
THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY AT PT GAMATARA TRANS OCEAN SHIPYARD CIREBON

Abi Nurohman¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

nurohmanabi813@gmail.com

Edy Hartono¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

edy.hartono@ugj.ac.id

Abstract

This study aims to examine the influence of work motivation and work environment on employee productivity at PT Gamatara Trans Ocean Shipyard Cirebon. A quantitative research approach was employed, utilizing regression analysis to investigate the relationships among the variables. The findings reveal that the work environment has a positive and significant effect on employee productivity, indicating that productivity tends to improve when employees perform their duties in a safe, comfortable, and supportive workplace. In contrast, work motivation does not show a significant influence on employee productivity, suggesting that employees place greater emphasis on structural and situational factors in carrying out their work responsibilities. Furthermore, the results demonstrate that work motivation and work environment jointly have a significant effect on employee productivity, although the magnitude of their contribution is classified as moderate. Therefore, organizations are encouraged to prioritize improvements in workplace conditions while maintaining employee motivation to support sustainable productivity growth and organizational performance.

Keywords: Work Motivation, Work Environment, Employee Productivity

INTRODUCTION

In an era characterized by globalization and increasingly intense industrial competition, organizational success is determined not only by technological advancement and business strategies but also by the effectiveness of human resource management (Amalia et al., 2024). Human resources represent a strategic asset that plays a crucial role in enhancing productivity and ensuring organizational sustainability. Consequently, companies are required to foster a highly motivated workforce and provide a supportive working environment. These factors are widely recognized as key determinants of both individual and organizational performance (Fahlevi, 2018; Winandi, 2011).

Work motivation refers to the internal and external forces that drive individuals to achieve specific goals. According to Cole (1996), motivation serves as an essential mechanism for directing employees' energy, skills, and efforts toward productive work outcomes. Employees with high levels of motivation tend to demonstrate greater enthusiasm, responsibility, and commitment to their duties (Shafira et al., 2025). However, practical observations indicate that not all employees maintain an optimal level of motivation. At PT Gamatara Trans Ocean Shipyard Cirebon, a manufacturing company, preliminary observations revealed indications of declining employee morale, as reflected by increased tardiness, reduced initiative, and lower involvement in completing assigned tasks.

These conditions suggest the existence of challenges within the company's motivational system. Factors such as insufficient recognition of employee performance, compensation practices perceived as less equitable, and limited career development opportunities have contributed to decreased motivation among employees. This finding is consistent with Fahlevi (2018), who argues that inadequate work motivation may weaken employees' willingness to perform and ultimately reduce productivity. Furthermore, managerial attention to employees' psychological well-being has become increasingly important (Sinaga et al., 2024). Limited communication and a lack of appreciation from supervisors may diminish employees' sense of belonging to the organization, causing them to work merely to fulfill obligations rather than striving for optimal performance (Santosa et al., 2024).

In addition to work motivation, the work environment is another critical factor influencing employee performance. A favorable work environment encompasses not only physical aspects such as lighting, temperature, cleanliness, and workplace layout but also social and psychological dimensions, including interpersonal relationships, communication with supervisors, and organizational support (Rijanti, 2020; Budiyanto, 2021). At PT Gamatara Trans Ocean Shipyard Cirebon, several employees have expressed concerns regarding repetitive workplace conditions, inadequate facilities, and workspace arrangements that do not effectively support productivity. Such unfavorable conditions may reduce concentration and work enthusiasm, ultimately affecting the quality of work outcomes (Manihuruk & Tirtayasa, 2020).

An unsupportive work environment may also contribute to stress and job burnout, thereby reducing operational efficiency. Conversely, a safe and pleasant workplace can provide employees with a sense of security and encourage creativity (Anggi, 2015; Badrianto & Eksan, 2020). Excessive noise, poor workplace organization, and insufficient social support may increase stress levels, lower motivation, and trigger interpersonal conflicts.

Therefore, improving workplace conditions represents a strategic initiative for organizations seeking to enhance employee well-being and overall performance.

The social dimension of the work environment is equally important and often overlooked. Positive relationships among colleagues and between supervisors and subordinates can strengthen trust, improve communication, and foster effective teamwork (Sihombing, 2024). In contrast, ineffective communication and inadequate emotional support from management may create feelings of isolation, reduce employee loyalty, and hinder the achievement of organizational objectives (Rahmasari et al., 2024). Consequently, cultivating a supportive and collaborative organizational culture is essential for improving employee performance.

The challenges associated with declining work motivation and less-than-optimal workplace conditions at PT Gamatara Trans Ocean Shipyard Cirebon present significant managerial concerns. Several employees have exhibited signs of reduced work discipline, increasing dissatisfaction with organizational systems, and declining participation in company activities. These circumstances indicate that traditional top-down management approaches may no longer be sufficient and that organizations should adopt more participatory management practices that encourage employee involvement and engagement in organizational processes (Maulidha et al., 2024).

