
The influence of work environment and work motivation on employee performance at PT XXX

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Abstract. In the increasingly competitive banking industry, employee performance has become a critical factor in determining organizational success. This study aims to analyze the influence of work environment and work motivation on employee performance at PT XXX. The pre-survey results indicated that the work environment was perceived as suboptimal, particularly in terms of facilities, workplace comfort, and collaborative support. Work motivation was largely driven by rewards, recognition, and achievement orientation, although weaknesses remained in the clarity of performance targets and promotion opportunities. A quantitative approach was employed using survey methods with 35 respondents, and multiple linear regression analysis was applied to test the hypotheses. The findings reveal that the work environment has a significant effect on employee performance, with a regression coefficient of 0.956, while work motivation also exerts a significant effect, with a regression coefficient of 0.474. Simultaneously, both variables significantly influence employee performance, contributing 54.6% to performance variation, with the remaining 45.4% explained by other factors outside the model. These results highlight that improving the quality of the work environment and enhancing employee motivation are strategic steps to strengthen the performance of PT XXX's marketing division employees.

Keywords: work environment, work motivation, employee performance

INTRODUCTION

In today's competitive business landscape, organizational success largely depends on employee performance, which reflects workforce quality and effectiveness (Almatrooshi, Singh, & Farouk, 2016). At PT XXX, a leading private bank in Indonesia, the marketing division plays a key role in maintaining customer relationships and driving competitiveness (Kartika, Firdaus, & Najib, 2020). Employee performance in this division is influenced not only by external factors but also by internal elements such as work environment and motivation (Basit, Hermina, & Al Kautsar, 2018). A conducive work environment enhances comfort and productivity, while strong motivation drives employees to achieve targets (Basalamah & As'ad, 2021). Previous studies consistently show that both factors significantly impact employee performance across various banks in Indonesia (Sudiardhita, Mukhtar, Hartono, Sariwulan, & Nikensari, 2018). To understand these dynamics within PT XXX, a preliminary survey was conducted among marketing division employees to assess their perceptions of the work environment, motivation, and overall performance (Wright, Hassan, & Christensen, 2017).

Table 1. Pre-survey results on employee perceptions of the work environment

| No | Statement | Yes (F) | Yes (%) | No (F) | No (%) |
|---------------|--|------------|------------|-----------|-----------|
| 1 | The available work facilities are adequate to support marketing activities. | 6 | 40% | 9 | 60% |
| 2 | The workspace provides comfort for completing tasks. | 6 | 40% | 9 | 60% |
| 3. | Relationships among colleagues in the marketing division are well-established. | 7 | 47% | 8 | 53% |
| 4. | Leadership provides support in creating a positive work environment. | 8 | 53% | 7 | 47% |
| 5. | The work environment supports collaboration in achieving targets. | 6 | 40% | 9 | 60% |
| Average Total | | | 44% | | 56% |

Source: Researcher's Data Processing, 2025

The pre-survey of 15 marketing division employees revealed that perceptions of the work environment were generally less positive, with 56% responding negatively to related statements (Owens, Mills, Lewis, & Guta, 2022). Most respondents felt that work facilities were inadequate and the workspace lacked comfort and collaborative support (Kim, Candido, Thomas, & De Dear, 2016). However, positive aspects included good coworker relationships and increasing leadership support. Overall, these findings indicate that improvements are needed in facilities, comfort, and teamwork to enhance productivity (Voordt & Jensen, 2023). The survey also assessed employee motivation, recognizing its crucial role in driving performance among marketing staff at PT XXX (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Table 1. Pre-Survey Results on Employee Work Motivation Perception

| No | Statement | Yes (F) | Yes (%) | No (F) | No (%) |
|---------------|--|------------|------------|-----------|-----------|
| 1 | I am motivated to work better due to the company's reward system | 8 | 53% | 7 | 47% |
| 2 | The work targets set by the company are challenging to achieve | 7 | 47% | 8 | 53% |
| 3. | I have a strong enthusiasm to achieve in the marketing division | 9 | 60% | 6 | 40% |
| 4. | I feel that teamwork in the marketing division is running well. | 7 | 47% | 8 | 53% |
| 5. | I feel satisfied when my work achievements are recognized by my superiors. | 9 | 60% | 6 | 40% |
| Average Total | | | 53% | | 47% |

Source: Researcher's Data Processing, 2025

The pre-survey of 15 marketing division employees showed that overall work motivation was relatively good, with 53% responding positively (Chavadi, Sirothiya, & MR, 2022). Most employees were motivated by rewards, recognition, and achievement, which enhanced their enthusiasm for work (Akafo & Boateng, 2015). However, some felt less motivated due to challenging targets and limited teamwork (Maynard, Kennedy, & Resick, 2018). These results indicate that while motivation levels are generally strong, PT XXX should focus on setting more realistic goals and providing clearer career development opportunities to maintain and improve employee motivation.

