
THE EFFECT OF MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. PRATAMA SAVINDO OETAMA



Munaza Panggalih¹

Universitas Muhammadiyah Jakarta, Jakarta, Indonesia
nazagalihpang@gmail.com

Nur Asni Gani²

Universitas Muhammadiyah Jakarta, Jakarta, Indonesia
nurasnigani@gmail.com

Abstract

In the era of globalization, the role of Human Resources (HR) has become increasingly vital in ensuring organizational success. Companies must strategically manage HR by improving employee performance through motivation and a conducive work environment. However, performance indicators at PT. Pratama Savindo Oetama has shown a decline from 2021 to 2023, raising concerns about the effectiveness of current HR strategies. This study aims to analyze the influence of work motivation and work environment on employee performance at PT. Pratama Savindo Oetama. This research employed a quantitative descriptive approach involving 30 employees as respondents. Data were collected through questionnaires distributed via Google Forms, supported by observation and interviews. The analysis was conducted using multiple linear regression, preceded by validity, reliability, and classical assumption tests. The results show that work motivation has a negative and insignificant effect on employee performance ($t\text{-count} = 1.181 < t\text{-table} = 2.051$; $\text{sig.} = 0.248 > 0.05$), suggesting that current motivation strategies may be ineffective or misaligned with employee needs. Conversely, the work environment has a positive and significant effect on performance ($t\text{-count} = 5.283 > t\text{-table} = 2.051$; $\text{sig.} = 0.001 < 0.05$), indicating that a supportive environment enhances productivity. The findings recommend a reevaluation of motivational strategies and promote improving workplace conditions to boost performance.

Keywords: Work Motivation, Work Environment, Employee Performance, Human Resource Management, PT. Pratama Savindo Oetama

INTRODUCTION

In the era of globalization, the role of Human Resources (HR) is becoming increasingly crucial in determining organizational success. Changing competitive patterns, operational systems, and labor market dynamics require companies to manage their HR more strategically. Organizations are not only faced with the challenge of recruiting and retaining a culturally and skillfully diverse workforce, but also require ensuring that each individual has the ability to adapt quickly to rapid global change. Therefore, companies need to focus on improving employee competency, utilizing remote work technology, and implementing sustainability and ethical principles in HR management.

Human resources are an irreplaceable asset, and their success depends heavily on the availability of adequate facilities and infrastructure. As Hasibuan noted in Arsindi et al. (2020), organizational sustainability is significantly influenced by the quality of human resource performance and their ability to utilize external resources. Similarly, Siagian (2023) emphasized that effective human resource management, encompassing the processes of planning, organizing, directing, and supervising, is key to achieving company goals.

Employee performance plays a crucial role in supporting a company's operational and strategic success. According to Mangkunegara in Mulyadi et al. (2021), performance is the work results achieved by an individual, both in terms of quality and quantity, in accordance with their assigned responsibilities. Many factors influence performance, such as motivation, job satisfaction, leadership, and the work environment. In this context, motivation and the work environment are two key aspects of interest to research. Hasibuan in Sinollah & Zaenulloh Amin (2021) states that motivation is an internal drive that creates work enthusiasm to achieve specific goals. Robbins and Judge in Yumhi (2021) add that motivated employees tend to be more productive, enthusiastic, and highly committed to the company.

Furthermore, the work environment also plays a significant role in influencing performance. According to Sedarmayanti in Mulyadi et al. (2021) and Nitisemito in Ayunasrah et al. (2022), a clean, safe, and comfortable work environment, both physically and psychologically, can boost employee morale and productivity. Harmonious working relationships, adequate supporting facilities, and a conducive work environment significantly influence the quality of employee performance.

PT. Pratama Savindo Oetama, a construction company operating since 2011, provides a relevant context for examining this issue. Employee performance data from 2021 to 2023 shows a decline in four key indicators: efficiency (from 90% to 80%), punctuality (from 92% to 82%), productivity (from 88% to 78%), and discipline (from 95% to 85%). This fluctuation indicates challenges in maintaining consistent performance that require further investigation.

Based on this background, this study aims to determine the influence of motivation and the work environment on employee performance at PT. Pratama Savindo Oetama. By understanding these two factors, the company is expected to be able to design more effective strategies to improve human resource quality and encourage the optimal achievement of long-term goals.

REVIEW OF LITERATURE

Employee Performance

Performance is defined as the quality and quantity of work results achieved by an individual in carrying out their duties in accordance with the responsibilities assigned to them. Mangkunegara (Mulyadi et al., 2021) defines performance as a measure of how well an individual performs over a specific period compared to company standards. Employee performance refers to how employees contribute to the organization in terms of attendance, work quality, work quantity, length of service, and attitude toward the company environment. Ali & Wardoyo (Wahyuni & Budiono, 2022)

Motivation

Work motivation is the driving force that creates a passion for work in an employee, encouraging them to collaborate effectively to create satisfaction. Rahayu and Aprianti (Clarissa et al., 2023) state that work motivation questions how to direct the power and potential of subordinates so they are willing to work together productively to successfully achieve and realize predetermined goals. Hasibuan (Ratnasari & Firmansyah, 2021) states that work motivation is a key factor in the development of employee motivation.

