

The Influence of Work Environment on Service Performance with Motivation as a Mediator and Work Life Balance as a Moderating Variable: Case Study at a Hotel 5 Star Located in Bandung City

¹Fakhri Munziar, ²Asep Jamaludin, ³Neneng Delis Fathonah, ⁴Cucu Hodijah, ⁵Sri Yulianti

¹fakhri.munziar@widyatama.ac.id, ²asep.jamaludin@widyatama.ac.id,

³neneng.delis@widyatama.ac.id, ⁴hodijah.cucu@widyatama.ac.id,

⁵sri.yulianti@widyatama.ac.id

1,2,3,4,5 Widyatama University Doctoral School of Management Science

ABSTRACT

Purpose: The aim of this research is to examine the effect of work environment on service performance with motivation as a mediator and work life balance as a moderating variable: Case Study of a 5 Star Hotel in Bandung City

Design/methodology/approach: This research method is to use descriptive verification. Data will be obtained by distributing questionnaires to 152 employees at 5 5 star hotels in Bandung City through distributing independent questionnaires. The sample was selected using a purposive sampling method. Data will be analyzed using AMOS.

Findings: This research found that work environment has a positive effect on motivation. Apart from that, motivation has a positive effect so that it can improve service performance. Work environment has a positive effect on service performance. Work environment influences service performance through motivation. The work environment can be moderated by work life balance on service performance.

Research limitations/implications: Further research is recommended to consider other variables that can mediate the influence of Work Environment on Hotel Service Performance. **Practical implications** -Because the work environment has a positive effect on hotel service performance, input for hotel management so that employees are better at serving is to provide a comfortable work environment and provide for employee needs. Furthermore, Work Environment is able to influence motivation, therefore, to increase positive work motivation, managerial staff must provide an appropriate environment for their employees. Furthermore, motivation has a positive influence on Service Performance, so managers must provide encouragement to employees, for example in the form of awards and recognition for each achievement they produce.

Originality/value -This research answers suggestions from previous research to identify and test mediators that are relevant to the relationship between motivation in mediating work environment on hotel service performance, especially in the hotel sector.

Keywords: Work Environment, Service Performance, Motivation, Work Life Balance

Introduction

Very tight competition in the Bandung City hotel industry shows the high interest of tourists and the rapid development of the tourism sector in the region. Intense competition can be caused by various factors, such as increased tourist visits, diversity of accommodation choices, and efforts by various hotels to attract the attention of customers.

Tourist visits to the city of Bandung show significant growth from the first quarter of 2023 with 1,422,673 tourists to June 2023 with 2,252,966 tourists. This increase in the number of tourists can be caused by various factors, such as tourism promotions, event or festival activities, improved tourist facilities, or other special events. Below is data on tourists who come to Bandung City and of course stay at hotels.

Table 1 Development of Domestic and Foreign Tourists to Bandung

Year	Traveler	
	Domestic	Abroad
2020	2,072,697	3,547
2021	3,880,600	4,915
2022	6,548,815	1,748

Source: jabarprov.go.id

Based on the data, it is known that there is an increase in domestic tourists to the city of Bandung, but for foreign tourists there will be a decrease in 2022 from 4,915 to 1,748. This decline is due to a decrease in the number of foreign tourists which can be caused by various factors that influence the tourism industry. Some common reasons for this decline involve economic, political, social, or environmental factors. Apart from that, the attractiveness of each destination is decreasing. Apart from that, the hotel sector does not provide the facilities desired by foreign tourists.

Hotels in the city of Bandung will be recorded at 189 in 2022. However, there are only 17 5 star hotels. If 5 star hotels in the city of Bandung experience a decline in quality or very low service, this could have a significant impact on the hotel industry in the city. The quality of hotel service and management is highly dependent on effective management. If management is unable to maintain quality standards, this can negatively impact the guest experience.

