

THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY: AN EMPIRICAL STUDY OF MICRO AND SMALL ENTERPRISES

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ABSTRACT

Employee productivity plays a vital role in the success of micro and small enterprises (MSEs), especially in labor-intensive sectors such as mushroom cultivation. This study aims to examine the influence of work motivation and work environment on employee productivity within the context of MSEs. A quantitative approach was employed, involving 57 employees selected through a saturated sampling technique. Data were collected using structured questionnaires and analyzed through multiple linear regression, along with classical assumption tests and coefficient of determination analysis. The findings reveal that both work motivation and work environment have a significant and positive effect on employee productivity. The coefficient of determination (R^2) value of 81.1% indicates a strong explanatory power of these two internal factors. These results underscore the importance of enhancing intrinsic motivation through recognition and career development, while also fostering a conducive physical and psychological work environment. By addressing these factors simultaneously, organizations can promote sustainable improvements in employee performance. This study contributes to the growing body of literature on human resource management in MSEs and highlights practical strategies for workforce development. However, the study is limited to a single enterprise within the mushroom cultivation sector and focuses only on two internal variables, suggesting the need for further research incorporating additional organizational and individual factors across varied business contexts.

Keywords: Work Motivation, Work Environment, Employee Productivity, MSMEs

INTRODUCTION

Work productivity is a crucial aspect in ensuring the sustainability and growth of a business, including at the scale of Micro, Small, and Medium Enterprises (MSMEs). Low productivity can hinder the achievement of production targets and reduce both service quality and production outcomes (Chu et al., 2025; Suta & Prayudi, 2022). MSMEs in Indonesia make a significant contribution to the national economy, accounting for approximately 60% of the Gross Domestic Product (GDP) and over 90% of employment absorption (Ministry of Finance, 2023). In Malang City alone, there are more than 30,000 active MSMEs, with over 200 units operating in the mushroom cultivation sector (Malang City Cooperatives and MSMEs Office, 2024). One such enterprise is the Restu Bunda Mushroom Cultivation MSME, located in Poncokusumo District, which is recognized as one of the region's largest centers for oyster mushroom production and seedling. With 57 employees across the production, seedling, and cultivation divisions, productivity issues at this level impact not only the business owners but also the broader mushroom agribusiness supply chain in the area.

Specifically, at the Restu Bunda Mushroom Cultivation MSME, productivity challenges are evident from the discrepancy between production targets and actual output. The baglog packing activity only reaches 8,700 units per day out of a target of 9,000 units. This situation reflects internal challenges, particularly related to employee motivation and the quality of the work environment, which, if not addressed promptly, may lead to a broader decline in overall employee performance.

Founded in 2006, the Restu Bunda Mushroom Cultivation MSME has seen significant development in terms of production capacity and business partnerships. However, in recent years, its production performance has declined, largely due to suboptimal employee motivation and an inadequately supportive work environment. Observations reveal several issues related to both the physical and psychosocial aspects of the work environment. Additionally, motivation levels have decreased due to the absence of a structured system for rewards and performance recognition. These issues are reflected in unmet targets and declining labor productivity.

Work motivation both intrinsic and extrinsic has long been recognized as a key driver of performance. Herzberg's Two-Factor Theory and Vroom's Expectancy Theory suggest that factors such as achievement, recognition, responsibility, autonomy, and opportunities for personal growth significantly influence work behavior (AlKhalifa et al., 2024; Ganesh & Liu, 2022). When motivation is not managed systematically, the consequences may include declining commitment, increased absenteeism, and reduced productivity (Christiyaningsih & Marsudi, 2024; Fa'iq et al., 2022; Noviana & Ayuningtyas, 2024). In line with this, recent studies show that intrinsic factors such as goal alignment, self-efficacy, and growth opportunities contribute to long-term performance, while extrinsic factors like incentives and bonuses require continuous reinforcement to remain effective (Aljumah, 2023; Zeng et al., 2022).

