

The Effect of Work Environment and Work Motivation on Employee Performance the Mediating Role of Work Ability

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Abstract: This study aims to analyze the influence of the work environment and work motivation on employee performance, with work ability as a mediating variable, at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Employee performance is a strategic factor in ensuring the effectiveness and sustainability of an organization, especially in the energy sector, which demands high operational and work safety standards. This study uses a quantitative, explanatory research design. The research population included all 71 contract employees of PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang, so the sampling technique used was a census. Data collection was conducted through a structured questionnaire that had been tested for validity and reliability. Data analysis used path analysis in SPSS to test the direct and indirect effects among variables. The results show that the work environment and work motivation affect employee work ability. That work ability helps explain the relationship between the work environment and employee performance. These findings indicate that improving employee performance is influenced not only by external factors such as the work environment and motivation but also by employees' work ability. Organizations need to integrate policies to improve the work environment and strengthen motivation with ongoing work ability development programs. This study is expected to contribute theoretically to the development of human resource management and serve as a practical reference for policy-making to improve employee performance in the energy sector.

Keywords: Work Environment, Work Motivation, Employee Performance, Human Resource Management.

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1. INTRODUCTION

The first factor influencing performance is the work environment, the social environment within a company where people interact every day. Everyone spends more time working than doing other things. At work, people are surrounded by others. The work environment is also a factor that influences an organization's success rate. The work environment also needs to be nurtured and managed as effectively as possible to provide a comfortable atmosphere for members.

Poor working conditions can lead to members falling ill more easily, becoming stressed, having difficulty concentrating, and experiencing a decline in performance. This can be a detrimental factor for a company if its performance declines, making it difficult to achieve its goals. Just imagine: if the workspace is uncomfortable, hot, poorly ventilated, too crowded, or

unclean, it will undoubtedly affect members' comfort and can reduce their performance.

The work environment and performance are closely related and influence each other. A good work environment directly contributes to workers' performance, while a safe and healthy environment can prevent performance decline due to illness or workplace accidents. To improve workplace performance, companies can implement initiatives such as healthy workplace programs, provide sports facilities, offer access to counseling, and create a work environment that supports workers' physical and mental well-being.

The second factor that influences member performance is ability. According to Sudrajat (2017), ability means skill, and each individual has different skills in acting. These skills influence the potential within the individual. Poerwadarminta (2017) has a different opinion about ability, namely that ability means

the power (can, is capable) to do something, while capability means competence, skill, or strength. The third factor that influences performance is work motivation. Work motivation, according to McClelland as translated by Suwanto (2020:161), is a set of forces, both internal and external, that drive an individual to engage in work behavior in accordance with a specific format, direction, intensity, and duration.

Based on the background, the purpose of this study is to analyze the influence of the work environment on employees' work ability at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. To analyze the influence of the work environment on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. To analyze the influence of work motivation on the work ability of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. To analyze the influence of work motivation on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Analyzing the influence of work ability on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang and analyzing the influence of the work environment through work ability on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang and analyzing the influence of work motivation through work ability on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang.

The expected results of this study are practical, namely that they can be used as input for practitioners and PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang, so that they can find out how employees' attitudes towards the variables of work environment, ability, and work motivation affect employee productivity and can also be used as a reference in taking strategic steps to improve the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. To broaden knowledge in the field of human resource management, particularly regarding the influence of Work Environment, Ability, and Work Motivation on the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. As a form of direct application of theories regarding Work Environment, Ability, Work Motivation, and employee performance at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang, which were obtained during lectures in real field situations.

Theoretically related to the development of science, particularly in relation to the Work Environment, Capabilities, Work Motivation, and Employee Performance at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. There have been recent developments in science, particularly in human resource management, that have attracted significant interest from various circles. The results of this study are expected to serve as a reference for the increasingly

complex demands of human resource management and for further research, especially on the topics of the work environment, capabilities, work motivation, and employee performance at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang.