Accordingly, management at PT Gamatara Trans Ocean Shipyard Cirebon should undertake a comprehensive evaluation of both its motivational practices and workplace environment. Initiatives such as revising reward systems, upgrading workplace facilities, providing professional development opportunities, and fostering open and supportive working relationships are expected to enhance employee morale and performance. When employees feel valued and are able to work in a comfortable environment, they are more likely to demonstrate stronger commitment to organizational goals (Maulida & Tri, 2024).

Based on the foregoing discussion, it can be concluded that work motivation and the work environment are closely associated with employee performance. Low motivation and unfavorable workplace conditions may directly contribute to reduced productivity and organizational effectiveness. Therefore, this study aims to empirically examine the effects of work motivation and work environment on employee productivity at PT Gamatara Trans Ocean Shipyard Cirebon. The findings are expected to provide strategic recommendations for management in developing workplace policies that enhance employee well-being while simultaneously improving long-term organizational performance.

REVIEW OF LITERATURE

The relationships among the research variables provide a conceptual foundation for understanding how work motivation, work environment, and employee productivity interact based on established theories and prior empirical findings. Examining these relationships is essential for developing a logical research framework and formulating the study hypotheses. Work motivation (X1) has been widely recognized as an important determinant of employee productivity (Y). This relationship is supported by Herzberg's Two-Factor Theory (1959), which emphasizes that motivational factors such as achievement, recognition, responsibility, and opportunities for personal growth serve as primary drivers of employee performance and work outcomes. Employees who experience higher levels of motivation are generally more willing to invest effort, demonstrate commitment, and pursue organizational goals

effectively. Empirical evidence provided by Kawiana et al. (2021) in *Heliyon* further confirms that both intrinsic and extrinsic motivation contribute significantly to improvements in work quality, output quantity, and overall job effectiveness. These findings suggest that motivation functions as a fundamental psychological mechanism influencing employees' ability to perform productively.

The work environment (X2) is another critical factor associated with employee productivity (Y). According to Sedarmayanti's Work Environment Theory (1994), the work environment encompasses both physical elements, such as lighting, workplace layout, cleanliness, and temperature, as well as non-physical elements, including social relationships, communication patterns, and managerial support. These dimensions directly affect employees' comfort, concentration, and enthusiasm in performing their tasks. Research conducted by Sonnentag and Frese (2021) indicates that ergonomic workplace conditions and supportive interpersonal relationships can enhance employee focus, reduce fatigue, and facilitate the achievement of performance targets. Therefore, a well-designed and supportive work environment serves as a crucial prerequisite for maximizing employee productivity. The relationship between work motivation (X1) and the work environment (X2) should also be considered, as both factors complement one another in shaping employee productivity. A favorable work environment can strengthen employee motivation, while highly motivated employees are more likely to utilize available workplace resources effectively. Herzberg (1959) argued that hygiene factors, which largely represent workplace conditions, provide the foundation upon which motivational factors can operate successfully. In other words, inadequate working conditions may limit employees' ability to achieve optimal levels of motivation. This interaction suggests that work motivation and the work environment jointly contribute to enhancing employee productivity.

Based on both theoretical perspectives and empirical findings, it can be concluded that work motivation (X1) and work environment (X2) have strong conceptual and empirical relationships with employee productivity (Y). These relationships form the basis for the development of the research hypotheses and the quantitative analytical model employed in this study to examine the influence of the independent variables on employee productivity.

RESEARCH METHOD

This study employed a quantitative research approach. According to Sugiyono (2019), quantitative research is characterized by a structured, systematic, and clearly defined design established prior to data collection. The findings are primarily presented in numerical form and are intended to test predetermined hypotheses through statistical analysis.

This research was conducted as a field study, involving direct observation and data collection from the actual research setting. Sugiyono (2019) defines a population as a generalized group of objects or subjects possessing specific characteristics determined by the researcher for investigation and conclusion drawing. The population of this study consisted of all employees of PT Gamatara Trans Ocean Shipyard Cirebon, totaling 120 individuals.

The sampling technique applied in this study was saturated sampling (census sampling), whereby all members of the population were included as research respondents. The use of this technique was considered appropriate due to the relatively limited population size and the homogeneous characteristics of the employees. Consequently, every member of

the population was selected as part of the sample to ensure comprehensive and representative data collection.

Primary data were collected through a structured questionnaire distributed to employees of PT Gamatara Trans Ocean Shipyard Cirebon. The questionnaire employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To analyze the data and test the proposed hypotheses, three statistical procedures were utilized: the t-test, the F-test, and the coefficient of determination (R^2).

According to Sugiyono (2019), the t-test is used to evaluate the individual (partial) effect of each independent variable on the dependent variable. The test is conducted by comparing the calculated t-value with the critical t-value at a significance level of 5%. This procedure enables researchers to determine whether each independent variable significantly contributes to variations in the dependent variable.

Furthermore, Ghozali (2018) explains that the F-test is employed to assess the simultaneous significance of a multiple linear regression model. The test examines whether all independent variables collectively influence the dependent variable. A significant F-test result indicates that the regression model is statistically appropriate and can be used to analyze the relationships among the variables under investigation.

