

Research Article

Elevating Employee Performance through Motivation: “Old School” Concept that Still Works Well

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Received Date: 11 April 2025

Revised Date: 27 April 2025

Accepted Date: 03 May 2025

Published Date: 21 May 2025

Abstract: Food consumption is one of the common indices of nationwide welfare. Most food manufacturers in Indonesia consist of micro and small-sized home industries, which contribute significantly to the country's economy, as measured by GDP indices. Thus, organizations within the food industry need to maintain both their organization and employee performance. The study aims to examine both the direct and indirect effect of work motivation on employee performance with servant leadership and work environment as the antecedent at a food supplement home industry level producer in Jakarta. This study uses a non-probability sampling technique called purposive sampling with 70 respondents of non-managerial food producers' home industry employees. Primary data were collected through online questionnaires and analyzed with structured equation modelling partial least square statistical method. This study concluded that servant leadership and work motivation have a positive direct effect on employee performance, the work environment has no direct effect on employee performance, and servant leadership and work environment have a direct effect on work motivation. For the indirect effect, this study shows that work motivation has a mediating effect from the effect of servant leadership and work environment on employee performance.

Keywords: Servant Leadership, Work Environment, Work Motivation, Employee Performance.

I. INTRODUCTION

One way to monitor a nation's economic progress is by looking at its Gross Domestic Product trend. From 2021 to 2023, Indonesia's national GDP trend based on current prices climbed consecutively from IDR 16,976.8T to IDR 19,588.1T and IDR 20,892.4T (Badan Pusat Statistik, 2024). Nearly every industrial sector's GDP component has made a positive contribution throughout the ensuing years. Additionally, the positive GDP growth rate for the household consumption sector, specifically food consumption, during the third quarter of 2024 was around 4.91%. From here, we can conclude that the food and beverage business is crucial to national prosperity.

As one of the primary sectors that play an important role in the economy, companies in the food industry cannot avoid competition in order to maintain quality and competitive advantage (Widyanti & Mahfudz, 2020). Competitive advantage is a key success factor in maintaining company performance, especially within mature industries like the food industry (Figueiredo et al., 2023; Vrontis et al., 2022). With a competitive advantage, an organization can reach its best performance and reflect the cumulative performance of its individuals and groups (Bhatti et al., 2021). One thing closely related to organizational and individual performance is the employee's work motivation. (Robbins & Judge, 2022). So, it can be inferred from here that in order to maintain performance, an organization must strategically manage employee work motivation.

It is generally accepted that motivation can be applied as an antecedent and mediating role to performance (Madzík et al., 2025). Corporate and individual performance are critical elements for maintaining a competitive advantage. Management literature indicates that individual performance influences corporate performance. As the development of study about performance has been so advanced, a literature study conducted by (Chourasia & Bahuguna, 2024) on performance research oh human resource literature revealed an expanded list of performance indicators and measurement framework with 10 different performance perspectives based on Business Process Measurement. This study also finds a direct correlation between subsystems and operational performance, employee motivation, human capital, and voluntary turnover, mediated by the relationship between subsystems and financial outcomes. Many studies have produced extensive data corroborating the relationship between HR practices and performance. It can be concluded from here that motivation and performance are integrated correlations to discuss.

The work environment and how leaders handle their team members directly impact individual motivation (Melinda & Ananda, 2023). Affected by its scale, different scales of organizations will have different work environment characteristics, including relationships with coworkers, tools and working machines, occupational health and safety, and the leadership style in the workplace (Dharma et al., 2023; Sunaryo et al., 2023). Different leadership styles better be applied flexibly according to some terms and conditions, which means it is a situation-based environment. A competent leader will be able to adjust his leadership



style to the situation and the context in which he finds himself matched to his followers (Alrowwad et al., 2020; Veasna et al., 2024). Servant leadership is one of the leadership philosophies shown to influence individual and organizational performance (Alwali & Alwali, 2022). A competent leader will be able to adapt to his surroundings and use the appropriate leadership style. Servant leadership is one leadership style that influences individual and organizational performance. It prioritizes the well-being and service of its members over the leader's interests (Ali et al., 2024).

Companies need to pay attention to various factors that influence employee performance to achieve optimal performance. One is servant leadership, a leadership approach that prioritizes service, follower needs, ethics, organizational culture, and individual development. In addition, a conducive work environment also plays an important role in supporting organizational productivity and success. Work motivation is another factor that influences performance, an internal or external drive that encourages employees to work with enthusiasm and determination to meet personal needs and achieve organizational goals.