Table 2. Pre-Survey Results on Employee Performance

| No | Statement | Yes (F) | Yes (%) | No (F) | No (%) |
|---------------|---|------------|------------|-----------|-----------|
| 1 | Employees are able to meet the work targets set by the company. | 7 | 47% | 8 | 53% |
| 2 | Employees demonstrate discipline in carrying out their tasks. | 6 | 40% | 9 | 60% |
| 3. | Employees are able to collaborate effectively in teams to achieve the best results. | 6 | 40% | 9 | 60% |
| 4. | Employees show initiative in resolving work-related problems. | 7 | 47% | 8 | 53% |
| 5. | The performance of marketing division employees is assessed as meeting company standards. | 5 | 33% | 10 | 67% |
| Average Total | | | 41% | | 59% |

Source: Researcher's Data Processing, 2025

The pre-survey results of 15 marketing division employees revealed that overall performance was not yet optimal, with 59% responding negatively, particularly regarding discipline, teamwork, and meeting performance standards. However, some employees showed positive initiative and target achievement. These findings suggest that improvements in discipline, collaboration, and performance management are needed (Gerrish, 2016). Overall, employee performance is influenced by two key internal factors—work environment and work motivation. A supportive environment enhances focus and comfort, while motivation drives

employees to achieve goals (Shahid, 2018).

Previous research has consistently shown that the work environment and employee motivation play a crucial role in influencing performance outcomes, particularly within the banking sector (Abu Bakar, 2024). For instance, Sihombing and Manullang (2022) found that a supportive work environment fosters employee satisfaction, which in turn enhances performance through increased engagement and lower turnover intentions. Similarly, research by Fahmi (2023) demonstrated that intrinsic motivation—such as recognition, responsibility, and achievement—has a stronger impact on performance than extrinsic motivation factors like salary or bonuses. However, both studies were limited in their scope: Sihombing and Manullang (2022) focused on operational rather than marketing divisions, while Fahmi (2023) did not consider environmental factors as interacting variables that might amplify or weaken the effects of motivation on performance.

As previous studies indicate, both factors significantly impact performance, underscoring the importance of examining their combined effect on the marketing division employees of PT XXX.

This study aims to provide a more holistic understanding of how internal factors contribute to performance optimization. The findings are expected to offer theoretical contributions to human resource management literature and practical insights for banking institutions in designing more effective employee engagement and productivity strategies.

MATERIALS AND METHOD

This study focuses on examining the influence of work environment and work motivation on employee performance in the marketing division of PT XXX, Bandung. Using a quantitative approach with descriptive and verificative methods, the research aims to provide empirical evidence on how internal factors affect employee productivity and goal achievement. Data were collected from all 35 marketing employees through questionnaires using a 5-point Likert scale, covering variables of work environment, motivation, and performance. The study employed a census sampling technique due to the small population size, ensuring full representation. Both primary data (from questionnaires and observations) and secondary data (from company documents and literature) were utilized to strengthen analysis. The operationalization of variables followed established theories, allowing measurable and objective assessment of each construct. Overall, this research provides a systematic and data-driven understanding of how workplace conditions and motivation contribute to employee performance in PT XXX's marketing division.

RESULTS AND DISCUSSION

General Overview of Respondents

In general, the respondents in this study have several characteristics that can be further described. The characteristics of the respondents are presented based on gender, age, and profession. These respondent characteristics can be summarized in the following table:

Tabel 4. Respondent Characteristics Based on Gender

| Gender | Number of Respondents | Percentage |
|--------|-----------------------|------------|
| Female | 21 | 60% |
| Male | 14 | 40% |

Source: Researcher's Data Processing, 2025

Based on the table, it can be seen that the majority of respondents are female, totaling 21 respondents, while male respondents number 14. However, the gender distribution is relatively balanced and nearly equal. This indicates that the employees of PT XXX are fairly evenly represented in terms of gender. Next, the respondents' characteristics based on length of service can be seen as follows:

Tabel 5. Respondent Characteristics Based on Length of Service

| Length of Service | Number of Respondents | Percentage |
|-------------------|-----------------------|------------|
| ≤ 5 Year | 10 | 28,6% |
| 5 – 10 Year | 20 | 57,1% |
| ≥ 10 Year | 5 | 14,3% |

Source: Researcher's Data Processing, 2025

The table above shows that the majority of respondents are employees who have worked at PT XXX for 5–10 years, totaling 20 respondents. This is followed by employees with less than 5 years of service, totaling 10 respondents, and finally, employees with more than 10 years of service, totaling 5 respondents.

Research Instrument Testing

Validity testing is used to determine whether a questionnaire is valid, meaning that its questions effectively measure what they are intended to assess. This is typically done by analyzing the correlation between each item score and the total construct score. If the correlation value exceeds 0.3, the instrument is considered valid; values below 0.3 indicate invalidity. This test is conducted for all research instruments across each variable, including the work environment variable.

Table 6. Recapitulation of Validity Test Results for the Work Environment Variable

| No | Result | Significance Threshold | Description |
|-----|--------|------------------------|-------------|
| X11 | 0.459 | 0.3 | Valid |
| X12 | 0.731 | 0.3 | Valid |
| X13 | 0.692 | 0.3 | Valid |
| X14 | 0.383 | 0.3 | Valid |
| X15 | 0.566 | 0.3 | Valid |
| X16 | 0.719 | 0.3 | Valid |

Source: Researcher's Data Processing, 2025

Based on the table above, all six indicators measuring the Work Environment have validity index values greater than 0.3, indicating that all the questionnaire items are considered valid.

Table 7. Recapitulation of Work Motivation Variable Validity Test Results

| No | Result | Significance Threshold | Description |
|-----|--------|------------------------|-------------|
| X21 | 0.581 | 0.3 | Valid |
| X22 | 0.585 | 0.3 | Valid |
| X23 | 0.688 | 0.3 | Valid |
| X24 | 0.780 | 0.3 | Valid |
| X25 | 0.740 | 0.3 | Valid |
| X26 | 0.794 | 0.3 | Valid |
| X27 | 0.739 | 0.3 | Valid |
| X28 | 0.658 | 0.3 | Valid |

Source: Researcher's Data Processing, 2025

Based on the table above, for the Work Motivation items consisting of 8 indicators, the validity index values obtained from the calculations are greater than 0.3, indicating that all questionnaire items are considered valid.

Table 8. Recapitulation of Employee Performance Variable Validity Test Results

| No | Result | Significance Threshold | Description |
|-----|--------|------------------------|-------------|
| Y1 | 0.391 | 0.3 | Valid |
| Y2 | 0.312 | 0.3 | Valid |
| Y3 | 0.668 | 0.3 | Valid |
| Y4 | 0.505 | 0.3 | Valid |
| Y5 | 0.533 | 0.3 | Valid |
| Y6 | 0.386 | 0.3 | Valid |
| Y7 | 0.536 | 0.3 | Valid |
| Y8 | 0.714 | 0.3 | Valid |
| Y9 | 0.707 | 0.3 | Valid |
| Y10 | 0.662 | 0.3 | Valid |
| Y11 | 0.733 | 0.3 | Valid |
| Y12 | 0.720 | 0.3 | Valid |

Source: Researcher's Data Processing, 2025

Based on the table above, all 12 indicators for the Employee Performance variable have validity index values greater than 0.3, indicating that all questionnaire items are valid. Consequently, all research instruments can be used for further analysis. Reliability testing, which measures the consistency or stability of responses over time, was conducted using the Cronbach's Alpha test. A variable or construct is considered reliable if it achieves a Cronbach's Alpha value greater than the threshold, ensuring the questionnaire consistently measures the intended concepts.

Table 9 Reliability Test Recapitulation

| Variable | Cronbach Alpha | Description |
|--------------------------|----------------|-------------|
| Work Environment (X1) | 0.822 | Reliable |
| Work Motivation (X2) | 0.915 | Reliable |
| Employee Performance (Y) | 0.868 | Reliable |

Source: Researcher's Data Processing, 2025

The reliability coefficients for the variables were 0.822 for Work Environment, 0.915 for Work Motivation, and 0.868 for Employee Performance, all exceeding the standard threshold of 0.7. This indicates that the questionnaire items are reliable and consistently measure the intended variables, confirming that the instrument is suitable for use in this study.

