THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT X

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Abstract

This study aims to know and analyze the influence of work motivation and work environment on employee performance at PT X. Using a quantitative approach with multiple linear regression, this research analyzes data obtained from questionnaires distributed to all permanent employees. The results indicate that both work motivation and work environment significantly and positively affect employee performance. High work motivation encourages employees to achieve the established performance targets, while a conducive work environment provides a sense of security, comfort, and challenges for employees to continue developing. The interaction between the two variables also shows significant results, where a good work environment can enhance work motivation, and vice versa. These findings indicate the importance of the company in managing both factors in a balanced manner. Recommendations for PT X include focusing on programs that can enhance work motivation, such as a fair reward system, career development, and participation in decision-making. Additionally, it is essential to create a conducive work environment through facility improvements, effective communication, and a positive work culture. Thus, this research contributes significantly to the company's understanding of the factors influencing employee performance. By implementing the provided recommendations, it is hoped that PT X can achieve more optimal and sustainable performance.

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

INTRODUCTION

Human resources play an important role as a driver in the company's activities. Human resources are human beings who are employed in an agency as movers, thinkers, and planners to achieve organizational goals (Collings et al., 2021; Holbeche, 2022; PATTANAYAK, 2020; Swanson, 2022; Trost, 2020). Companies really need competent and effective human resources, because the development of a company is inseparable from the quality of the company's own human resources, thus human resources will continue to be required to be able to continue to compete. Human resources in a company are one of the most important elements so that the goals of a company can run well. Without these elements or the quality of human resources owned by the company is not good, it will be difficult for the company to be able to run well even though other resources have been fulfilled.

Human resources management is the science and art of regulating labor relations and roles to effectively and efficiently help realize the goals of the company, employees, and society (Buller & McEvoy, 2012; da Silva et al., 2022; Kalangit et al., 2022; Panjaitan et al., 2023; Rahsel & Gumanti, 2022). Employees as human resources, and the key to the success of an organization. Good resource management will drive the organization towards achieving goals. Because human resources are an important line in a company, so that the company's initial goal can be achieved, namely obtaining maximum profits.

Humans are an important component in an organization that will move and carry out activities to achieve goals. The success of an organization is determined by the quality of the people in it. Human resources will work optimally if organizations can support their career advancement by looking at what their competencies really are. Motivation comes from another word Movore which means to drive or move. Work motivation is the provision of driving force that creates a person's enthusiasm for work so that they want to work together,

work effectively, and be integrated with all their efforts to achieve satisfaction (Aisyaturrido et al., 2021; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Latham & Pinder, 2005; Mahathir et al., 2020; Nursaid et al., 2020).

The work environment also plays an important role in determining employee performance. A conducive work environment can increase employee comfort, satisfaction, and productivity. A good work environment includes factors such as safety, comfort, relationships between employees, and support from management (Dullah et al., 2023). When the work environment is not supportive, employees may feel stressed, dissatisfied, and less motivated to do a good job.

Table 1. PT X Performance Assessment Data

	2021	2022	2023
Quality Letter	Total	Total	Total
A	4	2	
B	210	202	191
C	74	84	91
D	12	12	18
E			

Based on the data in table 1, the employee performance appraisal data at PT X in 2021-2003 has a decline that the company did not expect.

Table 2. Employee Attendance Absent from PT X

Month	2021	2022	2023
January	119	190	192
February	80	113	165
March	134	145	174
April	170	156	188
May	183	188	199
June	123	145	201
July	147	156	161
August	120	168	191
September	131	178	199
October	166	172	196
November	169	190	203
December	185	188	195

Based on the data in table 2, the data on employee absenteeism at PT X in 2021-2003 has increased that has not met the company's expectations.

Table 3. Work Motivation of PT X Employees

No.	Question	Answer (%)		Number of Employees
		Yes	*No*	
1	I enjoy the difficult challenge	20	80	15
2	I wonder how my progress has progressed I achieved it when I was completing a task	33.33	66.67	15
3	I enjoy the responsibility.	40	60	15
4	I tend to build close relationships with	40	60	15

No.	Question	Yes	No	Number of Employees
	colleagues			
5	I enjoy being part of a group in the organization	33.33	66.67	15

Based on initial data on 15 employees of PT X based on work motivation indicators according to McClelland (1987), the data of the table above, the work motivation at PT X has not been in accordance with expectations. It is characterized by the fact that there are still indicators regarding work motivation that get negative results from employees.