The problem with the performance of 5 star hotels in the city of Bandung comes from the fact that competition between 5 star hotels can be very tight, especially in cities or popular tourist destinations. Hotels must compete to attract the attention of potential guests. Changes in customer trends and preferences can influence a hotel's attractiveness. Hotels must be able to adapt to these changes and provide relevant experiences. Sometimes, even with a 5-star label, hotels may face challenges in providing consistent quality of service. This can be caused by employee training issues, staff turnover, or inefficient management.

Competition in the hotel sector is very tight, in particular each has its own competitive advantages in improving its service performance. Service performance is very important in the hotel industry because it has a direct impact on guest satisfaction and hotel reputation. Good service can increase guest satisfaction (Hosseini, 2015). Satisfied guests have a higher likelihood of returning or recommending the hotel to others. Service performance is directly related to the hotel's reputation. Guest reviews, whether left online or verbally, often reflect their experience of the services provided (Amar, 2019). The factors thought to influence

Service Performance are work environment, motivation as a mediator and work life balance as a moderator.

Work Environment in the hospitality industry can have a significant impact on employee motivation. Work motivation is a key factor in productivity and service quality in the hospitality sector (Mulasari, 2023). Comfortable and safe physical conditions in the workplace, including employee rooms, common areas, and other facilities, can improve employee well-being and motivation. Employees who see career development opportunities in the company tend to be more motivated (Hana, 2023). Training programs, promotional

opportunities, and support for skill development can be strong motivating factors (Budi S, 2021). Work motivation has a significant impact on service performance in the hotel industry. Motivated employees tend to provide better service to guests, which in turn can increase guest satisfaction and the hotel's reputation (Kusuma, 2021). A good work environment or work environment can have a significant impact on service performance in the hotel industry. By creating a Work Environment that supports and pays attention to employee well-being, hotels can create a strong foundation for improving their overall service performance. Employees who are happy, motivated and work in a conducive environment tend to provide better service to guests (Sudiarso, 2022).

Service performance, or service performance, can be influenced by various factors involving internal and external aspects of an organization. The level of employee training and skills can have a direct impact on the quality of service. Well-trained and competent employees tend to provide better service. Adoption of service quality management practices, such as implementation of service standards, quality monitoring, and continuous improvement, can ensure that the services provided meet or exceed customer expectations (Budi S, 2021).

Based on the problem of decreasing service performance, especially in the hotel industry, researchers are very interested in researching more deeply, especially from the aspect of mediator and moderator variables, which are steps in improving service performance.

Literature

Review Work Environment

Work Environment in the hospitality industry includes a number of aspects that can influence the employee experience and ultimately the service provided to guests (Ferdian, 2022). A work environment that supports quality customer service can create a positive experience for guests. Employees who feel supported and appreciated tend to provide better service (Agbozo, 2017).

A focus on high quality standards in all aspects of work, from room cleanliness to restaurant service, is an integral part of a good hospitality work environment (Abedu, 2022). Jobs in the hospitality industry often involve irregular schedules. A work environment that pays attention to the balance between work and personal life can support employee well-being. Work environment indicators are 1) Work load 2) Work involvement 3) Infrastructure (Anto, 2012).

Service Performance

Service performance in the hotel industry refers to the extent to which a hotel meets or exceeds guest expectations through the services provided. This service performance covers various aspects that create a positive and satisfying guest experience. Good service performance creates added value for guests and can contribute to the formation of a positive hotel image (Nimrah, 2021). These factors together create a positive impression and increase the likelihood that guests will return or recommend the hotel to others. In the fierce competition in the hotel industry, superior service performance can be a strong differentiator. The indicators for measuring service performance are 1) Satisfaction 2) Room service response 3) Level of safety and security (Han, 2011).

Motivation

Motivation in working in the hospitality industry can play a key role in improving employee performance and the quality of service provided to guests. Recognition of employee efforts and contributions is a strong motivational factor. Appreciation from superiors or colleagues can increase self-confidence and motivation. Employees tend to be motivated when they realize there are opportunities for career development. Training programs, workshops and opportunities to achieve greater responsibility can increase motivation (Choi, 2022). Effective motivation in the hospitality industry often involves a combination of these factors. Understanding individual employee needs and desires can help management create more effective and relevant motivation programs. The motivation indicators are 1) Recognition and appreciation 2) Quality of work relationships 3) Attention from superiors (Syarifudin, 2019).

