

Analysis of Work Environment and Motivation on Employee Performance

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Abstract—This study examines the influence of Work Environment and Motivation on Employee Performance at PT Rupa Aestetika Teknologi Aktual. Employing a quantitative approach with a survey research design, this study implements a saturated sampling technique by involving the entire population consisting of 83 employees as respondents. Primary data collection was conducted through structured questionnaire instruments. Data analysis using multiple linear regression reveals that Work Environment has a positive and significant influence on Employee Performance, while the Motivation variable also demonstrates a positive and significant impact on Employee Performance. Based on these analytical findings, this study recommends optimizing the work environment through enhanced facilities and conducive working conditions, as well as adjusting compensation systems and fulfilling employees' physiological needs as fundamental efforts to improve performance. The theoretical implications of this research contribute to the development of human resource management literature, particularly in the context of the relationship between work environment, motivation, and employee performance.

Keywords: Work Environment; Motivation; Performance; Human Resource Management; Quantitative Research

1. INTRODUCTION

The management of human resources constitutes an essential foundation in the operational dynamics of organizations, with a primary focus on the development and empowerment of employees as strategic assets. The implementation of such practices involves optimizing individual potential through a series of planned and controlled activities aimed at achieving organizational objectives. A core responsibility in personnel management is ensuring that work systems function effectively to foster job satisfaction. Given that humans are the primary drivers of any organization, constructive guidance becomes a vital necessity in supporting the achievement of collective goals. In line with (Dessler, 2020), this function is an integrated and strategic process encompassing recruitment, development, performance evaluation, compensation, industrial relations, occupational health and safety (OHS), and the implementation of justice to realize organizational goals.

The work environment is a crucial factor in organizational management, significantly influencing employees' perceptions and behaviors. A conducive and comfortable work atmosphere can build individual trust and motivate employees to maximize their contributions. Conversely, an unsupportive environment may reduce performance, weaken morale, hinder task completion, and ultimately impede the company's achievement of its targets. The quality of a professional environment, as noted by (Emmanuel, 2021), includes physical aspects such as ergonomic space arrangements, availability of work tools, and supportive physical conditions, all of which contribute to employees' operational effectiveness.

According to Herzberg's two-factor theory, as cited in (S Robbins, 2023), the work environment falls under the category of hygiene or extrinsic factors. These factors play a key role in preventing employee dissatisfaction. While the fulfillment of hygiene factors such as a good work environment does not directly motivate employees, their absence or poor condition can significantly lead to dissatisfaction and reduced performance. (Stöven & Herzberg, 2023), emphasizes that a comfortable and safe working condition is a basic requirement that must be met by the company. Furthermore, (Stöven & Herzberg, 2023) highlights the importance of organizational attention to the work environment as a fundamental element in human resource management to prevent dissatisfaction.

In addition to the work environment, motivation is another crucial component that determines the optimization of employee performance. Motivation can be understood as an internal driving force that encourages individuals to act and engage in certain activities to achieve goals. Employee performance is highly influenced by their level of motivation; when high motivation is aligned with a supportive work environment, optimal performance can be achieved. Therefore, management must possess the capability to provide appropriate motivational encouragement so that employees dedicate their full potential.

The theoretical perspective on motivation is explained by (Jessica et al., 2023) through the hierarchy of needs theory. This theory posits that human behavior is driven by needs arranged in a hierarchical structure, where the fulfillment of one level of need triggers the emergence of the next level as a driving factor. Maslow, as cited in (Leong J., 2022) explains this hierarchy from basic physiological needs to self-actualization. In the workplace context, fulfilling needs at various levels becomes key to increasing motivation and, consequently, employee performance.

Low motivation can negatively impact performance. In line with Maslow's theory, (Yang & Wang, 2013) argue that when employees' basic needs are unmet, they find it difficult to progress to higher-level needs, ultimately affecting their productivity. This may manifest in decreased work quality, lack of discipline, and reduced initiative.

(Lent & Brown, 2019) further states that employees with unmet basic needs are more likely to experience anxiety and tension, reducing their work focus and hindering the attainment of optimal performance.

Based on initial observations and interviews with employees at PT Rupa Aestetika, a company in the aesthetic healthcare sector, several issues related to the work environment were identified, such as insufficient lighting, overly dense workspace arrangements, and disturbances from conversations during working hours (Internal Audit Data, 2024). In addition, motivational issues were also found, including employees being less motivated to complete tasks on time and lacking direction and motivation from leadership (Learning & Development Data, 2024). These phenomena indicate a potential negative influence of the work environment and motivational levels on employee performance at the company, prompting further investigation into the relationships among these variables.

Based on the above explanation, the hypotheses in this study at PT Rupa Aestetika Teknologi Aktual are formulated as follows:

H1: There is an influence of the work environment on employee performance.

H2: There is an influence of motivation on employee performance.

H3: There is an influence of both the work environment and motivation on employee performance.