Similarly, Gujarati and Porter (2009) state that the F-test evaluates whether all regression coefficients in the model are jointly different from zero. The decision criteria for the F-test are as follows:

- If the significance value (Sig.) is less than 0.05, the null hypothesis (H_0) is rejected, indicating that the regression model is statistically fit.
- If the significance value (Sig.) is greater than or equal to 0.05, the null hypothesis (H_0) is accepted, indicating that the regression model is not statistically fit.

In addition, the coefficient of determination (R^2) was used to measure the proportion of variance in the dependent variable that can be explained by the independent variables. As noted by Sugiyono (2019), a higher R^2 value indicates a stronger explanatory power of the model. When the coefficient of determination approaches 1, it suggests that the independent variables provide a substantial contribution to explaining variations in the dependent variable.

Hypotheses Development

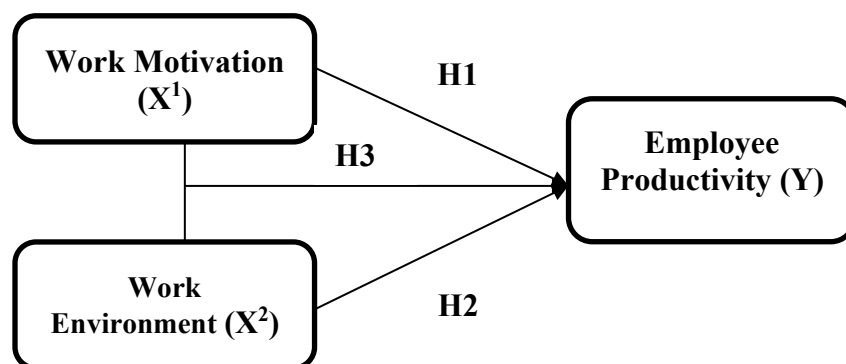
The research framework illustrates the relationships between the independent variables, namely work motivation and work environment, and the dependent variable, employee productivity. The framework is developed based on theoretical perspectives and previous empirical findings, which suggest that both work motivation and work environment play important roles in influencing employee performance and productivity. Through this framework, the study seeks to examine both the individual and simultaneous effects of the independent variables on employee productivity.

Based on the research model and theoretical considerations discussed previously, the following hypotheses are proposed:

H1: Work motivation has a positive and significant effect on employee productivity.

H2: Work environment has a positive and significant effect on employee productivity.

H3: Work motivation and work environment simultaneously have a positive and significant effect on employee productivity.



Source : Primary data analysis results, (2026)

The conceptual framework of this study is developed based on theoretical foundations and empirical evidence indicating that work motivation and work environment are important determinants of employee productivity. Employee productivity is conceptually defined as an individual's ability to perform and complete assigned tasks effectively in accordance with organizational standards and objectives. The level of productivity achieved by employees is influenced not only by their individual capabilities but also by psychological factors and workplace conditions that support job performance.

From a psychological perspective, work motivation serves as an internal driving force that encourages employees to exert greater effort, maintain commitment, and achieve organizational goals. Employees with higher levels of motivation are generally more enthusiastic, responsible, and persistent in carrying out their duties, which ultimately contributes to improved productivity. At the same time, the work environment provides the physical and social context in which employees perform their tasks. A supportive work environment can enhance concentration, job satisfaction, and overall work effectiveness, whereas unfavorable conditions may hinder performance and reduce productivity.

Therefore, this study assumes that both work motivation and work environment play significant roles in shaping employee productivity. The interaction between these factors is expected to create favorable conditions that enable employees to perform optimally and contribute effectively to organizational success.

RESULTS AND DISCUSSION

Respondent Demographics

The demographic characteristics of the respondents in this study were examined based on several categories, including gender and job position. The study involved a total of 120 respondents, all of whom were employees of PT Gamatara Trans Ocean Shipyard Cirebon. An analysis of the respondents' demographic profiles was conducted to provide an overview of the sample characteristics and to support the interpretation of the research findings. The detailed distribution of respondent demographics is presented in *Table 2*.

Table 2.
Respondent Demographic
Table 2. Demographic Characteristics of Respondents

Characteristics	Category	Frequency (Persons)	Percentage (%)
Gender	Male	51	42.2
	Female	69	57.8
	Total	120	100.0
Age	< 25 years	16	13.3
	25–34 years	45	37.8
	35–44 years	37	31.1
	≥ 45 years	22	17.8
	Total	120	100.0
Educational Background	Senior High School/Vocational High School	12	10.0
	Diploma (D3)	28	23.3
	Bachelor's Degree (S1)	49	40.8
	Master's Degree (S2)	31	25.9
	Total	120	100.0
Length of Employment	< 2 years	11	9.0
	2–5 years	22	18.0
	6–10 years	60	50.0
	> 10 years	27	23.0
	Total	120	100.0

Source : Primary data analysis results, (2026)