The work environment encompasses both physical aspects (lighting, ventilation, safety, and facilities) and psychosocial aspects (managerial support, coworker relationships, psychological climate), all of which influence productivity (Dumitriu et al., 2025; Lindasari et al., 2022). A conducive environment enhances comfort, reduces stress, and improves job satisfaction, whereas a poorly structured environment can lead to conflict, fatigue, and reduced collaboration (Holid & Meilani, 2021; Melisa et al., 2025). In small enterprises with intensive team interaction, even minor disruptions in the psychological climate such as unclear roles, weak communication, or perceived injustice can significantly impact employee morale and output (Eldor et al., 2023; Yang & Wu, 2021).

Numerous studies have demonstrated that motivation and work environment are positively and significantly correlated with productivity (Fitria et al., 2023; Otoluwa et al., 2023; Recky et al., 2024). However, most of this research has focused on large organizations or the formal sector. There remains a scarcity of studies within the context of agribusiness MSMEs particularly in production units based on mushroom cultivation. Therefore, this study aims to empirically analyze the influence of work motivation and the work environment on employee productivity at the Restu Bunda Mushroom Cultivation MSME. The findings are expected to contribute to the development of human resource management literature in the informal sector and provide practical references for MSME actors, policymakers, and support institutions in designing evidence-based workforce performance improvement strategies.

RESEARCH METHODS

This study employed a quantitative approach with an associative research design, aiming to examine the relationship and influence between independent and dependent variables through hypothesis testing. The research was conducted at a micro and small-scale mushroom cultivation enterprise known locally as UMKM Budidaya Jamur Restu Bunda, located in Wonorejo Village, Poncokusumo District, Malang Regency, East Java, Indonesia. Data collection was carried out between March and May 2025. The study population consisted of all active employees in the business unit, totaling 57 individuals. Given the relatively small and accessible population size, a saturated sampling technique was applied, whereby the entire population was used as the sample. The data collected were quantitative in nature, consisting of primary data obtained through structured questionnaires and secondary data sourced from internal company records and relevant literature. Data were collected using a closed-ended questionnaire based on a five-point Likert scale (1–5) to measure respondents' levels of agreement with each item. The independent variables in this study were work motivation (X_1) and work environment (X_2). The work motivation indicators were adapted from Fa'iq et al., (2022), including responsibility, job performance, opportunities for advancement, recognition, and work-related challenges. The work environment indicators were adapted from Lindasari et al., (2022), comprising coworker relationships, workplace facilities, physical conditions, occupational safety and security, and psychological climate. The dependent variable, work

productivity (Y), referred to the indicators proposed by Recky et al., (2024), which included knowledge, skills, abilities, and work attitudes. Validity testing was performed by comparing the calculated r values with the critical values in the r table at a 5% significance level. Reliability testing used Cronbach's Alpha coefficient, and all variables achieved Alpha values above 0.6, indicating that the instruments used were reliable. Data analysis involved a series of classical assumption tests, including tests for normality, multicollinearity, and heteroscedasticity, followed by multiple linear regression analysis to assess both simultaneous and partial effects of the independent variables on the dependent variable. All data analyses were conducted using SPSS version 25.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were employees of the Restu Bunda Mushroom Cultivation SME, totaling 57 individuals. Their characteristics included age, gender, years of service, and division of work, as shown in Table 1.

Table 1. Respondent Characteristics

Characteristics	f	%
Age (Years)		
17-20	11	19.4
21-30	27	47.3
31-40	9	15.8
>40	10	17.5
Gender		
Male	31	54.4
Female	26	45.6
Years of Service		
<1	22	36.8
2-5	25	43.9
6-10	10	17.5
Work Devison		
Production	40	70.1
Seeding	13	22.8
Cultivation	4	7.1

Source: Research Data, 2025

Nearly half of the respondents (47.3%) were aged 21–30 years, the majority were male (54.4%), most had 2–5 years of service (43.9%), and a large proportion worked in the production division (70.1%).