Work Life Balance

Work-life balance, or balance between work and personal life, can be a challenge in the hospitality industry which often requires irregular work schedules and high demands during high seasons or special events. Although the hospitality industry has special challenges in achieving work-life balance, companies can create policies and cultures that support this balance to improve employee well-being and the quality of service provided (Ogunola, 2022). Review and improve operational efficiency to reduce excessive work pressure and ensure that work can be completed in an effective time. Indicators of work life balance are 1) Balance of working hours 2) Management of stress levels 3) Employee welfare programs (Akinlade, 2021).

Hypotheses Development

Work Environment – Motivation

A good work environment has a significant positive impact on employee motivation in the hotel industry. A work environment based on positive values, diversity and mutual respect can create a supportive and motivating atmosphere (Wulandany, 2022). Providing employee wellness programs, such as health services, fitness, or psychological support, can increase motivation by improving overall well-being. A supportive and motivating work environment can help reduce stress levels, increase job satisfaction, and provide incentives for employees to give their best in their work in the hospitality industry (Pritama, 2020).

H1: Work environment has a positive effect on motivation

Motivation – Service Performance

High work motivation can have a significant positive impact on service performance in the hotel industry. Motivated employees tend to perform better in their tasks, including providing better service to guests. Motivated employees have a higher level of commitment to their work and to the company's goals, which can create more consistent service (Karimi, 2022). Work motivation stimulates employee initiative to identify and deal with problems or opportunities more effectively, which can improve service quality. Motivated employees tend to be more satisfied and engaged in their work, which can be reflected in the way they interact with guests and provide friendlier service. Through efforts to increase employee motivation, hotels can achieve improvements in service performance, create positive experiences for guests, and build a strong reputation in the hospitality industry (Arifai, 2022).

H2: Motivation has a positive effect on service performance

Work Environment - Service Performance

A positive work environment or work environment has a significant positive impact on service performance in hotels. Some of the ways in which the work environment contributes positively to service performance involves employee motivation, productivity, and service quality (Patience, 2023). A positive work environment can increase employee motivation. Motivated employees tend to provide better service and are more enthusiastic in dealing with guests. A good work environment can increase the level of employee commitment to their

work. Committed employees tend to provide more consistent service and focus on guest satisfaction (Darmawan, 2020).

H3: Work environment has a positive effect on service performance

Work Environment influences Service Performance through Motivation

Motivation can function as a mediator or intermediary between the work environment and service performance in the hotel industry. This mediation process reflects how a good work environment can influence employee motivation, which in turn has an impact on the quality of services provided (Arbyan, 2021). A work environment that is supportive, positive, and motivating for employees can create conditions that stimulate intrinsic and extrinsic drives to provide good service (Zhenjing, 2022). With motivation as a mediator, a positive work environment can encourage employees to have a higher commitment to their work and in turn, improve service performance in the hotel industry (Ahakwa I, 2021).