Normality Test

The normality test was conducted to determine whether the residuals of the regression model were normally distributed. Ensuring normality is essential because normally distributed residuals contribute to unbiased parameter estimates and support the validity of hypothesis testing procedures (Wibowo, 2025). In this study, the normality assumption was evaluated using the *One-Sample Kolmogorov–Smirnov Test* applied to the *unstandardized residuals* of the regression model. The results of the normality test are presented in the following table :

Table 3.
Results of the Normality Test

	Unstandardized Residual
N	91

Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.56395548
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.046
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Primary data analysis results (2026)

Based on the results of the *One-Sample Kolmogorov–Smirnov Test* conducted on the unstandardized residuals, using a sample of 91 observations, the Kolmogorov–Smirnov test statistic was found to be *0.072*, with an asymptotic significance value (*Asymp. Sig. 2-tailed*) of *0.200*. Since the significance value exceeds the predetermined significance level ($\alpha = 0.05$), it can be concluded that the residuals are normally distributed (Roswirman & Elazhari, 2021). Therefore, the normality assumption required for regression analysis has been satisfied. The normality of the residuals can also be further examined through the following Normal P–P Plot.

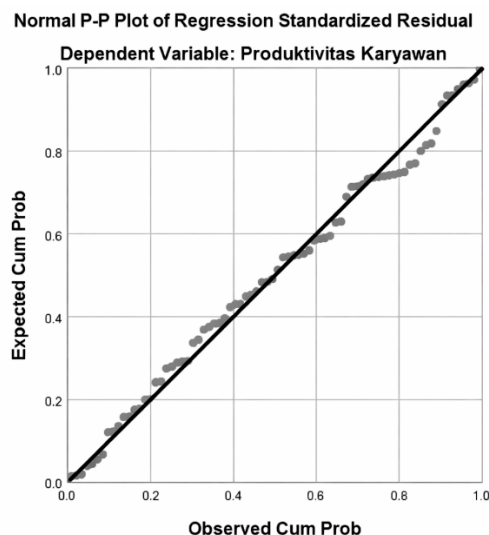


Figure 2.

Normal P–P Plot for Normality Testing

Source : Primary data analysis results, (2026)

The Normal P–P Plot indicates that the residual points are distributed closely around and along the diagonal reference line. This pattern suggests that the residuals follow an approximately normal distribution, as there are no substantial deviations, extreme curves, or noticeable clusters of points located far from the diagonal line. Therefore, the graphical analysis supports the results of the Kolmogorov–Smirnov test and confirms that the normality assumption of the regression model has been adequately satisfied.

Validity Test

The validity test was conducted to evaluate whether each questionnaire item was capable of accurately measuring the intended research constructs (Subaktiyasa, 2024). A valid research instrument is expected to generate data that objectively represent the actual

conditions being investigated, thereby ensuring the accuracy and credibility of the research findings. In this study, the validity of each measurement item was assessed through statistical testing to determine its appropriateness in representing the corresponding variable. The results of the validity test are presented in the following table.

Table 4.
Result Validity Test

Variabel	Points of Statement	Pearson Correlation	R Tabel	Sig. Value	Decision
Work Motivation (X1)	X1.1	0,287	0,148	0,006	Valid
	X1.2	0,329	0,148	0,001	Valid
	X1.3	0,471	0,148	0,000	Valid
	X1.4	0,423	0,148	0,000	Valid
	X1.5	0,424	0,148	0,000	Valid
	X1.6	0,628	0,148	0,000	Valid
	X1.7	0,667	0,148	0,000	Valid
	X1.8	0,533	0,148	0,000	Valid
	X1.9	0,618	0,148	0,000	Valid
	X1.10	0,548	0,148	0,000	Valid
Work Environment (X2)	X2.1	0,595	0,148	0,000	Valid
	X2.2	0,650	0,148	0,000	Valid
	X2.3	0,677	0,148	0,000	Valid
	X2.4	0,769	0,148	0,000	Valid
	X2.5	0,700	0,148	0,000	Valid
	X2.6	0,392	0,148	0,000	Valid
	X2.7	0,561	0,148	0,000	Valid
	X2.8	0,527	0,148	0,000	Valid
	X2.9	0,643	0,148	0,000	Valid
	X2.10	0,469	0,148	0,000	Valid
Employee Productivity (Y1)	Y1.1	0,385	0,148	0,000	Valid
	Y1.2	0,331	0,148	0,001	Valid
	Y1.3	0,426	0,148	0,000	Valid
	Y1.4	0,343	0,148	0,001	Valid
	Y1.5	0,346	0,148	0,001	Valid
	Y1.6	0,423	0,148	0,000	Valid
	Y1.7	0,335	0,148	0,001	Valid
	Y1.8	0,437	0,148	0,000	Valid
	Y1.9	0,415	0,148	0,000	Valid
	Y1.10	0,411	0,148	0,000	Valid

Source : Primary data analysis results, (2026)

The results indicate that all questionnaire items for *Work Motivation (X1.1–X1.10)*, *Work Environment (X2.1–X2.10)*, and *Employee Productivity (Y1.1–Y1.10)* have Pearson correlation coefficients exceeding the critical *r-table value of 0.148*, with significance values below *0.05*. These findings demonstrate that each indicator is significantly correlated with

its respective construct and is therefore capable of accurately measuring the intended variable. Accordingly, all measurement items included in the research model are considered valid and suitable for subsequent statistical analyses.