Validity and Reliability Tests

All statement items for the variables of work motivation, work environment, and work productivity were declared valid, as the calculated r-values exceeded the r-table value (0.2162) and the significance levels were below 0.05. The reliability test using Cronbach's Alpha showed values of 0.952 for work motivation, 0.912 for work environment, and 0.859 for work productivity all above the threshold of 0.6 indicating that the instruments were reliable.

Classical Assumption Tests

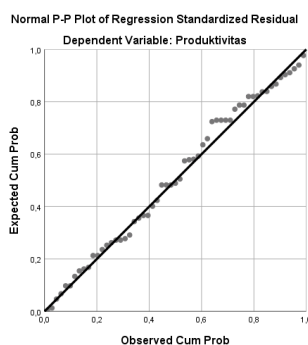


Figure 1. Normality Test

Source: Research Data, 2025

Figure 1 shows the Normal P–P Plot of standardized residuals. The points are closely aligned along the diagonal line, indicating that the residuals are normally distributed. This suggests that the data fulfill the assumption of normality, which is one of the key prerequisites for multiple linear regression analysis.

Table 2. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Motivation	0.405	2.471
Work Environment	0.405	2.471

Source: Research Data, 2025

Table 2 shows that both independent variables a work motivation (X_1) and work environment (X_2) have a Tolerance value of 0.405 and a Variance Inflation Factor (VIF) of 2.471. This condition indicates that there is no multicollinearity in the regression model, so the independent variables can be used simultaneously without strongly influencing each other.

Table 3. Heteroscedasticity Test

Variable	Sig. value
(Constant)	0.478
Motivation	0.966
Work Environment	0.559

Source: Research Data, 2025

Table 3 indicates that all independent variables have significance values exceeding 0.05 in the Glejser test, suggesting the absence of heteroscedasticity symptoms in the regression model. This confirms that the model satisfies the homoscedasticity assumption and is statistically appropriate for further regression analysis.

t-Test Results and Multiple Linear Regression Output

Table 4. Regression Coefficients and Partial t-Test Results

Variable	Coefficient (B)	t-value	Sig. value
(Constant)	2.552	2.761	0.008
Motivation	0.292	6.179	0.000
Work Environment	0.330	4.082	0.000

Source: Research Data, 2025

Table 4 shows that the Work Motivation variable (X_1) has a t-value of 6.179, which exceeds the t-table value of 2.012, with a significance value of 0.000 (< 0.05). This result indicates that Work Motivation has a statistically significant effect on Employee Productivity. Similarly, the Work Environment variable (X_2) has a t-value of 4.082 and a significance value of 0.000 (< 0.05), which also confirms a significant effect on Employee Productivity.

The multiple linear regression equation generated in this study is as follows:

$$Y = 2.552 + 0.292X_1 + 0.330X_2 + e$$

The constant value of 2.552 suggests that if both Work Motivation (X_1) and Work Environment (X_2) are assumed to be zero, the predicted value of Employee Productivity (Y) would be 2.552. The regression coefficient for Work Motivation is 0.292, meaning that a one-unit increase in Work Motivation, while keeping Work Environment constant, will raise Employee Productivity by 0.292 units. Likewise, the coefficient for Work Environment is 0.330, implying that a one-unit increase in Work Environment, assuming Work Motivation remains unchanged, will improve Employee Productivity by 0.330 units.

Coefficient of Determination (R^2)

Table 5. Model Summary and Coefficient of Determination (R^2)

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	0.901	0.811	0.804	1.049

Source: Research Data, 2025

Table 5 shows that the R Square value is 0.811, indicating that 81.1% of the variance in employee productivity can be explained by the two independent variables, namely work motivation and work environment. The remaining 18.9% is influenced by other factors not included in this regression model. Meanwhile, the R value of 0.901 reflects a very strong correlation between the independent variables and the dependent variable.