2. LITERATURE REVIEW

Sukardi (2021) states that performance is an individual's success in carrying out their duties, and that commitment, planning skills, effort, and overall productivity can be measured. Setiawan (2021) states that performance is a comparison between outputs. If productivity increases, it is only possible through improvements in efficiency and work systems, production techniques, and workforce skills. Kustini & Sari (2020) state that performance is the ability to produce goods or services from various resources and the capabilities possessed by each member.

Sedarmayanti (2017) notes that the work environment comprises the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group. The work environment can be divided into two types: the physical and non-physical environments. The work environment can also be interpreted as a harmonious, humanistic, familial, unselfish, and free-from-jealousy, backstabbing, and other negative behaviors social environment, as this will increase work enthusiasm (Busro, 2018).

Thoha (2018) states that ability is one of the elements of maturity, referring to knowledge or skills that can be acquired through education, training, and experience. Based on this definition, a person's ability will be reflected in their knowledge and skills, supported by their physical and psychological condition.

McClelland, as translated by Suwanto (2020:161), is a set of forces, both internal and external, that drive a person to begin working in a specific format, direction, intensity, and time frame. Sedarmayanti (2017:154) states that motivation is a force that drives a person to perform or not perform an action, which essentially exists internally and externally, positively or negatively. Work motivation is the factor that generates or drives work enthusiasm.

3. RESEARCH METHOD

3.1 Research Design

The research design is quantitative, meaning it tests a hypothesis using statistical tools. Referring to the objectives to be achieved in this study, namely to explain the influence of Work Environment, Work Ability, and Work Motivation in relation to Work Discipline and its impact on performance, the type of research used in this study is explanatory research.

3.2 Scope of Research

The scope of this research covers the science of human resources, specifically examining the performance of employees at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang, which is influenced by the work environment, ability, and work motivation.

3.3 Research Location

The research location is PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. The reason for choosing this location is the community's increasing demand for satisfactory public services from this institution. Satisfactory services can be provided if the institution's employees perform well.

3.4 Types and Sources of Data

The data used in this study are both primary and secondary. Primary data were obtained from questionnaires distributed to respondents, with questions prepared in advance by the researcher. Meanwhile, secondary data used to support the primary data were administrative data obtained from documents at PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang.

3.5 Population and Sample

In this study, the population referred to is all 71 contract employees of PT Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Given the population size is not large, a census was conducted, meaning that all 71 contract employees of PT Pertamina

Patra Niaga Integrated Terminal Tenau Kupang were studied as a whole. Thus, this study is a census study.

3.6 Data Collection Techniques

This study uses a technique consistent with the research design: a questionnaire instrument. A questionnaire is a set of questions compiled for respondents. This questionnaire is intended to collect written information from respondents regarding the research variables. The primary purpose of creating this questionnaire is to obtain information relevant to the survey objectives and to ensure the highest possible reliability and validity.

3.7 Data Analysis Techniques

Data analysis in this study used path analysis, path diagrams, structural equations, and hypothesis testing. Path analysis is an analytical tool used to trace the influence of independent variables on dependent variables. A path diagram is a diagrammatic representation of the causal relationship between cause and effect variables, and its form is determined by theoretical propositions derived from a specific framework (Sambaslim, 2009).

4. RESULTS & DISCUSSION

4.1 Results

The results of the classification tabulation according to the gender of Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees are presented in the table below:

Table 1: Tabulation by Gender

| No | Gender | Number of Respondents | Percentage |
|----|--------------|-----------------------|------------|
| 1. | Male | 55 | 61 |
| 2. | Women | 16 | 39 |
| | Total | 71 | 100 |

Based on the table above, 16 female respondents (39%) and 55 male respondents (61%) were included. It can be concluded that the number of male respondents was higher. The results of the tabulation by

age for Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees are presented in the table below:

Table 2: Tabulation by Age

| No | Age (Years) | Number of Respondents | Percentage |
|----|-----------------|-----------------------|------------|
| 1 | <30 years | 16 | 12.2 |
| 2. | 31-40 years old | 19 | 22 |
| 3. | 41-50 years | 25 | 36.6 |
| 4. | >50 years | 11 | 26.8 |
| | Total | 71 | 100 |