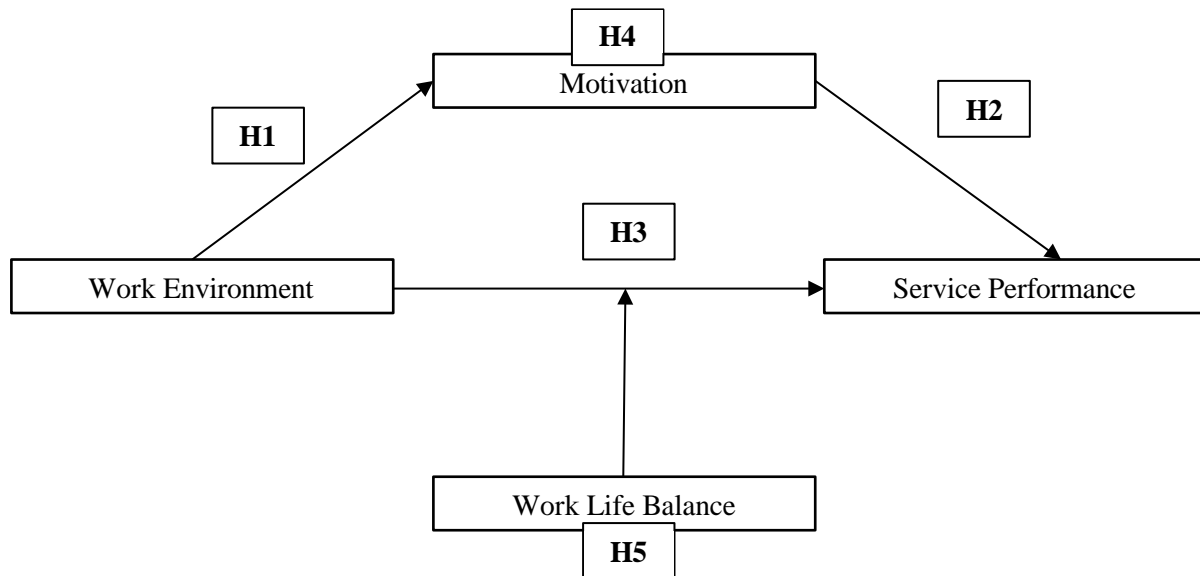
H4: Motivation is able to mediate work environment on service performance

Work Environment can be moderated by Work Life Balance on Service Performance

Work-life balance can act as a moderator in the relationship between the work environment and service performance. When work-life balance is a moderating factor, it means that the level of balance between a person's work and personal life can influence how strong or weak the relationship between the work environment and service performance is. (Faisal, 2022).

A good work-life balance can serve as a safeguard, helping employees to better cope with work demands and still maintain high levels of performance (Susanto, 2022). Therefore, management that understands the importance of work-life balance can create a work environment that supports this balance and ultimately improves service performance. A good work-life balance can help employees manage stress more effectively. In a demanding work environment, employees who have a good work-life balance may be better able to handle pressure and remain focused on quality service (Krishnan, 2018).

H5: Work life balance is able to moderate the work environment on service performance



Research Methods

The research method used in this research is quantitative research with descriptive verification using a survey approach, with the aim of determining the relationship between variables. The population in this study were 17 5 Star Hotels in Bandung City, West Java with a population of 289 employees. The sampling technique in this research is to use purposive sampling which is based on criteria, while the sample criteria are hotels that are included in the top 10 5 Star Hotels, have been operating for more than 5 years. The sample in this study were employees who worked in top 10 hotels, with a total sample of 152 respondents. Samples were taken using purposive sampling where the samples used were employees who were directly involved in serving visitors to 5 Star Hotels in Bandung City. (Haryono, 2017). The data collection technique uses primary data distributed through research questionnaires to 152 employees at the Top 10 5 Star Hotels in Bandung City.

The survey was conducted the previous day to get more respondents. The targeted respondents are employees of Bintang Hotels in Bandung City in 2023, so they can be used for further data analysis. Data analysis was carried out using SEM with Amos software (Haryono, 2017).