This study uses a PT. ABC, as one of the research objects, is a home industry-level manufacturer engaged in producing and distributing herbal food supplements in Bekasi, West Java. From in-depth interviews with product managers, as presented in Tables 1 and 2, it is known that the employee engagement survey in the company in 2024 reached only 32%. This low level of engagement is due to the fact that most of the daily casual workers, who have been with the company for less than a year, are looking for new jobs. It is also known from internal sources that the employee's KPI of good performance category related to relation hits only 2 %, individual leadership good performance at only 5%, while the rest fall to average performance and below standard performance. This shows some areas of improvement in employee performance in the company. Elaborating research background and business phenomena above then, this study intends to ascertain the impact of servant leadership on employee performance, the impact of work environment on performance, the impact of both work environment and servant leadership on motivation, the impact of motivation on performance, and the mediating role of work motivation on the influence of both work environment and servant leadership on employee performance.

Table 1 Employee Engagement Assessment in 2024

Engagement Level	Disengagement Level
32%	68%

Source: PT. ABC

Table 2. Individual Key Performance Indicator (KPI) in PT. ABC at 2024

KPI	Good	Poor	Standard	Total Workforce
Transparency	12%	8%	80%	70
Quantity of work	19%	2%	79%	70
Timeliness	13%	9%	78%	70
Quality of work	13%	6%	81%	70
Teamwork	17%	9%	74%	70
Initiative	13%	15%	72%	70
Leadership	5%	13%	82%	70
Relation	2%	8%	90%	70

Source: PT. ABC

II. LITERATURE REVIEW

Here we serve the underpinning theory and current research to support hypothesis development of the study. Work motivation refers to internal or external triggers that drive individuals to achieve desired goals or performance in the work environment context (Gagné & Deci, 2005). There, the authors discuss intrinsic and extrinsic motivation types, analyze how they influence each other, and discuss the relevant theory that is further discussed according to each context. In the study, it was stated that external factors, such as providing choice to solve task engagement, tend to enhance feelings of autonomy, prompt a shift in perceived locus of causality from external to internal, and increase intrinsic motivation. When extrinsic factors have been internalized, and someone enjoys or likes the job, it has driven their internal factors, and a person's intrinsic motivation arises. First of all, to do that, people do not necessarily require structures, limits, or contingencies to maintain intrinsic motivation. Second, successful internalization is facilitated by the explicit or implicit endorsement of behaviors by significant others. When it grows to a comprehensive work ambience, it will relate to and be affected by organizational climate and managers' interpersonal styles. A precise managerial style that looks forward and is oriented toward others is somehow proven to increase the performance of an organization comprehensively (Latifah et al., 2024). This kind of manager's interpersonal style is called servant leadership.

A) Servant Leadership on Employee Performance and Motivation

A current study by (Veasna et al., 2024) showed a positive relationship between psychological empowerment and employee creativity that the leader shows on task performance at the individual level. Servant leadership is a performance-oriented leadership style through the principle of serving and being sincere towards others (Hariyono and Adreani, 2020). Servant leadership is a type of leadership that touches on ethics, creating a comfortable and unique organization, aesthetic experience towards customers, and considering employees as the greatest and most important asset for the company; this type of leader is a leader who always prioritizes the interests of his followers and pays less attention seriously to the needs of the leader himself, in the form of a servant leader more to attitude and ethics and provides examples of the application of culture in an organization. These positive traits are going to lead to performance improvement (Lusiana et al., 2020).

According to Shane (2018), servant leadership is a leader who serves followers by helping followers meet their needs, training, helping, and becoming a facilitator for the development of followers. This study, supported by (Melinda & Ananda, 2023), concludes that certain leadership styles have a positive effect on employee motivation. According to research conducted by (Veasna et al., 2024), servant leadership affects business performance directly and indirectly through creativity. Servant leadership enhance performance through person-group fit and person-organization fit. According to an additional study held by (Hermanto et al., 2024), servant leadership has a beneficial impact on organizational citizenship behavior, improving business performance. Another related research on servant leadership is held by (Sunaryo et al., 2023), which concludes an effect on how digital transformational leadership develop employee motivation.

