFPK personnel to the missions by considering the high workload of JFPK;
- 2) Improving the performance of JFPK sustainable employees with a focus on increasing a sense of security in carrying out their duties both at the Capital and the missions abroad. This can be achieved by providing diplomatic passports for JFPK who serve in the missions to increase the sense of security and support the implementation of duties;
- 3) Improve the performance of JFPK employees on an ongoing basis by providing complete job training so that employees can take part in full training and not be distracted by routine tasks in the office;
- 4) Increase job satisfaction of JFPK by making improvements to a good and more fair payroll system for employees by considering the qualifications and performance of each JFPK;
- 5) Improve the performance of employees sustainably with creative solutions to new problems by including JFPK in technical guidance and training related to financial management, and expand JFPK's opportunities to participate in further education with scholarships both domestically and abroad.

6.2.2. Recommendations for Further Research

There needs to be further research carried out that is aimed at all groups of positions within the Ministry of Foreign Affairs of the Republic of Indonesia to provide a more comprehensive view of the organization's behavior and human resource needs.

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