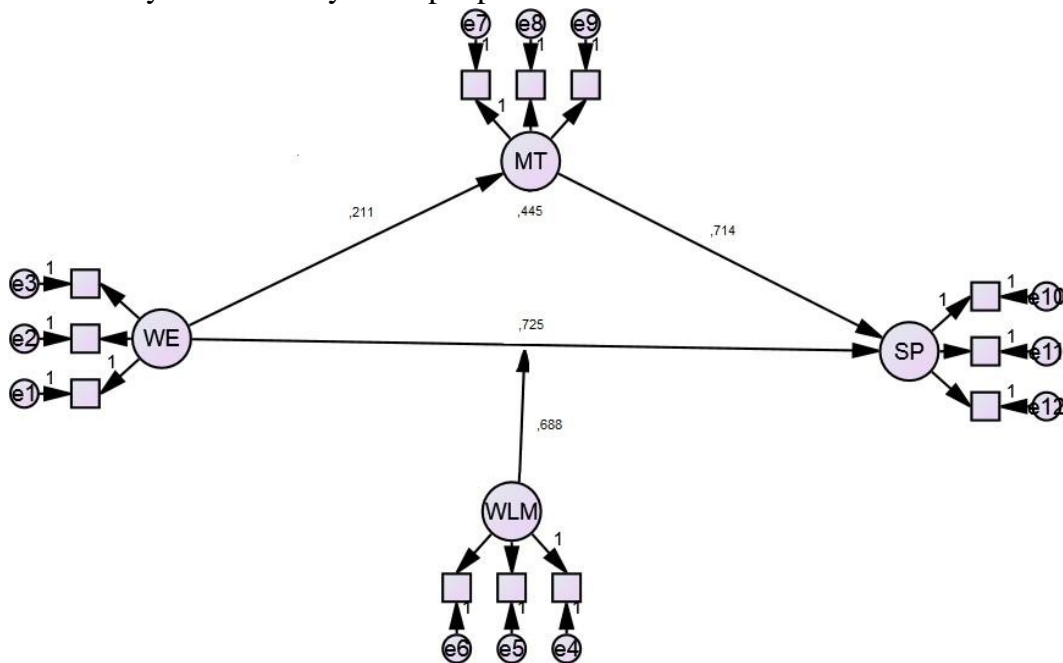
Results and Discussion

The characteristics in this study can be seen in Table 2.

Table 2. Respondents Profile

	Respondent Profile	Amount	Percentage
Income	1,000,000 – 2,000,000	42	27.63%
	2,000,000 – 3,000,000	75	49.34%
	3,000,000 – 4,000,000	24	15.78%
	>4,000,000	11	7.23%
Education	SENIOR HIGH SCHOOL	58	38.15%
	D3	36	23.68%
	S1	58	38.15%
Length of work	< 1 Year	38	25.00%
	13 years old	78	51.31%
	>3 Years	36	23.68%
Gender	Male	78	51.31%
	Female	74	48.68%

The income of 5 Star Hotel employees from the Top 10 Hotels is dominated by 2,000,000 – 3,000,000 for 75 people or 49.34%, the salary level still does not meet the minimum wage, this is adjusted to the length of service. Furthermore, in terms of education, it was dominated by high school with 58 people or 38.15%. The work period is dominated by 1 – 3 years of work as many as 78 people or 51.31% and finally the employees are dominated by men as many as 78 people or 51.31%.



The validity and reliability values of each latent variable are presented in Table 5.

Table 5.The Validity And Reliability

Indicators	TM	WL	EE	RP	Details
WE1	0.745				
WE2	0.698				
WE3	0.711				
M1		0.685			
M2		0.654			
M3		0.706			
WLB1			0.714		
WLB2			0.744		
WLB3			0.733		
SP1				0.745	
SP2				0.665	
SP3				0.675	
CR	0.744	0.856	0.741	0.764	Reliable
AVE	0.656	0.756	0.689	0.706	Reliable

In Table 3, it can be seen that all indicators have loading factor values ≥ 0.5 , thus it can be interpreted that all indicators are valid. The three variables formed from each indicator are also proven to be reliable because they have a CR value ≥ 0.7 and AVE value ≥ 0.5 , thus it can be said to be reliable. Table 4 below shows the size of the correlation that occurs between the variables

Work Environment, Motivation, employee negagement and Hotel performance.

Table 6.Correlation

	Correlation
Work Environment – Motivation	0.211
Motivation – Service Performance	0.714
Work Environment - Service Performance	0.725
Work Environment influences Service Performance through Motivation	0.445
Work Environment can be moderated by Work Life Balance on Service Performance	0.688

Structural Models

The suitability of the model is shown by the Goodness of Fit statistical value as presented in Table 7.