Reliability Test

The reliability test was conducted to assess the consistency and stability of the research instrument in measuring the intended constructs when applied repeatedly under similar conditions. A reliable instrument is expected to produce consistent results over time, thereby enhancing the credibility of the research findings. According to Forester et al. (2024), a measurement instrument is considered reliable when its *Cronbach's Alpha* coefficient exceeds 0.60. Therefore, reliability analysis was performed for all research variables, and the results are presented in the following table.

Table 5.
Result Reliability Test

Variabel	Number of Items	Croanbach's Alpha	Information
Work Motivation (X1)	10	0,668	Reliabel
Work Environment (X2)	10	0,799	Reliabel
Employee Productivity (Y1)	10	0,950	Reliabel

Source: Primary data analysis results, (2026)

Based on the reliability test results presented above, the instruments used to measure *Work Motivation (X1)*, *Work Environment (X2)*, and *Employee Productivity (Y1)* were found to have *Cronbach's Alpha* coefficients exceeding the minimum threshold of 0.60. These results indicate that all measurement scales demonstrate satisfactory internal consistency and are therefore considered reliable for assessing the respective research constructs.

Since all variables meet the required reliability criteria, the research instruments are deemed appropriate for further statistical analysis. The subsequent section presents the results of data processing and statistical analyses conducted using the *Statistical Package for the Social Sciences (SPSS)* software.

Table 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.969	4.511		5.314	.000
Work Motivation	.159	.110	.144	1.441	.153
Employee Productivity	.411	.100	.410	4.105	.000

Source: Primary data analysis results (2026)

Table 2.
Regression Analysis
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	591.362	2	295.681	13.205	.000 ^b
	Residual	1970.396	88	22.391		
	Total	2561.758	90			

Source: Primary data analysis results (2026)

Table 3.
Correlation Coefficient and Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	.231	.213	4.732

Source: Primary data analysis results (2026)

T Test

Based on the results of the partial t-test analysis, the *Work Motivation (X1)* variable produced a t-value of 1.441 with a significance level of 0.153. Since the significance value exceeds the threshold of 0.05, work motivation does not have a statistically significant effect on employee productivity. Therefore, the first hypothesis (*H1*), which proposed a positive and significant relationship between work motivation and employee productivity, is not supported. Although the regression coefficient indicates a positive direction, the effect is not sufficiently strong to exert a meaningful influence on productivity levels. This finding suggests that other factors, such as organizational procedures, job structure, limited employee autonomy, or motivation that is temporary rather than deeply embedded in work behavior, may play a more substantial role in determining productivity outcomes.

In contrast, the results for the *Work Environment (X2)* variable reveal a t-value of 4.105 with a significance level of 0.000, which is well below the accepted significance threshold of 0.05. These findings demonstrate that the work environment has a positive and statistically significant effect on employee productivity at *PT Gamatara Trans Ocean Shipyard Cirebon*. Consequently, the second hypothesis (*H2*) is supported. This result indicates that improvements in both the physical and non-physical aspects of the work environment contribute to higher levels of employee productivity. A supportive workplace characterized by comfort, safety, effective communication, and positive social interactions can enhance employee concentration, motivation, and overall work performance.

The contrasting results between work motivation and work environment highlight the greater influence of structural and situational factors compared to individual psychological factors in shaping employee productivity at *PT Gamatara Trans Ocean Shipyard Cirebon*. A conducive work environment directly facilitates employees in carrying out their responsibilities, whereas the impact of motivation may depend on the presence of organizational systems and support mechanisms that enable employees to translate their motivation into productive behavior. Therefore, the findings of the t-test suggest that efforts

to improve employee productivity should not rely solely on motivational initiatives but should also prioritize the creation and maintenance of a supportive work environment that fosters sustainable performance improvement.

F Test

Based on the results of the simultaneous F-test, the calculated F-value was 13.205 with a significance level of 0.000 , which is below the established threshold of 0.05 . This result indicates that the regression model is statistically significant and adequately fits the data, demonstrating its capability to explain the relationship between the independent and dependent variables. Therefore, *Work Motivation (X1)* and *Work Environment (X2)* jointly exert a significant influence on *Employee Productivity (Y)*, supporting the third hypothesis ($H3$). These findings confirm that, when considered simultaneously, both independent variables make a meaningful contribution to explaining variations in employee productivity at *PT Gamatara Trans Ocean Shipyard Cirebon*.

The explanatory power of the regression model is further reflected in the coefficient of determination (R^2) value of 0.231 . This indicates that 23.1% of the variance in employee productivity can be explained by work motivation and work environment, while the remaining 76.9% is attributable to other factors not included in the present model. Such factors may include leadership practices, compensation systems, employee competencies, organizational culture, and other individual-related characteristics. Furthermore, the *Adjusted R Square* value of 0.213 suggests that, after accounting for the number of independent variables included in the model, the explanatory capacity remains relatively stable, indicating that the model provides a statistically reliable representation of the observed relationships.