According to the explanations above, the hypothesis developed from the given description includes:

1. H1: There is a positive influence of servant leadership on employee performance.
2. H4: There is a positive influence of servant leadership on work motivation

B) Work Environment on Employee Performance and Motivation

Nowadays work environment has grown beyond space and physical things. According to (Sunaryo et al., 2023), aspects such as work environment reinforce employee satisfaction. A different point of view is given by (Melinda & Ananda, 2023), who mentions no effect of the work environment on the discipline-oriented performance of a person. Another study by Arianto and Kurniawan (2020) shows that the work environment is the entire tool or material faced by a person, either as an individual or as a group, that can affect him in carrying out tasks because it has an important meaning to provide a pleasant and safe impression. Dewi dan Harjoyo (2019) argues that the work environment can foster enthusiasm, enthusiasm, and work speed so that productivity can be achieved. Wise et al. (2020) says that the work environment in an organization must have certain benefits or values, to provide a positive impression. Recent studies have explored the influence of work environment on individual performance. Research indicates that the work environment significantly impacts employee performance, with a positive work environment enhancing performance (Kumala, 2023). Both physical and social aspects of the work environment play crucial roles (Jean de Dieu et al., 2022)

Recent studies highlight the significant influence of the work environment on employee motivation. A conducive work environment and adequate facilities significantly influence employee motivation, positively impacting their performance (Jean de Dieu et al., 2022). Organizational justice and work environment collectively increase motivation (Sutanto et al., 2018). Research shows that the work environment has a stronger effect on motivation than facilities, with motivation mediating between work environment and performance (Kumala, 2023). However, the impact can vary, with one study finding a low effect of 39.2% due to inadequate infrastructure (Nawawi et al., 2020)

Based on the explanation above, thus the following hypotheses in this article are:

1. H2: there is a positive influence of work environment on employee performance
2. H5: There is an influence of the work environment on work motivation

C) Work Motivation on Employee Performance and Work Motivation as Intervening Variables

Research about motivation has developed over time. One research conducted (Suartina & Sadhiarta, 2019) said that the work motivation system has a significant level of influence on organizational performance. Another study by (Waworuntu et al., 2022) explained that motivation in Gen Z in Indonesia thrives to enhance performance through their work-life balance of personal and professional life. Another align study also mentions that motivation, which is defined as a set of processes that move a person towards a goal, significantly influences work productivity and performance (Rethina Bai & Hemalatha, 2024). According to Mariani dan Sariyathi (2017), work motivation is the drive that a person obtains to carry out an action resulting from their desire to satisfy and fulfil their needs. Motivation is a will or desire that arises within an employee, which creates enthusiasm or encouragement to work (Utari dan Wibowo 2021). Robbins and Judge (2019) define motivation as a process that explains the intensity, direction, and persistence of an individual's efforts to achieve goals.

Another research model represented (Purbasari et al., 2022) mentions that entrepreneurial motivation held an important role as a mediator in influencing the effect of control on business performance. However, this research is supported by the study conducted by (Syawaluddin et al., 2020), which concludes that there is a positive indirect influence of work motivation in the influence of supervision on performance in a case study in the company PT. FAA.

Thus, the hypothesis addressed from the explanation above is:

1. H3: There is a positive influence from work motivation to employee performance
2. H6: There is a mediating role of work motivation from servant leadership towards employee performance
3. H7: There is a mediating role of work motivation in the work environment on employee performance

III. RESEARCH METHODS

This is a quantitative descriptive analysis research, it is a type of research where the collected primary data is processed and explained based on statistical analysis method (Sekaran & Bougie, 2016). Primary data was attained by distributing Google Forms to the employee of PT ABC at non managerial level. According to the sampling strategy employed in this study, respondents must be non-managerial staff members from every department within the organization and have been employed for at least a year. Existing indicators are measured using a 1-5 Likert scale with strongly disagree to strongly agree status.

Here is the explanation of this article's operational definition and measurement. Employee Performance (EP) in this study is the Dependent Variable (Y), which refers to how an employee performs tasks given by the company according to his/her responsibilities. (Syarip et al., 2024) In this study, the employee performance variable is measured using work quality, work quantity and timeliness indicators. The first Independent Variable (X1) is Servant Leadership (SL), which in this article is defined as a leadership approach that focuses on serving others, prioritizing the needs and interests of followers, and placing ethics, organizational culture, and individual development as priorities. (Robbins & Judge, 2022). This study measured servant leadership using indicators of compassion, empowerment, vision, and humility. Work Environment (WE) as the second independent variable (X2) here described as tangible and intangible surrounding key to creating conditions that support employees in achieving productivity and overall organizational success. (Sunaryo et al., 2023) In this study, work environment variables were measured using lighting, temperature, noise, wiggle room and security indicators. Work Motivation (WM) held a role as an Intervening Variable (Z) and is here described as an internal or external drive that drives a person to work with enthusiasm and persistence to meet personal needs and achieve individual or organizational goals. (Kumari & Kumar, 2023) In this study, work motivation variables were measured using indicators of physiological needs, sense of security, social needs, the need for self-esteem, and self-actualization.