Table 4. PT X Work Environment

No.	Question	Answer (%)		Number of Employees
		Yes	*No*	
1	The availability of a conducive work environment greatly supports the smooth implementation of work.	40	60	15
2	I work hard with comfortable workspace conditions	40	60	15
3	The existence of a working relationship both with the leadership and with fellow colleagues	40	60	15
4	Good communication between colleagues, superiors and subordinates	33.33	66.67	15
5	The work equipment in the part where I work is very helpful in carrying out my work duties.	80	20	15

The indicators of the work environment are work atmosphere, relationships with colleagues and availability of facilities or work equipment (Budiasa, 2021). Based on the data from the table above, the work environment at PT X has not been in accordance with expectations. The role of each employee to create a comfortable working environment between employees is very important. This can affect the performance results of the wealthy themselves. The conditions around the employee that create the atmosphere and affect the implementation of the work.

Relationships with colleagues can be seen from harmony without knocking each other down. In a harmonious working relationship, employees will stay in the company and will affect employee performance. The availability of complete work facilities is an important support in the implementation of work to improve employee performance. This is in line with the findings of research by Bashir et al. (2020) which shows that poor work environment conditions can reduce employee motivation and performance.

PT X is a broad-based publishing company with strengths in the genres of fiction, health, business books, children's books, reference, religion, and popular non-fiction. PT X has experienced various business dynamics that affect employee performance and company productivity. In today's era of globalization and digitalization, publishing companies are facing increasingly complex challenges, including changing consumer preferences, fierce competition, and rapid technological developments. Therefore, it is important for PT X to continue to improve employee performance in order to compete and remain relevant in today's industry.

This study aims to analyze the influence of motivation and work environment on employee performance at PT X, both jointly and separately. Academically, this research is expected to add insight in the field of management and become a reference for future research. For PT X, the results of this study are expected to provide valuable input to improve employee performance through strategies to increase work motivation and create a conducive

work environment. In addition, this research can also be a reference for the development of similar research in the future with different objects or variables.

The hypotheses in this study are:
1) H1 : Work motivation and work environment have a positive effect on employee performance
2) H2 : Work motivation has a positive effect on employee performance
3) H3 : The work environment has a positive effect on employee performance

RESEARCH METHOD

This type of research is quantitative descriptive. This research was conducted at office X in Bandung. Company X is a broad-based publishing company with strengths in the genres of fiction, health, business books, children's books, reference, religion, and popular non-fiction. The research was conducted in May 2024-November 2024.

The population in this study is all employees of PT. X as an employee who directly felt the influence of work motivation and work environment in the office which amounted to 300 people. The sample was drawn from PT X employees, namely 75 respondents, but will take a total sample of 100 people.

The data collection technique in this study was carried out through an online survey using the Likert questionnaire. In this context, the questionnaire was developed to measure the perception and opinion of respondents regarding the influence of work motivation and work environment on the performance of PT X employees.

The data obtained from this questionnaire was then analyzed using descriptive and inferential statistics to check the hypothesis that had been made. This study conducted a series of classical assumption tests to ensure the feasibility of data in regression analysis, including normality, multicollinearity, and heteroscedasticity tests. Multiple regression analysis was used to evaluate the influence of work motivation and work environment on the performance of PT X employees, both simultaneously and partially. The hypothesis test was carried out through the F test to test the simultaneous influence of independent variables on the dependent variable and the T test to test the partial influence of each independent variable. Additionally, the coefficient of determination (R^2) is used to measure the ability of an independent variable to explain the variance of dependent variances, providing insight into the strength of the regression model used. Through this method, the study aims to ensure the accuracy of the results in analyzing the relationship between the variables studied.