Simultaneous Significance Test (F-Test)

Table 6. simultaneous F-test (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig. value
Regression	254.760	2	127.380	115.839	0.000
Residual	59.380	54	1.100		
Total	314.140	56			

Source: Research Data, 2025

Table 6 presents the results of the simultaneous F-test (ANOVA), showing that the F-value is 115.839 with a significance value of 0.000, which is lower than the threshold of 0.05. This indicates that the independent variables work motivation and work environment jointly have a statistically significant influence on employee productivity. Therefore, the third hypothesis (H_3) is accepted, and the regression model is considered valid and appropriate for explaining variations in the dependent variable.

DISCUSSION

The Influence of Work Motivation (X_1) on Employee Productivity

The results of the t-test analysis indicate that the work motivation variable (X_1) has a statistically significant effect on employee productivity. This is evidenced by a t-value of 6.179, which exceeds the critical t-table value of 2.012, with a significance level of 0.000 (< 0.05). These results confirm that higher levels of work motivation are associated with increased productivity among employees at the Restu Bunda Mushroom Cultivation MSME. The descriptive statistics further show that the average score for the motivation variable was 4.21, with the highest item being “I always strive to exceed the established targets” (4.30). This finding reflects a strong internal drive among employees to not only meet but exceed performance expectations. On the other hand, the item “I feel obligated to achieve the established targets” had a slightly lower average (4.07), suggesting that the sense of formal responsibility may not be as strong a motivator as personal ambition or pride in work.

These results are in line with Herzberg’s Two-Factor Theory, which classifies motivation into intrinsic factors such as achievement, recognition, responsibility, and opportunities for advancement and extrinsic factors like salary, company policies, and working conditions (AlKhalifa et al., 2024). In this study, intrinsic motivators appear more dominant, as evidenced by employees’ self-driven efforts to exceed targets. Furthermore, Vroom’s Expectancy Theory helps explain why employees are motivated, they believe that their effort will lead to good performance (expectancy), and that good performance will result in valued outcomes (instrumentality and valence) (Ganesh & Liu, 2022). In the context of mushroom farming where the output is tangible, immediate, and visible this performance-reward linkage may be especially salient.

From a practical and contextual standpoint, the dominance of intrinsic motivation is unsurprising. As a labor-intensive MSME with limited formal incentives or promotion pathways, Restu Bunda likely depends on informal systems of recognition and peer approval to drive performance. The nature of mushroom cultivation, which requires patience, consistency, and care over time, also aligns with traits fostered by intrinsic motivation. These findings support previous research by Christiyarningsih & Marsudi, (2024); Fa’iq et al., (2022); Noviana & Ayuningtyas, (2024), which confirm the significant impact of work motivation especially intrinsic motivation on employee productivity. Therefore, MSME owners should consider strengthening non-monetary motivators such as recognition, responsibility delegation, and opportunities for skill development, particularly when budget constraints limit the provision of financial incentives.

The Influence of Work Environment (X_2) on Employee Productivity

The t-test results also show that the work environment (X_2) has a significant effect on employee productivity, with a t-value of 4.082 and a significance level of 0.000 (< 0.05). The average score on this variable was relatively high, with the highest rated item being

satisfaction with the company's production facilities and parking space (4.11), indicating that employees generally perceive the workplace as adequately supportive. However, the item "The company provides adequate work facilities" received the lowest average score (3.91), suggesting that some infrastructure elements may still require improvement.

According to Lindasari et al., (2022), the work environment includes both physical elements such as lighting, ventilation, safety, and equipment and psychosocial elements such as managerial support, interpersonal relationships, and psychological climate. A comfortable and safe environment not only improves focus and efficiency but also reduces fatigue, stress, and interpersonal conflict. This dual framework is particularly relevant in MSMEs, where physical limitations are often offset (or exacerbated) by social dynamics in the workplace. Supporting this, Melisa et al., (2025) found that employee performance is significantly improved when both physical and psychosocial conditions are optimized.