Descriptive Analysis

To describe the indicators of the Work Environment variable, the frequency distribution of responses from 35 respondents was analyzed across six indicators. The summarized responses were compiled and can be presented in a continuum line, showing how respondents perceive various aspects of the work environment.

Table 10. Respondents' Responses Regarding the Work Environment

| Indicator | | Answer Choices | | | | | Score |
|--|---|----------------|------|------|------|------|-------|
| | | 1 | 2 | 3 | 4 | 5 | |
| The workspace I occupy is comfortable and supports marketing tasks. | F | 1 | 3 | 6 | 15 | 10 | 135 |
| | % | 2.9 | 8.6 | 17.1 | 42.9 | 28.6 | |
| Work facilities (laptop, internet, presentation tools) are adequately available. | F | 1 | 2 | 4 | 16 | 12 | 141 |
| | % | 2.9 | 5.7 | 11.4 | 45.7 | 34.3 | |
| Teamwork among marketing team members runs harmoniously. | F | 0 | 3 | 9 | 13 | 10 | 135 |
| | % | 0 | 8.6 | 25.7 | 37.1 | 28.6 | |
| Communication with superiors is open and supportive of work. | F | 0 | 0 | 2 | 15 | 18 | 156 |
| | % | 0 | 0 | 5.7 | 42.9 | 51.4 | |
| I feel safe performing my duties in the marketing division. | F | 1 | 0 | 8 | 17 | 9 | 138 |
| | % | 2.9 | 0 | 22.9 | 48.6 | 25.7 | |
| I receive support from colleagues and superiors for my performance. | F | 1 | 4 | 4 | 19 | 7 | 132 |
| | % | 2.9 | 11.4 | 11.4 | 54.3 | 20.0 | |
| Total Score | | | | | | | 837 |

Source: Researcher's Data Processing, 2025

Based on the scoring results, the Work Environment variable, consisting of 6 items and 35 respondents, achieved a total score of 837. Calculating the percentage of the total score against the maximum possible score yields 79.71%, indicating that the Work Environment

variable falls into the "High" category. This result can be illustrated using a continuum line. To understand the profile of the indicators for the Work Motivation variable, the frequency distribution of respondents' responses to 8 indicators was analyzed. Based on 35 respondents, the summarized responses can be presented on a continuum line to illustrate the overall perception of Work Motivation.

Table 11. Respondents' Responses Regarding Work Motivation

| Indicator | | Answer Choice | | | | | Score |
|---|----------|---------------|------|------|------|------|-------|
| | | 1 | 2 | 3 | 4 | 5 | |
| The salary I receive matches the workload I handle. | F | 2 | 3 | 8 | 15 | 7 | 127 |
| | % | 5.7 | 8.6 | 22.9 | 42.9 | 20.0 | |
| The work facilities provided by the company help achieve marketing targets. | F | 2 | 5 | 11 | 9 | 8 | 121 |
| | % | 5.7 | 14.3 | 31.4 | 25.7 | 22.9 | |
| I feel that teamwork within the marketing team runs well. | F | 2 | 7 | 6 | 13 | 7 | 121 |
| | % | 5.7 | 20.0 | 17.1 | 37.1 | 20.0 | |
| Colleagues always provide support when facing obstacles. | F | 1 | 4 | 9 | 11 | 10 | 130 |
| | % | 2.9 | 11.4 | 25.7 | 31.4 | 28.6 | |
| Supervisors give appreciation for my sales target achievements. | F | 1 | 1 | 13 | 10 | 10 | 132 |
| | % | 2.9 | 2.9 | 37.1 | 28.6 | 28.6 | |
| I have the opportunity to be promoted. | F | 2 | 5 | 9 | 13 | 6 | 121 |
| | % | 5.7 | 14.3 | 25.7 | 37.1 | 17.1 | |
| I have the opportunity to attend marketing training or workshops. | F | 1 | 2 | 7 | 15 | 10 | 136 |
| | % | 2.9 | 5.7 | 20.0 | 42.9 | 28.6 | |
| I feel that I can develop my potential through achieving marketing targets. | F | 2 | 3 | 5 | 13 | 12 | 135 |
| | % | 5.7 | 8.6 | 14.3 | 37.1 | 34.3 | |
| Total Score | | | | | | | 1023 |

Source: Researcher's Data Processing, 2025

Based on the scoring results, the Work Motivation variable, consisting of 8 items and 35 respondents, obtained a total score of 1,023. Calculating the percentage of the total score against the maximum possible score yields 73.07%, indicating that Work Motivation falls into the High category. This result can be illustrated on a continuum line.