Understanding the Work Environment

The work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and in groups. Sedarmayanti (in Mulyadi et al., 2021) states that the work environment is everything around workers that can influence their performance of tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. Afandi (in Ratnasari & Firmansyah, 2021) states that the work environment is a function of the environment surrounding workers.

The work environment here refers to everything surrounding workers that can influence them in carrying out their assigned tasks. Physical environmental factors that companies must consider to increase work enthusiasm and passion include cleanliness, ventilation, lighting, quietness, security, and noise (Ayunasrah et al., 2022).

RESEARCH METHOD

Types and Approaches of Research

This study uses a quantitative approach with a descriptive approach. This approach was used because this study aims to systematically and objectively measure the relationships and influences between variables using numerical data. This study focuses on the influence of work motivation and the work environment on employee performance. The analysis was conducted using statistical models to test the previously formulated hypotheses.

Data Sources and Types

The data used in this study consists of primary and secondary data. Primary data was obtained directly from respondents, namely all 30 employees of PT. Pratama Savindo Oetama. Secondary data was obtained through relevant documents and literature such as internal company reports, journals, and other sources that support the research discussion. The type of data used is quantitative data, namely data in the form of numbers, and can be processed statistically. This data was obtained from the results of questionnaires distributed to respondents and other supporting documentation.

Data Collection Technique

The primary data collection technique in this study was a questionnaire, which involved distributing written questions via Google Forms to all employee respondents. Furthermore, the data was supported by direct observations in the workplace and interviews to obtain additional, more in-depth information. These three techniques were used in an integrated manner to ensure the data obtained was accurate and aligned with the research objectives.

Data Analysis Techniques

The data obtained was analyzed through several stages. The initial stage involved validity and reliability testing to ensure that the research instruments measured accurately and consistently. Next, descriptive statistical tests were conducted to describe the characteristics of the collected data.

Further analysis was conducted using classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met statistical criteria. The primary analysis used multiple linear regression to examine the influence of motivational and work environment variables on employee performance, both partially and simultaneously. Furthermore, the coefficient of determination test was used to measure the strength of the relationship between variables, and the t-test to test the significance of each independent variable's influence on the dependent variable.

RESULTS AND DISCUSSION

Data Instrument Test

Data instrument testing included validity and reliability tests, which were conducted to determine whether the instruments used in this study were valid and reliable. The following are the results of the validity and reliability tests:

Validity Test

Used to determine the validity of a questionnaire. A model is considered valid if the significance value is below 0.05 or 5%. The testing criteria are: if the calculated $r > r$ table, then the statement instrument has a significant correlation with the total score (valid). The number of data (n) = 30, and $df = 30-2$, the obtained r table is 0.361.

Table 1.

Validity Test of Employee Performance Instrument (Y)			
Instrument	r count	r table	Information
1	0.661	0.361	Valid
2	0.583	0.361	Valid
3	0.577	0.361	Valid
4	0.620	0.361	Valid
5	0.581	0.361	Valid
6	0.612	0.361	Valid
7	0.529	0.361	Valid
8	0.549	0.361	Valid
9	0.604	0.361	Valid

10	0.514	0.361	Valid
11	0.577	0.361	Valid

Source: Data processed by SPSS 30

Looking at the results of Table 4.3, by comparing the calculated r with the rtable of 0.361, the results obtained are that all employee performance statements are valid because all calculated r items are greater than rtable. This means that the variable instrument (Y), namely Employee Performance, can be used as a research instrument.

Table 2.
Motivation Instrument Validity Test (X1)

Instrument	r count	r table	Information
1	0.647	0.361	Valid
2	0.658	0.361	Valid
3	0.653	0.361	Valid
4	0.633	0.361	Valid
5	0.622	0.361	Valid
6	0.548	0.361	Valid
7	0.601	0.361	Valid
8	0.677	0.361	Valid
9	0.577	0.361	Valid
10	0.526	0.361	Valid
11	0.564	0.361	Valid

Source: Data processed by SPSS 30

Looking at the results of Table 2, by comparing the calculated r with the rtable of 0.361, the results obtained are that all Motivation statements are valid because all calculated r items are greater than rtable. This means that the variable instrument (X1), namely Motivation, can be used as a research instrument.

Table 3.
Validity Test of Work Environment Instrument (X2)

Instrument	r count	r table	Information
1	0.716	0.361	Valid
2	0.632	0.361	Valid
3	0.632	0.361	Valid
4	0.741	0.361	Valid
5	0.716	0.361	Valid
6	0.733	0.361	Valid
7	0.666	0.361	Valid

Source: Data processed by SPSS 30

Looking at the results of Table 4.5, by comparing the calculated r with the r table of 0.361, the results obtained are that all Work Environment statements are valid because all calculated r items are greater than the r table. This means that the variable instrument (X2), namely Work Environment, can be used as a research instrument.