Here is the research model that is proposed in this article, as presented in Figure 1

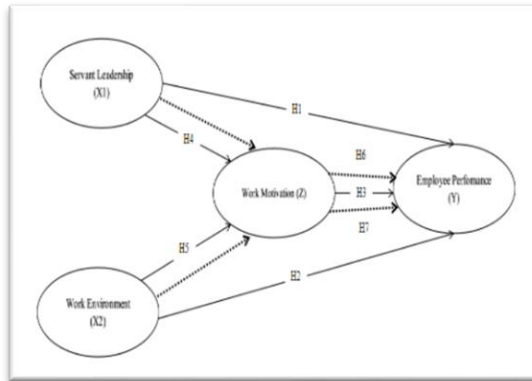


Figure 1. Research Model Proposed by Author

III. RESULTS AND DISCUSSION

Based on this descriptive statistic of the variable and respondent characteristics that can be seen in Table 3 and Table 4, here is the explanation. The mean variable for servant leadership is 29.41, which means that most respondents agree with the statement in the questionnaire about the indicators of compassion, empowerment, vision, and humility that must be available in a leader who is oriented towards service to his subordinates. Next, the mean variable work environment is 17.33, which means that most respondents agree with the statement in the questionnaire about the work environment, which is measured using lighting, temperature, noise, wiggle room and security available in the workplace. Next is the mean variable motivation of 25.11, which means that most respondents agree with the measurement in the questionnaire through the indicators of physiological needs, sense of security, social needs, the need for self-esteem, and self-actualization. Finally, the mean for the employee

performance variable is 22.18, meaning that most respondents agree with the questionnaire statement in measuring individual performance through work quality, quantity and time needed to complete their work.

Table 3. Statistic Descriptive of the Variable

Variable	Respondent	Mean
Servant Leadership (X ₁)	70	29.41
Work Environment (X ₂)	70	17.33
Motivation (Z)	70	25.11
Employee Performance (Y)	70	22.18

Source: Statistical Processing Results

Table 4. Respondent Characteristics

No.	Characteristics	Classification	Amount	Percent
1.	Gender	Man	50	71.4
		Woman	20	28.6
		Total	70	100.0
2.	Age	18 – 25	23	32.9
		26 – 32	17	24.3
		33 – 39	15	21.4
		40 – 46	13	18.6
		47 – 53	2	2.9
		Total	70	100.0
3.	Position	Staff	70	100.0
		Total	70	100.0
4.	Length of work	< 1 year	10	14.3
		4-6 years	2	2.9
		13 years old	31	44.3
		4 – 6 years	24	34.3
		7 – 9 years	3	4.3
		Total	70	100.0

Source: Statistical Processing Results

A) Validity, Reliability and Goodness of Fit

The following will explain the outer model analysis, consisting of validity and reliability tests, in Table 5 below. The validity testing is shown by convergent validity from loading factors and AVE value. All indicators of each variable have loading factor values above 0.7 and AVE values above 0.5, so this test measurement shows a convergent validity test passed. Statement item EP4 on the employee performance variable has the highest loading factor value of 0.863; it shows that quantity is the correct way to measure employee performance. While on the work environment variable, the highest loading factor, a value of 0.850 is on item WE1, which means that the measurement of lighting, temperature, voice and comfort is the most precise to measure the work environment variable. For the work motivation variable, item WM5 has the highest loading factor value of 0.835, indicating that the reward given by the organization is the most precise statement to measure employee motivation and is most appropriate in describing the work motivation variable. On the servant leadership variable, statement item SL6 has the highest loading factor value of 0.833, so the statement of my skills and personal principles and values are increasingly similar to those of my supervisor, is best describes the variable. The table also shows that all indicators have AVE values of more than 0.5 and loading factors of more than 0.7, so it is concluded that all variables meet the convergent validity criteria. Another test is conducted by assessing the construct validity based on the Fornell Larcker criteria results of the square root of AVE, as shown in Table 6 below. Here, we infer the square root value of AVE for each construct is greater than the correlation value with other constructs. Therefore, it can be concluded that all constructs meet discriminant validity criteria. The next criterion in Table 7 below shows that all HTMT values are below 0.90. So, it can be concluded that all constructs are declared valid in meeting the discriminant validity criteria.