RESULT AND DISCUSSION
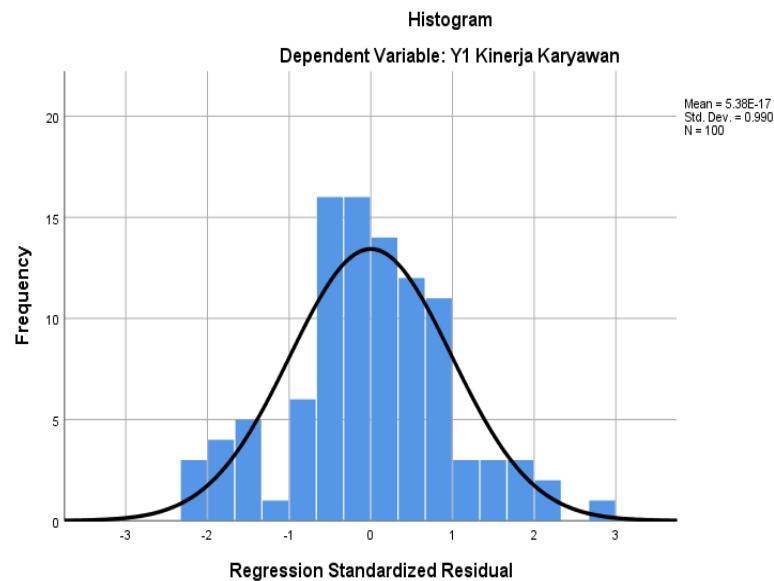**Normality Test**
Chart Histogram

Figure 1. Graphic Histrogram

The results of the normality test are shown in Figure 1 The residual histogram shows the distribution of data that tends to be close to the normal distribution, characterized by a curve shape that resembles the shape of a bell. Although there are slight deviations at some points, it can be generally concluded that the residual data has met the assumption of normality. This indicates that the regression model used in this study is quite good in explaining the relationship between the independent variable (Work Motivation and Work Environment) and the dependent variable (Employee Performance in PT X).
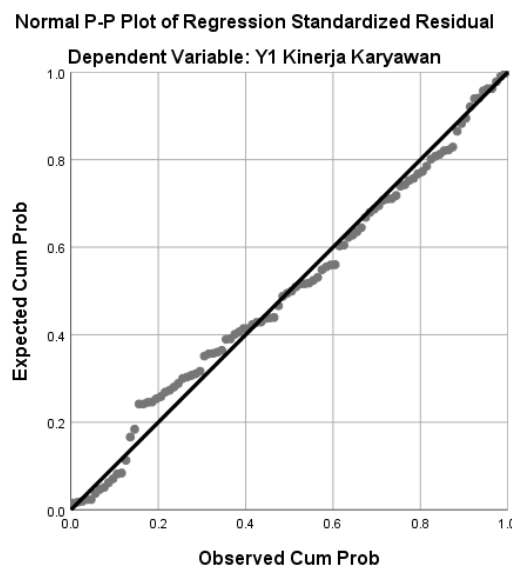
Normal P-Plot Graphic

Figure 2. Graphic P-Plots

Based on the results of the normality test shown by the P-P graph of the plot above, it can be concluded that the residual data from this regression model meets the assumption of normality. The fulfillment of this normality assumption is one of the important requirements in regression analysis, because this will affect the validity and reliability of the analysis results.

Multicollinearity Test

Table 5. VIF Coefficient & Tolerance Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-5.273E-17	.057		.000	1.000	-.112	.112		
	X1 Motivasi Kerja	.461	.068	.461	6.737	.000	.325	.597	.689	1.451
	X2 Lingkungan Kerja	.477	.068	.477	6.971	.000	.342	.613	.689	1.451

a. Dependent Variable: Y1 Kinerja Karyawan

All VIF values listed in the table above (Table 4.1) are below 10, which indicates that there are no significant multicollinearity issues in this regression model. Thus, the independent variables in the model do not show too strong a correlation with each other, so they will not affect the estimation of the regression coefficient substantially. This indicates that this regression model is free from disturbances caused by high relationships between independent variables.

In addition, the tolerance value for all independent variables was also not lower than 0.01. This signifies that there are no serious multicollinearity problems in this model, which is a positive indication. With a relatively high tolerance value, we can conclude that each independent variable makes a significant and unique contribution in explaining the variation in the dependent variable, without any significant overlap of information between the variables.