Taken together, the significant F-test result and the moderate coefficient of determination suggest that work motivation and work environment are important determinants of employee productivity, although they are not the sole factors influencing employee performance at PT Gamatara Trans Ocean Shipyard Cirebon. From a managerial perspective, these findings imply that organizational efforts to enhance productivity should adopt a comprehensive and integrated approach. In addition to strengthening employee motivation and improving workplace conditions, management should also address other organizational and individual factors that may contribute substantially to sustainable improvements in employee productivity.

Partial Effect of Work Motivation on Employee Productivity

The findings of this study indicate that *work motivation does not have a statistically significant effect on employee productivity*. This result is consistent with several previous empirical studies that have reported similar findings. For instance, Pradana (2016), in a study conducted within the production division of PG Tjoekir, found that work motivation exerted a positive but statistically insignificant influence on employee productivity. Although higher motivation was associated with increased productivity, the relationship was not strong enough to produce a significant statistical effect. Similarly, Julpiana et al. (2024) reported that work motivation and organizational culture did not significantly affect employee performance at the Central Bureau of Statistics (BPS) of West Nusa Tenggara. Since employee performance is closely related to productivity, these findings provide further support for the results of the present study.

This phenomenon may be explained by the nature of organizational settings characterized by highly structured or mechanistic work systems. In such environments, individual motivational factors may not be sufficient to directly influence productivity unless accompanied by favorable organizational conditions. A study conducted by Manik and Riwayanti (2022) at Rajawali Television demonstrated that work motivation did not significantly affect the productivity of news personnel, whereas other factors, such as work discipline and professional experience, played a more substantial role in explaining productivity variations. These findings suggest that employee productivity is often shaped more strongly by structural factors, including organizational systems, workplace culture, and realistic workload management, than by internal motivation alone.

Furthermore, it is possible that employee motivation in certain organizational contexts is driven primarily by external and situational factors rather than by sustainable intrinsic motivation. Repetitive job routines, limited career advancement opportunities, and inadequate reward systems may reduce the effectiveness of motivation in generating meaningful improvements in productivity. Consequently, the rejection of *H1* in this study should not be interpreted as evidence that work motivation is unimportant. Rather, it suggests that motivation may require support from complementary organizational factors, such as a conducive work environment and effective management practices, before it can contribute significantly to employee productivity in practical settings.

Partial Effect of Work Environment on Employee Productivity

The findings of this study reveal that the *work environment has a positive and statistically significant effect on employee productivity*, supporting the results reported in numerous previous studies. A workplace that is safe, comfortable, well-organized, and supportive of employee well-being has been shown to enhance work effectiveness and overall performance outcomes. Kurniawan (2020) found that favorable workplace conditions, including adequate air circulation, well-arranged workspaces, and physical comfort, contribute significantly to employee productivity across various organizational settings. These conditions enable employees to perform their duties more efficiently and maintain higher levels of concentration and job satisfaction.

Similarly, Steffy et al. (2023) demonstrated that the work environment directly influences employee productivity by facilitating task completion and minimizing workplace distractions. A conducive working environment enhances employees' ability to focus on their responsibilities, reduces stress levels, and promotes greater efficiency in carrying out daily activities. Factors such as workplace cleanliness, proper lighting, and supportive relationships with colleagues and supervisors contribute to a positive work atmosphere that encourages employees to perform at their best. As a result, employees are more likely to maintain high levels of productivity and achieve organizational objectives effectively.

Evidence from various industrial contexts further reinforces the robustness of these findings. Research conducted at PT Air Minum Tabalong Bersinar reported that variations in workplace conditions significantly affected employee productivity, particularly when both physical and social aspects of the work environment met established standards of comfort and occupational safety. Such findings support the acceptance of the second hypothesis (*H2*), indicating that the work environment is a critical determinant of employee productivity. Workplace conditions provide the structural foundation necessary for employees to perform

optimally, enabling them to produce higher-quality outputs and achieve greater levels of work efficiency (Sapitri & Wirawan, 2025).

Overall, the results suggest that organizations seeking to improve employee productivity should prioritize the development of a supportive work environment. Investments in workplace facilities, occupational safety, effective communication, and positive interpersonal relationships can create conditions that enhance employee performance and contribute to long-term organizational success.

Simultaneous Effect of Work Motivation and Work Environment on Employee Productivity

The findings of this study indicate that *work motivation and work environment jointly exert a significant influence on employee productivity*, with an *R Square* value of 0.231. This result suggests that approximately 23.1% of the variation in employee productivity can be explained by the combined effects of work motivation and work environment, while the remaining 76.9% is attributable to other factors not included in the model, such as leadership style, reward systems, work discipline, employee competencies, and other organizational characteristics. These findings highlight that employee productivity is a multifaceted phenomenon that cannot be adequately explained by a single factor. Instead, productivity is shaped by the interaction of psychological factors, such as motivation, and workplace conditions that collectively influence employees' ability to perform effectively.