Table 5 shows that the reliability criteria through the CA numbers for all variables are above 0.7, and CR is also above 0.7. So, it can be concluded from here that the indicators used to measure the research variables meet the reliability requirements.

Table 5 below also shows that work motivation variables can explain any variation in employee performance variables with an R² of 63.3% (moderate). In comparison, the remaining 36.7% are explained by other variables or factors outside this study which not explained by the model. Any variation in work motivation variables can be explained by servant leadership and work environment variables with a R²value of 61.1% (moderate), and the remaining 38.9 % is explained by other variables

outside this study. Based on the table below, the prediction relevance test (Q2) results for each variable show a value greater than 0. The employee performance variable has a Q² value of 0.398, while the work motivation variable has a Q² value of 0.379. Therefore, it can be concluded that all servant leadership indicators such as compassion, empowerment, vision and humility, as well as work environment indicators such as lighting, temperature, noise, space and security in the model, can predict well the relationship and variation of each other towards the employee performance variable and work motivation variable.

Table 5. Evaluation of Structural Model Goodness of Fit Index Criteria

Variables	Items	Loading Factor	AVE	CA	CR	R ²	Q ²
Employee Performance	EP1	0.849	0.698	0.892	0.895	0.633 (Moderate)	0.398
	EP2	0.852					
	EP3	0.801					
	EP4	0.863					
	EP5	0.811					
Work Environment	WE1	0.850	0.644	0.815	0.823		
	WE2	0.834					
	WE4	0.761					
	WE5	0.761					
Work Motivation	WM1	0.815	0.662	0.898	0.898	0.611 (Moderate)	0.379
	WM2	0.827					
	WM3	0.788					
	WM4	0.789					
	WM5	0.835					
	WM6	0.826					
Servant Leadership	SL1	0.799	0.655	0.912	0.914		
	SL2	0.738					
	SL3	0.826					
	SL4	0.807					
	SL5	0.828					
	SL6	0.833					
	SL7	0.830					

Source: Statistical processing results

Table 6. Fornell Lacker Criterion

	Employee Performance	Work Environment	Work Motivation	Servant Leadership
Employee Performance	0.836			
Work Environment	0.658	0.803		
Work Motivation	0.753	0.724	0.814	
Servant Leadership	0.652	0.547	0.643	0.809

Source: Statistical processing results

Table 7. Heterotrait-Monotrait Ratio of Correlations (HTMT)

	Employee Performance	Work Environment	Work Motivation	Servant Leadership
Employee Performance				
Work Environment	0.772			
Work Motivation	0.837	0.841		
Servant Leadership	0.717	0.638	0.707	

Source: Statistical processing results

B) Hypothesis Testing

Table 8. Summary of the Structural Model

Hypothesis	Path	Original Sample (o)	Sample Mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Information
H1	SL-EP	0.258	0.259	0.120	2.152	0.031	YES
H2	WE-EP	0.193	0.189	0.104	1.855	0.064	NO
H3	WM-EP	0.447	0.438	0.127	3.514	0.000	YES
H4	SL-WM	0.353	0.353	0.109	3.234	0.001	YES

H5	WE-WM	0.531	0.529	0.092	5.759	0.000	YES
H6	SL→WM→EP	0.158	0.154	0.064	2.450	0.014	YES
H7	WE→WM→EP	0.238	0.234	0.085	2.793	0.005	YES