Table 7. Goodness of Fit

Gof Criteria	Limit Value	Results	Conclusion
Chi Square $X^2=125.7$ $df=74$	≥ 0.05	0.02	Fit
GFI	≥ 0.90	0.91	Fit
AGFI	≥ 0.90	0.94	Fit
RMSEA	≤ 0.08	0.09	Git Marginl
CFI	≥ 0.90	0.87	Marginal Fit

The model fit test results from several criteria such as X^2 , GFI, AGFI, CFI, and RMSEA largely meet the model suitability criteria (see Table 7). It can be seen that all existing GoF statistical criteria have met the model fit criteria. Therefore, the model for each latent variable is in accordance with the existing data. The results of hypothesis testing for each structural relationship are shown in Table 8.

Table 8. Model Test

Model	Estimate	S.E	CR	P-Value	Conclusion
Work Environment – Motivation	0.211	0.012	1,142	0.211	Not significant
Motivation – Service Performance	0.714	0.241	4,856	0.002	Significant
Work Environment - Service Performance	0.725	0.187	3,582	0,000	Significant
Work Environment influences Service Performance through Motivation	0.445				
Work Environment can be moderated by Work Life Balance on Service Performance	0.688				

Discussion

Below are the results of research supported by experts:

Table 9. Model Test

Model	Hypothesis	Previous Researchers
Work Environment – Motivation	Rejected	(Pritama, 2020) Reject
Motivation – Service Performance	Accepted	(Arifai, 2022) Accept
Work Environment - Service Performance	Accepted	(Darmawan, 2020) Accept
Work Environment influences Service Performance through Motivation	Accepted	(Ahakwa I, 2021) Accept
Work Environment can be moderated by Work Life Balance on Service Performance	Accepted	(Krishnan, 2018) Accept

In this discussion, only variables that are able to significantly influence the variables they influence are as follows.

Based on the results of research regarding the influence of motivation on service performance which has a probability value of 0.002, the hypothesis is accepted which states that motivation has a positive effect on service performance. High work motivation can have a significant positive impact on service performance in the hotel industry. Motivated employees tend to perform better in their tasks, including providing better service to guests. Motivated employees have a higher level of commitment to their work and to the company's goals, which can create more consistent service (Karimi, 2022). Work motivation stimulates employee initiative to identify and deal with problems or opportunities more effectively, which can improve service quality. Motivated employees tend to be more satisfied and engaged in their work, which can be reflected in the way they interact with guests and provide friendlier service. Through efforts to increase employee motivation, hotels can achieve improvements in service performance, create positive experiences for guests, and build a strong reputation in the hospitality industry (Arifai, 2022).

Based on the results of research regarding the influence of Work Environment on service performance which has a probability value of 0.000, the hypothesis is accepted which states that Work Environment has a positive effect on service performance. A positive work environment has a significant positive impact on service performance in hotels. Some of the ways in which the work environment contributes positively to service performance involves employee motivation, productivity, and service quality (Patience, 2023). A positive work environment can increase employee motivation. Motivated employees tend to provide better service and are more enthusiastic in dealing with guests. A good work environment can increase the level of employee commitment to their work. Committed employees tend to provide more consistent service and focus on guest satisfaction (Darmawan, 2020).

Work Environment influences Service Performance through Motivation with a large correlation of 0.445 or 44.5%, meaning that Motivation mediates positively by 44.5% in improving Work Environment with its influence on Service Performance. Motivation can function as a mediator or intermediary between the work environment and service performance in the hotel industry. This mediation process reflects how a good work

environment can influence employee motivation, which in turn has an impact on the quality of services provided (Arbyan, 2021). A work environment that is supportive, positive, and motivating for employees can create conditions that stimulate intrinsic and extrinsic drives to provide good service (Zhenjing, 2022). With motivation as a mediator, a positive work environment can encourage employees to have a higher commitment to their work and in turn, improve service performance in the hotel industry. (Ahakwa I, 2021).