Overall, both the VIF value and the tolerance value provide a consistent picture, namely the absence of significant multicollinearity problems in this regression model. Therefore, researchers can conclude that this regression model is stable and reliable enough to generate valid estimates.
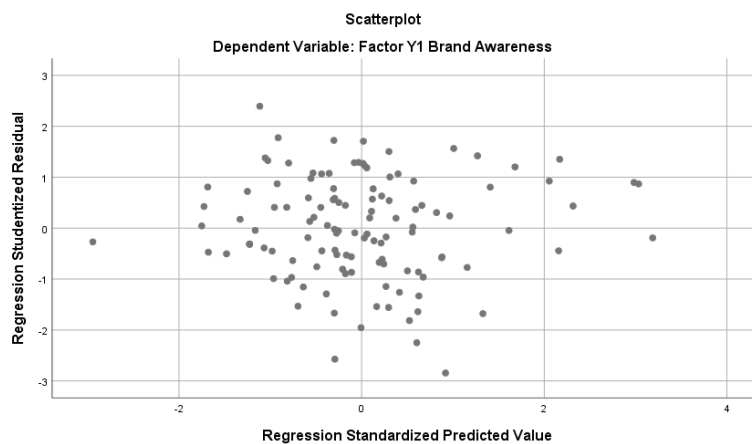
Heteroscedasticity Test

Figure 3. Scatterplot Heteroskedastisitas

The heteroscedasticity test was carried out by analyzing the residual scatterplot graph (Figure 3). The graph shows that the data points are scattered randomly around the zero horizontal line, without any obvious patterns such as funnel shapes or other specific patterns. This indicates that there is no significant evidence to suggest the existence of heteroscedasticity in the regression model, so the assumption of homoscedasticity can be considered met.

The results of the normality test showed that the residual data followed a normal distribution, which satisfied one of the basic assumptions in linear regression. In addition, the multicollinearity test showed that there was no high correlation between independent variables, so that the resulting regression model became more reliable. Furthermore, heteroscedasticity analysis confirms that residual variants are constant, which also satisfies the assumption of homoscedasticity. With all these classical assumptions fulfilled, the multiple regression model that has been built can be used to test research hypotheses.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-5.273E-17	.057		.000	1.000	-.112	.112		
	X1 Motivasi Kerja	.461	.068	.461	6.737	.000	.325	.597	.689	1.451
	X2 Lingkungan Kerja	.477	.068	.477	6.971	.000	.342	.613	.689	1.451

a. Dependent Variable: Y1 Kinerja Karyawan

Based on the results of the multiple regression analysis shown in Table 4.2, it can be concluded that the independent variables of Work Motivation (X1) and Work Environment (X2) have a significant influence on increasing Brand Awareness (Y1). This is indicated by the calculated t-value that is greater than the t-value of the table (at a significance level of 5%) and the significance value (Sig.) which is less than 0.05.

The Influence of Work Motivation

The regression coefficient for the work motivation variable (X1) was 0.461 with a significance value (p-value) of 0.000. This very small significance value shows that the influence of work motivation on employee performance is statistically significant. This means that the higher the employee's work motivation, the higher the performance produced. This indicates that work motivation is a very important factor in improving employee performance.

Influence of Work Environment

The work environment variable (X2) also showed a significant influence on employee performance with a regression coefficient of 0.477 and a significance value of 0.000. These results indicate that a conducive and supportive work environment can improve employee performance. The better the work environment that employees feel, the higher the performance they can achieve.

Simultaneous Influence of Work Motivation and Work Environment

Multiple regression analysis shows that both work motivation and work environment simultaneously exert a significant influence on employee performance. These two variables complement each other and contribute to improving employee performance. This means that

to achieve optimal performance, companies need to pay attention to these two aspects together.

Based on the results of multiple regression analysis, it can be concluded that both work motivation and work environment have a positive and significant influence on employee performance at PT "X". Companies need to pay more attention to efforts to increase employee work motivation, such as providing awards, career development, and creating a supportive work atmosphere. In addition, companies also need to create a conducive work environment, for example by providing adequate work facilities, good interpersonal relationships, and a positive work culture. Thus, it is hoped that employee performance can continue to improve and make a greater contribution to the company.

Determination Coefficient Analysis

Tabel 7. Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.829^a	.686	.680	.56570663	.686	106.176	2	97	.000	1.752

a. Predictors: (Constant), X2 Lingkungan Kerja, X1 Motivasi Kerja

b. Dependent Variable: Y1 Kinerja Karyawan

Based on the Model Summary table, the R-square value is 0.686. This means that around 68.6% of employee performance variability (dependent variables) can be explained by independent variables included in the model, namely work motivation and work environment. The rest, around 31.4% of employee performance variability was influenced by other factors that were not included in this research model.