In small-scale enterprises like Restu Bunda, where most employees interact closely on a daily basis, the psychosocial climate plays an outsized role. Even minor disruptions such as role ambiguity, poor communication, or perceived unfairness can undermine morale and hinder collaboration. Yang & Wu, (2021) emphasize that in tight-knit teams, disruptions in psychological safety or unclear expectations can lead to sharp declines in productivity. While the Restu Bunda employees expressed general satisfaction with coworker relationships and physical facilities, the relatively lower scores on facility adequacy suggest that periodic investments in infrastructure could further enhance productivity.

Practically, MSME managers should consider improving both tangible and intangible aspects of the workplace. Even low-cost interventions such as reorganizing space for efficiency, improving air circulation, or enhancing communication routines can yield positive results. Promoting transparency, fairness, and shared purpose among teams will also help strengthen the psychological foundation of the work environment.

The Influence of Work Motivation (X_1) and Work Environment (X_2) on Employee Productivity (Y)

The F-test results show that work motivation and work environment jointly have a significant effect on employee productivity. The F-value of 115.839 and a significance value of 0.000 indicate a strong overall model fit. The coefficient of determination (R^2) of 0.811 implies that 81.1% of the variance in employee productivity can be explained by the two independent variables. This suggests that both psychological and environmental factors work in tandem to shape work performance.

Among the two variables, work motivation exerts a slightly stronger influence, as evidenced by a higher t-value. This suggests that internal psychological drivers may be more critical than external conditions in micro-enterprise contexts, where financial and structural limitations often prevail. This finding is congruent with Herzberg's emphasis on the role of intrinsic motivators in sustaining performance and with Vroom's assertion that expectancy and perceived rewards determine effort levels.

This study thus contributes to the understanding that productivity in informal and labor-intensive MSMEs is not determined solely by financial resources or facilities, but significantly by psychological and interpersonal factors. It aligns with findings by Otoluwa et al., (2023); Putri, (2024); Zeng et al., (2022), while also extending the application of established motivation theories into the context of small-scale agribusiness.

From a managerial perspective, the results highlight the need for integrated human resource strategies that enhance both motivation and the work environment. Motivation can be nurtured through recognition systems, responsibility sharing, and personal development, even in resource-constrained settings. Meanwhile, improving the physical layout, communication culture, and safety standards of the workplace will help convert motivational energy into productive output. This integrated approach is essential for ensuring consistent performance in MSMEs, especially those like Restu Bunda that depend on manual labor and daily productivity targets.

CONCLUSION

This study concludes that both work motivation and work environment have a statistically significant influence on employee productivity at the Restu Bunda Mushroom Cultivation MSME. Based on multiple linear regression analysis, the two independent variables jointly explain 81.1% of the variation in employee productivity, indicating a strong predictive capacity of the model. Among them, work motivation exerts a more dominant individual influence, as evidenced by a higher t-value, which suggests that internal psychological factors are especially critical in small-scale, labor-intensive enterprises.

These findings affirm the importance of addressing both intrinsic motivational drivers and the quality of the work environment in order to improve workforce performance. In contexts where structural incentives and formal systems are limited as is common in micro and small enterprises enhancing motivation through recognition, responsibility, and personal development becomes particularly impactful. Likewise, optimizing both the physical and psychosocial dimensions of the work environment can amplify the effects of motivation and sustain long-term productivity improvements.

This study contributes to the human resource literature by providing empirical evidence from the informal sector, particularly in agribusiness-based MSMEs, which remain underrepresented in academic research. The results also offer practical implications for MSME managers, policymakers, and development agencies seeking to implement context-sensitive strategies for workforce development. Future research is encouraged to explore additional variables such as leadership, organizational culture, and employee engagement to further enrich understanding of productivity dynamics in this sector.

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Vol. 3, No. 2. July 2025

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