Based on the table above, respondents aged 41-50 years old are the largest group, with 25 people (36.6%). In general, this shows that most Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees are

at a high level of experience and knowledge. The results of the education tabulation of Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees are presented in the table below:

Table 3: Tabulation by Education

| No | Education | Number of Respondents | Percentage |
|----|--------------|-----------------------|------------|
| 1 | High School | 16 | 14.6 |
| 2. | Diploma | 14 | 19.5 |
| 3. | Bachelor | 28 | 43.9 |
| 4. | Graduate | 13 | 19.5 |
| | Total | 71 | 100 |

Based on the table above, the largest group is respondents with a bachelor's degree, at 28 (43.9%). This shows that Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees with a bachelor's degree have a strong understanding of how to overcome work

problems. The tabulation results according to the length of service of Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees are presented in the table below:

Table 4: Tabulation of Length of Service

| No | Length of Service | Number of Respondents | Percentage |
|----|-------------------|-----------------------|------------|
| 1 | <5 years | 14 | 9.7 |
| 2. | 6-10 years | 19 | 46.3 |
| 3. | 11-20 years | 21 | 26.8 |
| 4. | >20 years | 17 | 17.1% |
| | Total | 71 | 100 |

Based on Table 4 above, the largest group is respondents with 11-20 years of service, with 21 people (46.3%). In general, this shows that the majority of employees at Pertamina Patra Niaga Integrated Terminal Tenau Kupang have 6-10 years of service.

The frequency distribution of each indicator of the Work Environment variable is described as follows: for the item of calm mood, it was found that the number of respondents who answered strongly agree was 27 people (38.0%), agree was 37 people () or 52.1%, and disagree was 5 people (7.0%). The majority of respondents in this study strongly agreed with the statement of calm mood. For happiness while working, the number of respondents who answered strongly agree was 32 (45.1%), agree was 28 (39.4%), and disagree was 7 (9.9%). The majority of respondents in this study agreed with the statement about being happy at work. Talking with coworkers: 19 respondents (26.8%) strongly agreed, 44 respondents (62.0%) agreed, and 6 respondents (8.5%) disagreed. The majority of respondents in this study agreed with the statement about talking with coworkers.

When asked about asking for help, 24 respondents (33.8%) answered strongly agree, 35 respondents (49.3%) answered agree, and 11 respondents (15.5%) answered disagree. The majority of respondents in this study agreed with the statement about asking for help. Regarding managing emotions, 19 respondents (26.8%) strongly agreed, 32 (45.1%) agreed, and 13 (18.3%) disagreed. The majority of respondents in this study agreed with the statement about managing emotions. Regarding opportunities, 15 respondents (21.1%) strongly agreed, 35 (49.3%) agreed, and 17 (23.9%) disagreed. The majority of respondents in this study agreed with the statement about providing opportunities.

The frequency distribution of each indicator of the work leadership variable is described in the following table. Operating technical equipment: 23 respondents (32.4%) strongly agreed, 36 respondents (50.7%) agreed, and 9 respondents (12.7%) disagreed. The majority of respondents in this study agreed with the statement about operating technical equipment. Regarding problem-solving, 30 respondents (42.3%) strongly agreed, 34 (47.9%) agreed, and 5 (7.0%) disagreed. The majority of respondents in this study agreed with the statement about problem-solving.

The relevant training showed that 13 respondents (18.3%) strongly agreed, 38 (53.5%) agreed, 3 (4.2%) disagreed, and 1 (1.4%) strongly disagreed. The majority of respondents in this study agreed with the statement of relevant training. Training improves performance. The results show that 20 respondents (28.2%) strongly agreed, 34 respondents (47.9%) agreed, 17 respondents (23.9%) disagreed, and 1 respondent (1.4%) strongly disagreed. The majority of respondents in this study agreed that training improves performance. Working independently: 13 respondents (18.3%) strongly agreed, 38 respondents (53.5%) agreed, and 18 respondents (25.4%) disagreed. The majority of respondents in this study agreed that training improves performance.