2. RESEARCH METHODS

This study employs a quantitative research methodology, which is considered the most appropriate approach for generating numerical data that can be statistically analyzed to describe, explain, and control various phenomena (Putri D., 2024). The research design incorporates field research methodology, which aims to conduct an in-depth examination of the background, current conditions, and environmental interactions of a social unit, whether individual, group, or institutional (Ren & Hussain, 2022). Additionally, the study utilizes library research methods to obtain secondary data through comprehensive literature review including relevant books, academic journals, and scholarly articles (Tahir et al., 2024).

The target population for this study consists of all employees at PT Rupa Aestetika, totaling 83 individuals. This population definition aligns with the concept of population as the complete set of analytical units possessing specific characteristics as determined by the researcher (Putri D., 2024). Given the relatively small and accessible population size, this study employs a saturated sampling technique (census sampling), where the entire population serves as the sample. This approach ensures comprehensive data collection and eliminates sampling error, as all members of the population are included in the study.

Data collection is conducted through structured questionnaires utilizing a Likert scale format, which allows respondents to select responses from predetermined alternatives. The Likert scale responses are subsequently assigned numerical weights to facilitate quantitative analysis. This data collection method enables the systematic measurement of variables and supports the statistical analysis required for testing the research hypotheses. The questionnaire design follows established principles of survey research to ensure validity and reliability of the collected data, while the standardized format facilitates consistent data interpretation and analysis across all respondents.

In this study, the conceptual framework used is that the work environment and motivation have an influence on employee performance at PT Rupa Aestetika Teknologi Aktual. This model helps explain how these two variables can affect employee effectiveness and productivity, thus providing a clear foundation for analyzing and solving existing problems.

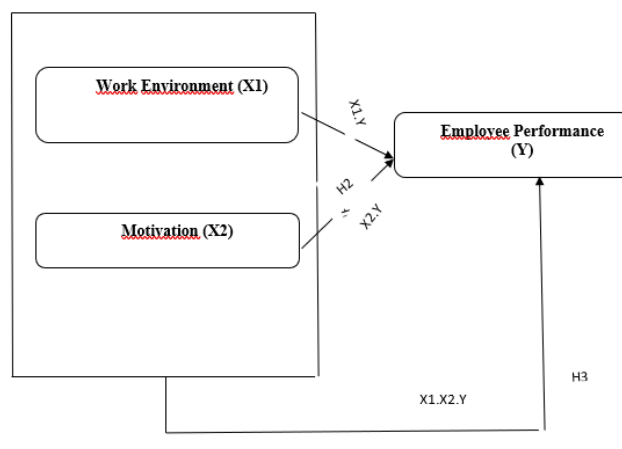


Figure 1. Research Framework

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3. RESULTS AND DISCUSSION

3.1 Validity Test

Table 1. Results of the Validity Test

Indikator	Product Moment Pearson's (r hitung)	r tabel	Keterangan
X1 1	0,555	0,213	Valid
X1 2	0,598	0,213	Valid
X1 3	0,508	0,213	Valid
X1 4	0,556	0,213	Valid
X1 5	0,507	0,213	Valid
X1 6	0,536	0,213	Valid
X1 7	0,555	0,213	Valid
X1 8	0,598	0,213	Valid
X1 9	0,508	0,213	Valid
X1 10	0,556	0,213	Valid
X2 1	0,706	0,213	Valid
X2 2	0,765	0,213	Valid
X2 3	0,712	0,213	Valid
X2 4	0,731	0,213	Valid
X2 5	0,636	0,213	Valid
X2 6	0,563	0,213	Valid
X2 7	0,706	0,213	Valid
X2 8	0,765	0,213	Valid
X2 9	0,712	0,213	Valid
X2 10	0,731	0,213	Valid
Y 1	0,687	0,213	Valid
Y 2	0,704	0,213	Valid
Y 3	0,756	0,213	Valid
Y 4	0,737	0,213	Valid
Y 5	0,519	0,213	Valid
Y 6	0,625	0,213	Valid
Y 7	0,687	0,213	Valid
Y 8	0,704	0,213	Valid
Y 9	0,756	0,213	Valid
Y 10	0,737	0,213	Valid

The validity test results of this study show that all items are considered valid, since the r-calculated values exceed the r-table threshold of 0.3338

3.2 Kolmogorov-Smirnov Normality Test

Table 2. Results of the Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.61673272
Most Extreme Differences	Absolute	.071
	Positive	.069
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The normality analysis in Table 2 shows an Asymp. Sig. (2-tailed) value of 0.200, which exceeds the 0.05 threshold. This indicates that the data are normally distributed, in accordance with the criteria of Hair et al. (2019:93). Thus, the model meets the assumption of normality required for subsequent analyses.

3.3 Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.072	2.711		4.453	.000
	L_Kerja	.437	.079	.440	5.511	.000
	Motivasi	.319	.055	.464	5.809	.000

a. Dependent Variable: Kinerja

Based on the regression equation:

$$Y = 12.072 + 0.437X_1 + 0.319X_2 + e,$$

the analysis indicates that the work environment variable (X_1) exerts a stronger influence on employee performance (Y), as reflected by a higher Beta coefficient of 0.440 compared to the motivation variable.