Work Environment is able to be moderated by Work Life Balance on Service Performance of 0.688 or 68.8%, where Work Life Balance is significantly able to improve Work Environment in influencing Service Performance. Work-life balance can act as a moderator in the relationship between the work environment and service performance. When work-life balance is a moderating factor, it means that the level of balance between a person's work and personal life can influence how strong or weak the relationship between the work environment and service performance is. (Faisal, 2022). A good work-life balance can serve as a safeguard, helping employees to better cope with work demands and still maintain high levels of performance (Susanto, 2022). Therefore, management that

understands the importance of work-life balance can create a work environment that supports this balance and ultimately improves service performance. A good work-life balance can help employees manage stress more effectively. In a demanding work environment, employees who have a good work-life balance may be better able to handle pressure and remain focused on quality service(Krishnan, 2018).

Conclusion

The conclusion from this simple research is that it is proven that Motivation has a positive effect on service performance. Good motivation can be the main driver behind improving service performance in the hotel industry. Work Environment has a positive effect on service performance. Work Environment influences Service Performance through Motivation with a large correlation of 0.445 or 44.5%, meaning that Motivation mediates positively by 44.5% in improving Work Environment with its influence on Service Performance. Work Environment is able to be moderated by Work Life Balance on Service Performance of 0.688 or 68.8%, where Work Life Balance is significantly able to improve Work Environment in influencing Service Performance

Theoretical Implications and Managerial Implications

This research provides theoretical implications by contributing to the enrichment of literature on improving the quality of human resources, especially in improving Service Performance. It is known from the research results that motivation can improve service performance, therefore hotel managerial parties must meet the needs of their employees, for example appropriate salaries and rewards for work or achievements, then the work environment is able to improve service performance, then hotel managerial parties must fulfill the facilities and amenities they need. employees for work comfort. Furthermore, work life balance is able to moderate the work environment, therefore the managerial side must create a balance for employee work, for example in terms of working hours and the workload they carry out.

Future Research Directions

This research certainly still has many shortcomings, where there are still many variables that can mediate the work environment in influencing service performance, therefore in the future for further research to be further developed in terms of mediation, furthermore, it is not just the work environment and motivation that influences service performance. again variable. Apart from that, work life balance is a moderating variable in improving the work environment. Therefore, it must be studied in more depth regarding variables that could further moderate this.

Reference

Abedu, A.H. (2022). The Impact Of Hospitality Work Environment On Employees' Turnover Intentions During COVID-19 Pandemic: The Mediating Role Of Work-Family Conflict. ORIGINAL RESEARCH Article, 7(2).

- Agbozo, G. K. (2017). The Effect Of Work Environment On Job Satisfaction: Evidence From The Banking Sector In Ghana. *Journal of Human Resource Management*, 5(1).
- Ahakwa I, YJ (2021). The Influence Of Employee Engagement, Work Environment And Job Satisfaction On Organizational Commitment And Performance Of Employees: A Sampling Weights In PLS Path Modeling. *SEISENSE J Management*, 4(3).
- Akinlade, O.C. (2021). Work-Life Balance And Job Satisfaction Of Employees In Murtala Muhammed And Victor Attah International Airports In Nigeria. *KIU Journal Of Social Sciences*, 7(2).
- Amar, MY (2019). Enhancing Hotel Industry Performance Through Service Based Resources And Strategic Entrepreneurship (Case Study At Hotel Industries In Indonesia). *Academy Of Entrepreneurship Journal*, 25(3), 1-10.
- Anto, OD (2012). A Study On The Impact Of Work Environment On Employee Performance. *Names International Journal Of Management Research*, 2(2).
- Arbyan, AC (2021). The Influence Of The Work Environment On Employee Performance. *Journal of Organizational Management Studies*, 1(1).
- Arifai, M. (2022). The Effect Of Motivation On Employee Performance At The Social Service, Manpower And Transmigration, Maros Regency, South Sulawesi, Indonesia. *Pinisi Discretion Review*, 2(2).
- Budi S, KO (2021). The Effect Of Motivation, Work Environment And Financial Compensation On Employee Performance At Mercure Hotel Kuta. *European Journal Of Business And Management Research*, 6(6).
- Choi, K. (2022). What Motivates Employees To Work In The Hotel Industry?: Quarantine Hotel Employees' Perspectives. *Journal Of Hospitality Management*, 53(2).
- Darmawan, DM (2020). The Quality Of Human Resources, Job Performance And Employee Loyalty. *International Journal Of Psychosocial Rehabilitation*, 24(3).
- Faisal, A. (2022). Work-Life Balance And Job Performance: A Mediating And Moderating Model. *College Of Management Sciences*, 17(1).
- Ferdian, V. (2022). Hotel Workplace Environment, Millennial Culture And Graduates Career Commitment: An Empirical Investigation. *Journal Of Quality Assurance In Hospitality & Tourism*, 2(2).
- Han, H. (2011). Switching Intention Model Development: Role Of Service Performances, Customer Satisfaction, And Switching Barriers In The Hotel Industry. *International Journal Of Hospitality*, 30(3).
- Hana, I. (2023). The Effect Of Work Environment On Employee Performance At Golden Tulip Jineng Resort Bali. *Journal of Asian Management*, 2(3).