The R-square value of 0.686 indicates that the regression model built has a fairly good degree of conformity. This means that the variables of work motivation and the work environment together make a significant contribution in explaining employee performance. However, keep in mind that there are still other factors that also affect employee performance that have not been explained in this model.

Hypothesis Test
Test F

Table 8. ANOVA Table Test F Hypothesis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.958	2	33.979	106.176	.000^b
	Residual	31.042	97	.320		
	Total	99.000	99			

a. Dependent Variable: Y1 Kinerja Karyawan

b. Predictors: (Constant), X2 Lingkungan Kerja, X1 Motivasi Kerja

Based on the ANOVA Table above, it can be concluded that overall, the regression model constructed has a significant ability in explaining variations in the dependent variable "Employee Performance". This is indicated by a very small significance value (Sig.) of 0.000, which is much lower than the commonly used level of significance (e.g., 0.05).

That is, we can reject the null hypothesis (H0) which states that there is no linear relationship between independent variables (Work Motivation and Work Environment) and dependent variables (Employee Performance). Thus, we can accept an alternative hypothesis (H1) that states that at least one or both of these independent variables have a significant influence on Employee Performance at PT X.

Test T

Table 9. Test Coefficient T

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-5.273E-17	.057		.000	1.000	-.112	.112		
	X1 Motivasi Kerja	.461	.068	.461	6.737	.000	.325	.597	.689	1.451
	X2 Lingkungan Kerja	.477	.068	.477	6.971	.000	.342	.613	.689	1.451

a. Dependent Variable: Y1 Kinerja Karyawan

The coefficient table above presents the results of testing the significance of regression parameters for each independent variable (Work Motivation and Work Environment) to the dependent variable (Employee Performance). The results of this t-test will help us identify which variables make a significant contribution in explaining the variation in Employee Performance at PT X.

The results of the analysis show that the Work Environment variable has a very statistically significant influence on Brand Awareness. A high t-count value (6,971) and a very small significance value (0,000) indicate that the improvement of Work Environment efforts will have a positive and significant impact on improving Employee Performance.

The Influence of Work Motivation

Based on the table, the regression coefficient for the work motivation variable (X1) is 0.461 with a t-value of 6.737 and a significance value (p-value) of 0.000. Because the significance value is much smaller than 0.05, it can be concluded that the influence of work motivation on employee performance is statistically significant. This means that there is a significant relationship between work motivation and employee performance. The higher the work motivation of an employee, the higher the performance he can achieve.

Influence of Work Environment

The work environment variable (X2) also showed significant results. The regression coefficient of 0.477 with a t-value of 6.971 and a significance value of 0.000 indicates that the work environment has a significant influence on employee performance. This means that the better the work environment provided by the company, the higher the performance of employees can be expected.

Simultaneous Influence of Work Motivation and Work Environment

The F test in the Model Summary table shows that simultaneously, both work motivation and work environment have a significant influence on employee performance. A very small significance value of F (0.000) indicates that the regression model constructed can significantly account for variations in employee performance. This means that both work motivation and the work environment together contribute to improving employee performance.

Conclusion of the Discussion of the T Test

Based on the results of the t-test, it can be concluded that both work motivation and work environment have a significant influence on employee performance partially. This means that each variable independently contributes to improving employee performance. In addition, the results of the F test show that the two variables also have a significant influence simultaneously, which means that the two variables complement each other in influencing employee performance.

CONCLUSION

This study concludes that work motivation and work environment significantly influence employee performance at PT X, both individually and collectively. High work motivation drives employees to give their best contributions, while a conducive work environment enhances productivity and job satisfaction. These two factors are interrelated, as a good work environment boosts motivation, and high motivation enables employees to remain productive under varying conditions. PT X is advised to implement programs that enhance motivation, such as awards, career development, and employee involvement, alongside creating a supportive work environment through improved facilities, employee relationships, and a positive work culture. Regular evaluations, tailored training, and effective communication are recommended to sustain performance improvements. Future research should involve larger, more diverse samples and explore mediation or moderation variables such as leadership or organizational culture to gain deeper insights. Additionally, longitudinal or industry-specific studies could further enrich understanding and inform strategies in human resource management.

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