3.4 Partial Test (t-Test)

Table 4. Results of the Partial Test (t-Test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.072	2.711		4.453	.000
	L_Kerja	.437	.079	.440	5.511	.000

Motivasi	.319	.055	.464	5.809	.000
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a. Dependent Variable: Kinerja

1. Work Environment (X_1) on Employee Performance (Y):
The significance value for the work environment variable (X_1) is 0.000, which is lower than the 0.05 significance level. Therefore, H_0 is rejected and H_a is accepted. The t-statistic is 5.511, which exceeds the critical t-table value of 1.990, indicating that X_1 significantly contributes to Y. The positive t-value confirms a significant positive effect of the work environment on employee performance.
2. Motivation (X_2) on Employee Performance (Y):
The significance value for motivation (X_2) is also 0.000, which is below 0.05. Hence, H_0 is rejected and H_a is accepted. The t-statistic of 5.809 is greater than the t-table value of 1.990, suggesting that motivation significantly affects employee performance. The positive t-value confirms a significant and positive relationship.

3.5 Simultaneous Test (F-Test)

Table 5. Results of the Simultaneous Test (F-Test)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1563.450	2	781.725	58.304	.000 ^b
	Residual	1072.622	80	13.408		
	Total	2636.072	82			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, L_Kerja

The analysis results show an F-statistic of 58.304, which is higher than the F-table value of 2.72. With a significance value of 0.000 ($p < 0.05$), it can be concluded that H_0 is rejected and H_a is accepted. These findings indicate that both the work environment (X_1) and motivation (X_2) simultaneously have a significant influence on employee performance (Y). This supports the notion that the combination of these two independent variables plays a meaningful role in determining employee performance within the organization.

3.6 Coefficient of Determination (R^2 Test)

Table 6. Results of the Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.583	3.66166

a. Predictors: (Constant), Motivasi, L_Kerja

Table 5 reveals that the work environment (X_1) and motivation (X_2) collectively account for 59.3% of the variance in employee performance (Y), while the remaining 40.7% is influenced by other variables not examined in this study.

3.7 Interpretation of Results

1. *H1: The Effect of Work Environment on Employee Performance*

The significance value for the work environment variable (X_1) is 0.000, which is below the standard threshold of 0.05. As a result, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The t-statistic is 5.511, which exceeds the critical value of 1.990. These results confirm that the work environment significantly affects employee performance (Y). The positive t-value further reinforces that improvements in the work environment are associated with enhancements in employee performance. Thus, the work environment emerges as a critical determinant in shaping performance outcomes.

2. *H2: The Effect of Motivation on Employee Performance*

Similarly, the motivation variable (X_2) yields a significance value of 0.000, indicating statistical significance at the 5% level. The computed t-statistic of 5.809 is substantially higher than the t-table value of 1.990, thereby

supporting the rejection of H_0 and acceptance of H_a . These findings demonstrate that motivation exerts a strong and meaningful impact on employee performance. The positive direction of the t-statistic implies that as employee motivation increases, their performance levels tend to improve accordingly. Motivation, therefore, serves as a powerful internal driver influencing work outcomes.

3. **H3: The Combined Effect of Work Environment and Motivation on Employee Performance**

The joint analysis of the independent variables reveals an F-statistic of 58.304, which is well above the F-table value of 2.72. With a significance level of 0.000 ($p < 0.05$), the results support the rejection of the null hypothesis (H_0) in favor of the alternative hypothesis (H_a). This confirms that both work environment (X_1) and motivation (X_2) have a statistically significant effect on employee performance (Y) when considered simultaneously. The results underscore the importance of addressing both external (work environment) and internal (motivation) factors to enhance employee effectiveness within organizational settings.

4. CONCLUSION

Based on the research conducted on the influence of the work environment and motivation on employee performance at PT Rupa Aestetika Teknologi Aktual, the following conclusions and managerial recommendations can be drawn:

1. The work environment (X_1) has a positive and significant impact on employee performance (Y). This indicates that both the physical and psychological conditions of the workplace contribute meaningfully to performance outcomes. Therefore, management is advised to create a more supportive and comfortable work setting by ensuring proper facilities, maintaining cleanliness and safety, and fostering a positive organizational climate that encourages collaboration and mutual respect among employees.
2. Work motivation (X_2) also significantly affects employee performance. Employees who feel motivated are more likely to demonstrate commitment, creativity, and productivity in their roles. As a practical step, the company should focus on enhancing both intrinsic and extrinsic motivational factors by implementing fair reward systems, offering opportunities for career growth, recognizing achievements, and providing regular feedback that supports professional development.
3. The combination of work environment and motivation (X_1 and X_2) leads to a stronger overall influence on employee performance when both factors are considered simultaneously. This finding suggests that an integrated approach is essential, improving one aspect without the other may limit the potential impact. Thus, the company is encouraged to align environmental improvements with motivational strategies in a coordinated manner to foster a high-performance culture and ensure sustained productivity across all organizational levels.

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