From a theoretical perspective, these findings are consistent with work environment theories that emphasize the importance of both physical and non-physical workplace conditions in influencing employee performance and productivity. Research examining physical and non-physical aspects of the work environment has demonstrated that safe, comfortable, and well-maintained workplace conditions positively affect employee productivity by reducing distractions and enhancing employees' ability to concentrate on their tasks (Recky & Widayawati, 2024). Such conditions create an environment that supports efficient work processes and enables employees to achieve higher levels of performance.

Empirical evidence from various organizational settings further supports these conclusions. A study conducted at PT Indofood Sukses Makmur Tbk found that the work environment had a positive and significant impact on employee productivity, reinforcing the importance of supportive workplace conditions as a key component of productivity enhancement strategies (Makka & Nazir, 2025). Similarly, research at PT Air Minum Tabalong Bersinar (Perseroda) reported that workplace conditions significantly influenced employee productivity, confirming that a conducive work environment directly contributes to improved operational performance and work outcomes (Sapitri & Wirawan, 2025).

Although the individual contribution of work motivation was not found to be statistically significant in the partial analysis, motivation remains an important internal factor that encourages employees to utilize available workplace resources effectively. The interaction between work motivation and work environment suggests that these variables do not operate independently; rather, they complement and reinforce one another in fostering sustainable productive behavior. Employees who work in supportive environments are more likely to translate their motivation into effective performance, while motivated employees are better able to take advantage of favorable workplace conditions to achieve organizational goals.

Therefore, the acceptance of the third hypothesis (*H3*) confirms the importance of adopting a holistic managerial approach to improving employee productivity. Organizations should not only focus on strengthening employees' internal motivation but also ensure the availability of supportive workplace facilities, positive working conditions, and effective organizational systems. By integrating these elements, companies can create an environment that promotes long-term productivity, employee well-being, and overall organizational performance.

CONCLUSION

Based on the findings and discussion presented in this study, it can be concluded that *work motivation and work environment play different roles in influencing employee productivity at PT Gamatara Trans Ocean Shipyard Cirebon*. The partial analysis revealed that work motivation does not have a statistically significant effect on employee productivity, whereas the work environment has a positive and significant influence on productivity levels. Nevertheless, the simultaneous analysis demonstrated that work motivation and work environment jointly have a significant effect on employee productivity, with a coefficient of determination indicating that 23.1% of the variation in employee productivity can be explained by these two variables.

These findings suggest that employee productivity is not solely determined by internal motivational factors but is also strongly influenced by supportive workplace conditions. A conducive work environment appears to be a more direct driver of productivity, while the effectiveness of work motivation may depend on the presence of organizational conditions that enable employees to translate motivation into productive performance.

Therefore, organizations should adopt an integrated managerial approach that combines efforts to enhance employee motivation with continuous improvements in the work environment. By fostering both psychological engagement and supportive workplace conditions, companies can create a foundation for sustainable productivity growth and improved organizational performance.

REFERENCES

- Amalia, S. N., Ghoniyah, I., Widiyanti, R. N., Hidayat, R., & Ikaningtyas, M. (2024). Menyusun strategi bisnis berbasis teknologi: Membangun keunggulan kompetitif di era digital. *Economics and Business Management Journal (EBMJ)*, 3(01), 12–19.
- Badrianto, Y., & Eksan, A. M. (2020). Pengaruh motivasi, disiplin, dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 8(2), 45–56. <https://doi.org/10.32502/jim.v8i2.2678>
- Cole, G. A. (1996). *Management: Theory and practice*. London: Letts Educational Aldine.
- Gujarati, D. N., & Porter, D. C. (2009). *Basic econometrics*. New York: McGraw-Hill.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work* (2nd ed.). New York: John Wiley & Sons.
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.