Regarding relevant skills, 11 respondents (15.5%) strongly agreed, 38 (53.5%) agreed, and 20 (28.2%) disagreed. The majority of respondents in this study agreed with the statement about relevant skills. Regarding scheduling, 16 respondents (22.5%) strongly agreed, 39 respondents (54.9%) agreed, and 14 respondents (19.7%) disagreed. The majority of respondents in this study agreed with the statement about scheduling. Regarding problem-solving, 12 respondents (16.9%) strongly agreed, 39 respondents (54.9%) agreed,

and 17 respondents (23.9%) disagreed. The majority of respondents in this study agreed with the statement about problem-solving.

The frequency distribution of each indicator of the work motivation variable is described in the following table. Satisfaction with policies: 3 respondents (4.2%) strongly agreed, 43 respondents (60.6%) agreed, and 20 respondents (28.2%) disagreed. The majority of respondents in this study agreed with the statement regarding satisfaction with policies. Regarding company policies, 16 respondents (22.5%) strongly agreed, 41 respondents (57.7%) agreed, 12 respondents (16.9%) disagreed, and 12 respondents (16.9%) strongly disagreed. The majority of respondents in this study agreed with the statement regarding company policies.

Open income information was obtained, with 17 respondents (23.9%) answering strongly agree, 28 respondents (39.4%) answering agree, and 22 respondents (31.0%) answering disagree. The majority of respondents in this study agreed with the statement regarding open income information. Appropriate

benefits. It was found that 12 respondents (16.9%) strongly agreed, 37 respondents (52.1%) agreed, and 14 respondents (19.7%) disagreed. The majority of respondents in this study agreed with the statement regarding appropriate benefits.

Living conditions are adequate, with 12 respondents (16.9%) strongly agreeing, 37 respondents (52.1%) agreeing, and 14 respondents (19.7%) disagreeing. The majority of respondents in this study agreed that living conditions were adequate. Saving part of their income: 12 respondents (16.9%) strongly agreed, 37 respondents (52.1%) agreed, and 14 respondents (19.7%) disagreed. The majority of respondents in this study agreed with the statement about saving part of their income.

Analysis of the Influence of Work Environment and Work Motivation on Employee Performance. The second test was conducted to determine the influence of the independent variables (Work Environment and Work Motivation) on the dependent variable (Performance)—path Analysis Results for the Second Test.

Table 5: Path Analysis

| No | Variable | Regression Coefficient | Sig. t |
|----|------------------|------------------------|--------|
| 1 | Work Environment | .088 | .637 |
| 2 | Work Motivation | .014 | .137 |
| | R | .081 ^a | |
| | R Square | .007 | |
| | F | .225 | |
| | Sig. F | .799 | |

The results of the second testing process, obtained through multiple linear regression analysis in SPSS, are summarized in the table. The multiple linear regression equation is as follows: the regression coefficient for the work environment variable is 0.088. Because this result is negative, which indicates a negative regression coefficient, it means that if the work environment improves, employee performance will also improve. Conversely, if the work environment deteriorates, employee performance will also deteriorate, assuming that the other independent variables remain unchanged.

The regression coefficient for the work motivation variable is 0.014. Because the regression coefficient is negative, it indicates that as work motivation increases, employee performance will also increase. Conversely, if work motivation decreases, employee performance will also decrease, assuming that other independent variables remain unchanged.

The first hypothesis states that the work environment has a significant effect on employee performance. Based on the SPSS results, a Sig. A value of 0.092 was obtained. Because the significance value (Sig. t) is smaller than Alpha (0.05), it meets the criteria that the first hypothesis can be accepted. IBasedon the

research results, it can be stated that the first hypothesis, which states that the work environment has a significant effect on employee performance, can be proven.

The first hypothesis states that work motivation has a significant effect on employee work ability. Based on the SPSS results, a Sig. A value of 0.105 was obtained. Because the significance value (Sig. t) is smaller than Alpha (0.05), it meets the criteria that the first hypothesis can be accepted. IBasedon the research results, it can be stated that the first hypothesis, which states that work motivation has a significant effect on employee performance, can be proven.