To illustrate the indicators of the Employee Performance variable, a frequency distribution of responses from 35 respondents across 12 indicators was analyzed. The summarized results of the respondents' answers provide an overview of Employee Performance, which can be presented using a continuum line.

Table 10. Respondents' Responses Regarding Employee Performance

| Indicator | | Answer Choice | | | | | Score |
|---|----------|---------------|-----|------|------|------|-------|
| | | 1 | 2 | 3 | 4 | 5 | |
| I am thorough in preparing sales reports. | F | 0 | 1 | 5 | 15 | 14 | 147 |
| | % | 0 | 2.9 | 14.3 | 42.9 | 40.0 | |
| The marketing strategies I implement comply with company standards. | F | 4 | 1 | 12 | 12 | 6 | 120 |
| | % | 11.4 | 2.9 | 34.3 | 34.3 | 17.1 | |
| I successfully acquire prospective customers | F | 0 | 1 | 3 | 17 | 14 | 149 |
| | % | 0 | 2.9 | 8.6 | 48.6 | 39.6 | |

| Indicator | Answer Choice | | | | | Score |
|--|---------------|---|-----|------|------|-------|
| | | 1 | 2 | 3 | 4 | 5 |
| according to the target. | % | 0 | 2.9 | 8.6 | 48.6 | 40.0 |
| I am able to achieve the monthly sales targets effectively. | F | 0 | 1 | 5 | 16 | 13 |
| | % | 0 | 2.9 | 14.3 | 45.7 | 37.1 |
| I always complete work reports on schedule. | F | 0 | 0 | 6 | 20 | 9 |
| | % | 0 | 0 | 17.1 | 57.1 | 25.7 |
| I respond quickly to customer needs and inquiries. | F | 0 | 0 | 3 | 16 | 16 |
| | % | 0 | 0 | 8.6 | 45.7 | 45.7 |
| I am able to use the promotional budget efficiently. | F | 0 | 0 | 2 | 11 | 22 |
| | % | 0 | 0 | 5.7 | 31.4 | 62.9 |
| The marketing strategies I carry out achieve the expected goals. | F | 0 | 0 | 4 | 13 | 18 |
| | % | 0 | 0 | 11.4 | 37.1 | 51.4 |
| I am always punctual in accordance with company regulations. | F | 0 | 0 | 6 | 13 | 16 |
| | % | 0 | 0 | 17.1 | 37.1 | 45.7 |
| I comply with all rules applicable in the marketing division. | F | 0 | 0 | 9 | 10 | 16 |
| | % | 0 | 0 | 25.7 | 28.6 | 45.7 |
| I complete all promotional tasks thoroughly. | F | 0 | 0 | 3 | 12 | 20 |
| | % | 0 | 0 | 8.6 | 34.3 | 57.1 |
| I maintain good relationships with the company's customers. | F | 0 | 1 | 9 | 8 | 17 |
| | % | 0 | 2.9 | 25.7 | 22.9 | 48.6 |
| Jumlah Skor | | | | | | 1772 |

Source: Researcher's Data Processing, 2025

Based on the scoring results, the Employee Performance variable, consisting of 12 items and 35 respondents, achieved a total score of 1,772. Calculating the percentage of the total score against the maximum possible score yields 84.38%, indicating that Employee Performance falls into the Very High category. This result can be illustrated using a continuum line.

Classical Assumption Test

Residual normality testing is conducted to determine whether the residuals follow a normal distribution, using the Kolmogorov-Smirnov statistical method. If the p-value is greater than 0.05, the residuals are considered normally distributed; if it is less than 0.05, they are not.