- Julpiana, E., Fuadi, H., Handayani, T., Manickam, D. K., Morcote, I. C., & Santos, V. I. (2024). The effect of work motivation, work culture, leadership and work experience on employee performance at Nusa Tenggara Barat Province, Indonesia. <https://doi.org/10.59535/ijms.v2i2.266>
- Kawiana, I. G. P. (2020). The role of work motivation on employee performance in manufacturing industry. *Jurnal Manajemen Bisnis Indonesia*, 10(1), 87–98. <https://doi.org/10.24843/MABIS.2020.v10.i01.p08>
- Kurniawan, L. A. (2020). Investigation of the influence of working environment on employee's work productivity. *International Journal Administration, Business & Organization*, 1(3), 47–53. <https://doi.org/10.61242/ijabo.20.44>
- Makka, M. L., & Nazir, A. (2025). Pengaruh lingkungan kerja dan disiplin kerja terhadap produktivitas karyawan pada PT. Indofood Sukses Makmur Tbk Jakarta Pusat. *Jurnal Ilmiah PERKUSI*, 5(3), 579–589. <https://doi.org/10.32493/j.perkusi.v5i3.49730>
- Manihuruk, C. P., & Tirtayasa, S. (2020). Pengaruh stres kerja, motivasi kerja dan lingkungan kerja terhadap semangat kerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 296–307.
- Manik, D. A., & Riwayati, H. E. (2022). The importance of motivation, discipline, and work experience on work productivity. *Jambura Science of Management*, 4(2), 106–120. <https://doi.org/10.37479/jsm.v4i2.14035>
- Maulida, P. N., & Tri Wahyuni, S. (2024). Hubungan antara motivasi kerja terhadap komitmen karyawan. *Jurnal Ekonomi dan Bisnis*, 2(7), 848–853.
- Maulidha, N. S., Sari, Y. A., Wibowo, W. R., Hidayat, R., & Kusumasari, I. R. (2024). Strategi pengambilan keputusan top-down dan bottom-up di PT Telkomsel. *Jurnal Akuntansi, Manajemen, dan Perencanaan Kebijakan*, 2(2), 9–9. <https://doi.org/10.47134/jampk.v2i2.537>
- Pradana, H. S. (2016). Pengaruh pelatihan dan motivasi kerja terhadap produktivitas kerja karyawan bagian produksi di PG. Tjoekir, Jombang. *Jurnal Ilmu Manajemen (JIM)*, 4(1).
- Rahmasari, H., Kosasih, K., & Yuliaty, F. (2024). Pengaruh komunikasi, lingkungan kerja, kompensasi dan pengembangan karir terhadap kinerja pegawai di RS TK IV Cijantung Kesdam Jaya. *Co-Value Jurnal Ekonomi Koperasi dan Kewirausahaan*, 15(5). <https://doi.org/10.59188/covalue.v15i5.4756>
- Recky, Nazaruddin, & Widyawati. (2024). The impact of physical and non-physical work environment on employee productivity. *Journal of Business and Management Inaba*, 3(1), 54–65. <https://doi.org/10.56956/jbmi.v3i01.348>
- Rijanti, C. S. (2020). Pengaruh lingkungan kerja dan kepuasan kerja terhadap kinerja karyawan. *JIEM – International Journal of Advanced Multidisciplinary*, 1(3), 258–269. <https://doi.org/10.32493/jiem.v1i3.258>
- Salam, M. D. D., Zaharuddin, Z., & Sembada, G. (2025). The Influence of Organizational Culture and Work Environment on Employee Performance Mediated by Leadership at the Jakarta Mass Rapid Transit (MRT Jakarta) Station. *Majapahit Journal of Islamic Finance and Management*, 5(3), 2539–2565. <https://doi.org/10.31538/mjifm.v5i3.541>

- Sapitri, M., & Wirawan, S. (2025). Pengaruh lingkungan kerja terhadap produktivitas kerja karyawan PT Air Minum Tabalong Bersinar (Perseroda). *JAPB*, 8(1), 619–633. <https://doi.org/10.35722/japb.v8i1.1194>
- Sedarmayanti. (2009). *Sumber daya manusia dan produktivitas kerja* (Cet. 3). Bandung: Mandar Maju.
- Sentosa, R. D. M., Nainggolan, E. E., & Muslikah, E. D. (2024). Korelasi kepuasan kerja dan organizational commitment pada karyawan: Bagaimana peran sense of belongingness pada korelasi tersebut? *SUKMA: Jurnal Penelitian Psikologi*, 5(2), 261–270. <https://doi.org/10.30996/sukma.v2i5.12447>
- Shafira, S., Vahrezy, Z. A., & Salsabila, W. Q. (2025). Peran motivasi sebagai penggerak utama kinerja dalam organisasi. *Jurnal Media Akademik (JMA)*, 3(12). <https://doi.org/10.62281/dqcx0077>
- Sihombing, Y. J. T. J. (2024). Hubungan lingkungan kerja non fisik dengan loyalitas karyawan pada PT. RAPP Riau (Disertasi doktoral). Universitas Medan Area.
- Sinaga, Z. V., Fitri, N. K., Zahra, N. M., Khasanah, A., Ardiningrum, N. A., & Mangundjaya, W. L. (2024). Peran kepemimpinan terhadap kesejahteraan psikologis (psychological well-being) karyawan di tempat kerja: Literatur review. *Jurnal Greenation Sosial dan Politik*, 2(3), 100–110. <https://doi.org/10.38035/jgsp.v2i3.121>
- Sonnentag, S., & Frese, M. (2021). Stress in organizations: Comprehensive reviews of methods and theories. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 45–72. <https://doi.org/10.1146/annurev-orgpsych-012420-091434>
- Stefvy, S., Robin, R., Duffin, D., Silalahi, H., & Afriani, D. (2023). The influence of work environment towards employees' job productivity. *Jurnal Pendidikan Tambusai*, 7(1), 1029–1039. <https://doi.org/10.31004/jptam.v7i1.5385>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Yogyakarta: Alfabeta.
- Winandi, W. (2011). Faktor-faktor yang mempengaruhi motivasi kerja dan produktivitas karyawan. *Jurnal Ilmu Manajemen dan Bisnis*, 2(1), 45–54. <https://ejournal.undiksha.ac.id/index.php/JIMB/article/view/872>