- Haryono, S. (2017). SEM Methods for Management Research. AMOS, LISREL PLS. Jakarta: Gramedia Pustaka Utama.
- Hosseini, R. S. (2015). The Effects Of Service Performance Of Hotel Customers On Quality Of Experience And Brand Loyalty In Iran. *Procedia - Social And Behavioral Sciences*, 8(2), 156 – 164.
- Karimi, M.R. (2022). The Influence Of Employee Work Motivation On Service Performance Of The Health Service Office In Hulu Sungai Utara Regency. *Journal Of Humanities Of Social*, 2(4).
- Krishnan, R.L. (2018). The Effects Of Job Satisfaction And Work-Life Balance On Employee Task Performance. *Int. J. Acad. Res. Bus. Soc. Sci*, 8(2).
- Kusuma. (2021). The Influences Of Motivation And Work Environment On Employee Performance Of Hotel Muria Semarang. *Journal of Economics*, 10(2).
- Mulasari, A. (2023). The Influence Of Motivation And Work Environment On Employee Performance In Food And Beverage Service Granmelia Hotel Jakarta. *Educational Journal Of History*, 6(3), 1097-1109.
- Nimrah. (2021). Impact Of Human Resource Development On Public Service Through Employee Performance Of Center Mamuju. *Administrare Journal: Journal of Scientific Thought and Office Administration Education*, 8(1).
- Ogunola, A. A. (2022). Quality Of Work-Life And Work-Life Balance As Predictors Of Employee Job Satisfaction. *Tazkiya Ournal Of Psychology*, 10(1).
- Pratama, GD (2020). Effect Of Motivation And Work Environment On Employee Performance In Work Unit Implementation On The Jakarta Metropolitan I National Road. *Public Administration Scientific Journal*, 10(1).
- Sabar, RA (2023). Exploring The Effectiveness Of Communication And Work Environment On Employee Performance At Pdam Makassar (A Study In Service Area Iv. *International Journal Of Business, English, And Communication*, 1(2).
- Sudiarso. (2022). The Effect Of Transformational Leadership, Competence And Work Environment On Employee Performance Of Pt Waskita Karya (Persero) Tbk In Becakayu 2a Ujung Project. *Dynasty International Journal of Management*, 3(3).
- Susanto, P. (2022). Work-Life Balance, Job Satisfaction, And Job Performance Of Smes Employees: The Moderating Role Of Family-Supportive Supervisor Behaviors. *Frontliner Of Psychology*, 2(2).
- Syarifudin. (2019). PERFORMANCE VALUE OF HOTEL EMPLOYEE (IMPACT OF WORK MOTIVATION ON HOTEL X EMPLOYEE PERFORMANCE IN BANDUNG). *Journal of Indonesian Tourism and Hospitality*, 2(2).
- Wulandany, W. (2022). The Effect Of Work Environment And Motivation On Employee

Performance. Management Analysis Journal, 12(2).

Zhenjing, G. (2022). Impact Of Employees' Workplace Environment On Employees' Performance: A Multi-Mediation Model. National Library Of Medicine, 1(1).