Tabel 11. Normality Test Results

| | | <i>Unstandardized Residual</i> |
|--|-----------------------|--------------------------------|
| <i>N</i> | | 35 |
| <i>Normal Parameters^{a,b}</i> | <i>Mean</i> | .0000000 |
| | <i>Std. Deviation</i> | 4.80225921 |
| <i>Most Extreme Differences</i> | <i>Absolute</i> | .090 |
| | <i>Positive</i> | .082 |
| | <i>Negative</i> | -.090 |
| <i>Test Statistic</i> | | .090 |
| <i>Asymp. Sig. (2-tailed)</i> | | .200 ^{c,d} |

Source: Researcher's Data Processing, 2025

The results show a p-value of 0.200 for the normality test, which is greater than 0.05, indicating that the residuals of the regression model are normally distributed and the normality assumption is met. Multicollinearity testing, which examines the correlation between independent variables, was conducted using Tolerance and Variance Inflation Factor (VIF) values. A Tolerance greater than 0.10 or a VIF less than 10 indicates the model is free from multicollinearity issues.

Table 12. Multicollinearity Test Results

| | Model | Collinearity Statistics | |
|---|------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | X1MSI | .960 | 1.042 |
| | X2MSI | .960 | 1.042 |

Source: Researcher's Data Processing, 2025

The results show a Tolerance value of 0.960, which is well above the 0.10 threshold, and a VIF value of 1.042, which is below the limit of 10, indicating no multicollinearity issues in the regression model. Heteroscedasticity testing, which examines whether the variance of residuals is consistent across observations, was conducted by plotting predicted values against residuals. The absence of a clear pattern and the even spread of data indicate that the model meets the homoscedasticity assumption, confirming no heteroscedasticity is present.

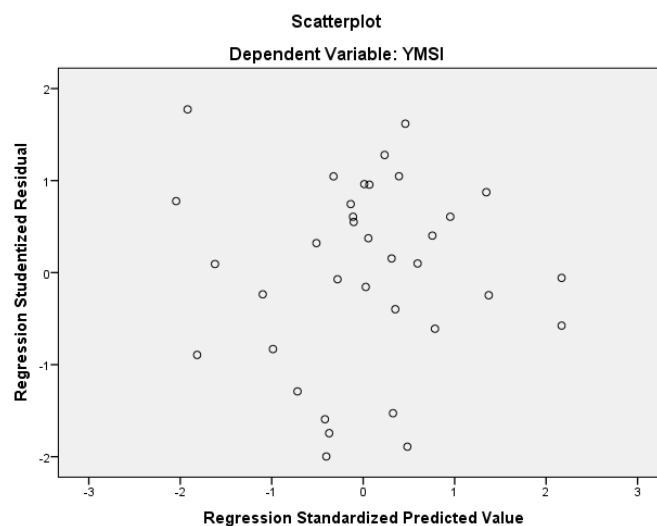


Figure 1. Plot Residual

Source: Researcher's Data Processing, 2025

Based on the scatterplot, the data points are spread randomly without forming any specific pattern, indicating no signs of heteroscedasticity. This means the residual variance is consistent across observations, confirming that the model meets the homoscedasticity assumption.

Verification Analysis Results

To determine the extent of the influence of Work Environment and Work Motivation on Employee Performance, a multiple linear regression analysis was conducted using the equation: $Y = a + b_1X_1 + b_2X_2 + e$. Here, Y represents Employee Performance, X_1 is Work Environment, X_2 is Work Motivation, a is the constant, b_1 and b_2 are regression coefficients, and e denotes the error term. The results of the analysis show the magnitude of the influence of both independent variables on Employee Performance as presented below.

Table 13. Estimated Influence and Parameter Significance

| | | Unstandardized Coefficients | | Standardized Coefficients | <i>T</i> | <i>Sig.</i> |
|---|------------|-----------------------------|------------|---------------------------|----------|-------------|
| | | <i>B</i> | Std. Error | <i>Beta</i> | | |
| 1 | (Constant) | 4.472 | 4.916 | | .910 | .370 |
| | X1MSI | .956 | .209 | .555 | 4.565 | .000 |
| | X2MSI | .474 | .148 | .390 | 3.207 | .003 |

Source: Researcher's Data Processing, 2025

The results indicate that both the Work Environment (X_1) and Work Motivation (X_2) variables significantly influence Employee Performance (Y). The regression equation obtained is $Y = 4.472 + 0.956X_1 + 0.474X_2$, meaning that each one-unit increase in the Work Environment and Work Motivation variables increases Employee Performance by 0.956 and 0.474 units, respectively. Partial significance tests (t-tests) show p-values of 0.000 for Work Environment and 0.003 for Work Motivation, both below 0.05, confirming significant effects. The simultaneous significance test (F-test) further demonstrates that the two independent variables together have a significant impact on Employee Performance at PT XXX.