The first hypothesis states that the work environment has a significant effect on employee performance. Based on the SPSS results, a Sig. A t of 0.637 was obtained. Because the significance value (Sig. t) is smaller than Alpha (0.05), it meets the criteria that the first hypothesis can be accepted. Based on the research results, it can be stated that the first hypothesis, which states that the work environment has a significant effect on employee performance, can be proven.

The first hypothesis states that work motivation has a significant effect on employee performance. Based on the SPSS results, a Sig. A t of 0.137 was obtained.

Because the significance value (Sig. t) is smaller than Alpha (0.05), it meets the criteria that the first hypothesis can be accepted. Based on the research results, it can be stated that the first hypothesis, which states that work motivation has a significant effect on employee performance, can be proven.

The fifth hypothesis states that work ability has a significant effect on employee performance. Based on the path analysis results, a path coefficient value of 0.45 was obtained with a significance value (p-value) of 0.001 ($p < 0.05$). This shows that work ability has a positive and significant effect on employee performance at Pertamina Patra Niaga. Thus, the fifth hypothesis can be proven.

The sixth hypothesis states that there is a significant indirect effect of the work environment on employee performance through work ability. The indirect path coefficient value of 0.020 is greater ($>$) than the direct path coefficient value of 0.060 for the effect of the work environment on performance. Based on this comparison, the results of the study indicate that the sixth hypothesis, which states that there is a significant indirect effect of the work environment on performance through work ability, can be proven.

The seventh hypothesis states that there is a significant indirect effect of work motivation on employee performance through work ability. Calculation of indirect path analysis testing between the work environment and performance through work ability. The indirect path coefficient value of 0.102 is greater ($>$) than the direct path coefficient value of the effect of work motivation on performance, which is 0.225. Based on this comparison and the research results, the sixth hypothesis, which states that there is a significant indirect effect of work motivation on performance through work ability, can be proven.

4.2 DISCUSSION

The work environment in this study refers to everything that surrounds employees while they are performing their work, both physical and non-physical, that can affect their comfort, motivation, and performance. Work ability is an individual's capacity to perform their duties and responsibilities, based on their skills, knowledge, and attitude. Good work ability enables an employee to complete their work effectively, efficiently, and on time.

Work motivation is the internal and external drive that encourages a person to work to their full potential to achieve specific goals. Work motivation is a significant factor that influences enthusiasm, discipline, and work performance. The work environment plays an important role in determining employee performance quality. A comfortable, clean, and safe work environment, supported by strong social relationships, will foster concentration, motivation, and enthusiasm among employees. Work ability is closely related to

employee performance. Individuals with high abilities will be better prepared and able to carry out their duties effectively and efficiently.

These abilities include mastery of the job, proficiency in performing the job, and a positive work attitude, such as responsibility, initiative, and discipline. Work motivation is the main driving factor that influences how effectively an employee performs their duties. Employees with high levels of motivation will show greater commitment, higher enthusiasm, and a willingness to work productively and responsibly.

5. CONCLUSION

Based on the research objectives, this study concludes that the work environment has a significant effect on employees' performance at PT. Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Work motivation has a significant effect on employee performance at PT. Pertamina Patra Niaga Integrated Terminal Tenau Kupang. The work environment has a significant effect on employees' work ability at PT. Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Work motivation has a significant effect on employees' work ability at PT. Pertamina Patra Niaga Integrated Terminal Tenau Kupang. Work ability has a significant effect on employees' performance at PT. Pertamina Patra Niaga Integrated Terminal Tenau Kupang. The work environment has a significant impact on PT's performance. Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees through their work ability. Work motivation has a significant effect on PT performance. Pertamina Patra Niaga Integrated Terminal Tenau Kupang employees through their work ability.

The author provides suggestions and implications from the existing phenomena, with the hope that they will be helpful for interested parties. The suggestions and implications are as follows: Institutions should organize training, outbound activities, or certification programs to support motivation and improve employee performance. Institutions should improve facilities to support employee safety and comfort, thereby improving the work environment. Many other studies not covered in this research, such as work culture, are also interesting to explore.

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