Source: Statistical processing results

Based on the table above, the relationship between servant leadership and employee performance shows an original sample value of 0.258, T-statistics of $2.152 > 1.96$, and a p-value of $0.031 < 0.05$. So, it can be concluded that H1 is accepted, which means that servant leadership affects employee performance at PT. ABC. In this study, the measurement of servant leadership, which is compassion, empowerment, vision, and humility, is proven to increase employee performance. The relationship between work environment and employee performance shows an original sample value of 0.193, T-statistics of $1.855 < 1.96$, and a p-value of $0.064 > 0.05$. Here, we can see that H2 is rejected, which means that the work environment does not affect the performance of PT. ABC employees. Table 8 shows that lighting, temperature, noise, wiggle room, and security as work environment indicators have no positive impact on increasing employee performance. The connection between work motivation and employee performance shows an original sample value of 0.447, T-statistics of $3.514 > 1.96$, and a p-value of $0.000 < 0.05$. So, it can be concluded that H3 is accepted, which means that work motivation affects employee performance at PT. ABC. From Table 8, we can see that factors of motivation that are measured here, which are physiological needs, sense of security, social needs, the need for self-esteem, and self-actualization, must be managed and developed in order to increase employee performance. The relationship between servant leadership and work motivation shows an original sample value of 0.353, T-statistics of $3.234 > 1.96$, and a p-value of $0.001 < 0.05$. So, it can be concluded that H4 is accepted, meaning servant leadership affects work motivation at PT. ABC. This means that compassion, empowerment, vision, and humility must be managed well to develop and boost the employee's motivation. The relationship between work environment and work motivation shows an original sample value of 0.531, T-statistics of $5.759 > 1.96$, and a p-value of $0.000 < 0.05$. So, it can be concluded that H5 is accepted, which means that the work environment affects work motivation at PT. ABC. From here, we can see that lighting, temperature, noise, wiggle room, and security increase employee motivation. The relationship between work motivation mediation to servant leadership on employee performance shows an original sample value of 0.158, T-statistics of $2.450 > 1.96$, and a p-value of $0.014 < 0.05$. So it can be concluded that H6 is accepted, which means that work motivation mediation affects servant leadership on employee performance at PT. ABC. This implies that physiological needs, sense of security, social needs, the need for self-esteem, and self-actualization mediate the influence of servant leadership on employee performance. The relationship between work motivation mediation to the work environment on employee performance shows an original sample value of 0.238, T-statistics of $2.793 > 1.96$, and a p-value of $0.005 < 0.05$. So, it can be concluded that H7 is accepted, which means that work motivation mediation affects the work environment and employee performance at PT. ABC. It is strengthened by the 7th hypothesis that physiological needs, a sense of security, social needs, the need for self-esteem, and self-actualization mediate and increase the influence of the work environment on employee performance.

IV. CONCLUSION

Based on the results of the data analysis that has been carried out, several main points can be concluded as follows. The results of the H₁ test are that servant leadership influences employee performance at PT. ABC with a T-Statistics value of $2.152 > 1.96$ and a p-value of $0.031 < 0.05$. The results of the H₂ test are that the work environment does not affect the performance of PT. ABC employees with a T-Statistics value of $1.855 < 1.96$ and a p-value of $0.064 > 0.05$. The results of the H₃ test are that work motivation influences employee performance at PT. ABC with a T-Statistics value of $3.514 > 1.96$ and a p-value of $0.000 < 0.05$. The results of the H₄ test are that servant leadership influences work motivation at PT. ABC with a T-Statistics value of $3.234 > 1.96$ and a p-value of $0.001 < 0.05$. The results of the H₅ test are that the work environment influences work motivation at PT. ABC with a T-Statistics value of $5.759 > 1.96$ and a p-value of $0.000 < 0.05$. The results of the H₆ test are that servant leadership influences employee performance with work motivation mediation at PT. ABC with a T-Statistics value of $2.450 > 1.96$ and a p-value of $0.014 < 0.05$. The results of the H₇ test are that the work environment influences employee performance with the mediation of work motivation at PT. ABC with a T-Statistics value of $2.793 > 1.96$ and a p-value of $0.005 < 0.05$.

Limitations and Recommendation

The research conducted can still be said to be far from perfect due to several limitations, including that this study only uses two independent variables, namely servant leadership (X₁) and work environment (X₂), one mediating variable, namely work motivation (Z), and one dependent variable, namely employee performance (Y), the number of samples used in this study was only 70 respondents. This research is limited to employees of PT. ABC so that the results cannot be used generally on a wider scale. In addition, based on the results of the research that has been conducted, the author also provides practical recommendations for PT. ABC as follows:

1. Due to the research results that servant leadership influences employee performance, companies need to manage and pay attention to servant leadership indicators such as compassion, empowerment, vision, and humility to support and serve employees and ensure consistency in implementing servant leadership to continue improving employee performance.

2. Due to the research results that work motivation influences employee performance, companies need to manage and pay attention to work motivation indicators such as physiological needs, security, social needs, self-esteem needs, and self-actualization by implementing performance-based reward programs, such as bonuses or special awards for employees with the best performance and involving employees in the decision-making process to increase their sense of ownership of their work.
3. Due to the research that the work environment influences work motivation, companies need to improve physical facilities such as ventilation, lighting, and comfort of the workspace and create a friendly, harmonious, and conflict-free work atmosphere to increase employee work motivation.

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