Table 14. F Test Result

| | Model | Sum of Squares | <i>df</i> | Mean Square | <i>F</i> | <i>Sig.</i> |
|---|------------|----------------|-----------|-------------|----------|-------------------|
| | | | | | | |
| 1 | Regression | 141.515 | 2 | 70.757 | 38.169 | .000 ^b |
| | Residual | 179.819 | 97 | 1.854 | | |
| | Total | 321.333 | 99 | | | |

Source: Researcher's Data Processing, 2025

The results show a p-value of 0.000, which is less than 0.05, indicating that Work Environment and Work Motivation jointly have a significant effect on Employee Performance at PT XXX. The coefficient of determination (R^2) measures how well the independent variables explain the dependent variable. A higher R^2 value approaching 1 indicates a stronger explanatory power, while a value closer to 0 suggests a weaker relationship. The calculated R^2 value in this study demonstrates how effectively Work Environment and Work Motivation influence Employee Performance.

Table 15. Model Coefficient of Determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .739 ^a | .546 | .518 | 4.95005549 |

Source: Researcher's Data Processing, 2025

The results indicate that the R-square value is 0.546, meaning that 54.6% of Employee Performance at PT XXX can be explained by Work Environment and Work Motivation, while the remaining 45.4% is influenced by other factors outside the model. This shows that the model explaining the effect of Work Environment and Work Motivation on Employee Performance is fairly strong.

The Influence of Work Environment on Employee Performance

The results show that the lowest-scoring indicator for the work environment variable was the statement, "I receive support from colleagues and supervisors for my performance," with a score of 132 out of 175, indicating that employee appreciation and support remain suboptimal. Since recognition and support are key psychological factors that enhance work enthusiasm and organizational commitment, their absence may lower employee motivation and productivity. Regression analysis revealed that the work environment significantly affects employee performance, with a regression coefficient of 0.956—meaning that each unit increase in the work environment improves performance by 0.956 units, assuming other variables remain constant. These findings align with studies by Andrianto and Siringoringo (2020), Julia and Danasasmita (2023), and Anggraini (2024), all of which confirm the strong influence of the work environment on employee performance, as well as Faadillah and Noermijati (2024), who found that the work environment significantly impacts performance even when motivation does not.

The Influence of Work Motivation on Employee Performance

The results show that three motivation indicators received the lowest scores (121 out of 175), namely: "The work facilities provided by the company support the achievement of marketing targets," "Teamwork within the marketing division runs well," and "I have the opportunity for job promotion." These findings indicate issues related to insufficient work facilities, weak teamwork, and unclear promotion systems within the company. Inadequate facilities can hinder employees from meeting targets, while poor teamwork may reduce coordination and collaboration, both of which are essential in marketing activities. Limited promotion opportunities also suggest employee dissatisfaction with career development. Regression analysis further revealed that work motivation significantly influences employee performance at PT XXX, with a regression coefficient of 0.474, indicating that higher motivation leads to better performance. These findings align with previous studies by Hermawati et al. (2024), Suryani and Syatoto (2024), and Anggraini (2024), which collectively confirmed that work motivation plays a crucial role in enhancing employee performance.

The Influence of Work Environment and Work Motivation on Employee Performance

Regression analysis shows that work environment and work motivation simultaneously influence employee performance at PT XXX. The F-test confirms the joint significance of both variables, while the R-square value of 0.546 indicates that 54.6% of the variation in employee performance is explained by these two factors, with the remaining 45.4% influenced by other factors outside the model. These findings align with previous studies showing that the combination of motivation and work environment significantly impacts performance, supported by positive effects from discipline and physical work conditions. Additionally, classical assumption tests—multicollinearity, residual normality, and homoscedasticity—were satisfied, confirming that the regression model is reliable for drawing conclusions and informing management decisions.

CONCLUSION

The study finds that the influence of work environment and work motivation on employee performance at PT XXX is both significant and positive, jointly explaining 54.6% of performance variation. This highlights that while improving motivation and workplace conditions is crucial, other factors also contribute to performance outcomes. The company is encouraged to enhance its appreciation system through financial and non-financial rewards, improve work facilities, foster teamwork, and establish transparent, performance-based promotion mechanisms. Continuous training in marketing strategies and clear work guidelines is also recommended to ensure sustained performance improvements. Future research should explore additional factors such as leadership style, organizational culture, or job satisfaction to gain a more comprehensive understanding of employee performance drivers.

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