Reliability Test

In this study, an instrument is considered reliable if its Cronbach's Alpha value is above 0.600. If the Cronbach's Alpha value is below this value, the instrument is considered unreliable. In this study, 11 independent variable instruments were tested for motivation, 7 for work environment, and 11 for employee performance, all of which were declared valid in previous validity tests. The results of the reliability test for each variable indicator in this study can be seen in the following table:

Table 4.
Reliability Test Results

Variables	Cronbach's Alpha	Limitation	Information
Motivation	0.826	0.600	Reliable
Work Environment	0.807	0.600	Reliable
Employee Performance	0.801	0.600	Reliable

Source: Data processed by SPSS 30

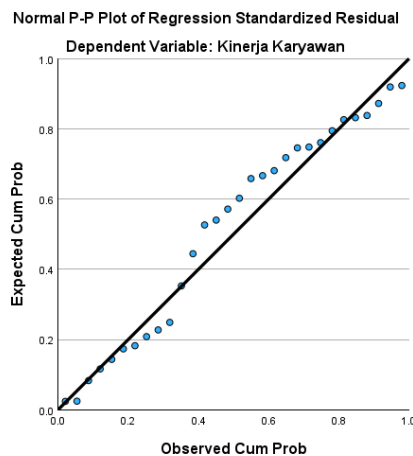
Based on the results of table 4.6, it shows that each independent and dependent variable is declared reliable because it has a Cronbach's Alpha value of more than 0.600, which means that it can be said that the results are acceptable and have a good value.

Classical Assumption Test

Normality Test

The normality test aims to determine whether the dependent and independent variables in a regression model have a normal distribution. If the histogram is normally distributed, the data obtained is considered normal. Meanwhile, if the PP plot forms a diagonal line, the data obtained is considered normal.

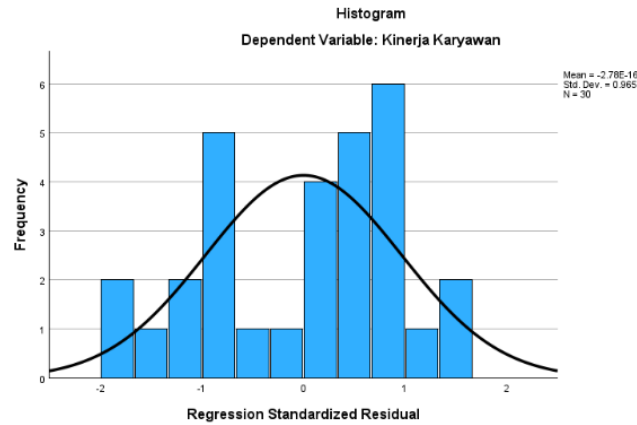
Figure 1.
Normality Test Results Normal Probability Plots



Source: Data processed by SPSS 30

Figure 4.3 shows that the points on the PP Plot graph are spread around the diagonal, and the data distribution on the histogram graph approaches a normal line. Therefore, it can be concluded that the data in this study has a normally distributed regression model.

Figure 2.
Histogram Graph Normality Test Results



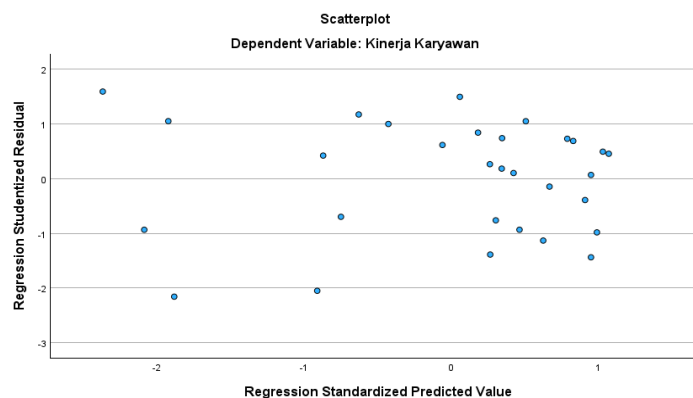
Source: Data processed by SPSS 30

Based on figure 4.4 above, it can be seen from the normal probability that the data or points are spread around the diagonal line, likewise with the histogram graph, a normal curve line is obtained, meaning that the data studied is above normal.

Heteroscedasticity Test

This test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of unequal variances of the residuals for all observations in the regression model. In this study, a heteroscedasticity test is carried out by viewing the plot graph between the predicted value of the dependent variable ZPRED and its residual SRESID. To detect heteroscedasticity, it can be done by looking at the presence or absence of a certain pattern in the scatterplot graph between SRESID and ZPRED where the X and Y axes have been predicted and the Y axis is the residual (Y prediction - Y actual) which has been studentized. The results of the heteroscedasticity test in this study can be seen in the following figure:

Figure 3.
Heteroscedasticity Test Results



Source: Data processed by SPSS 30

Based on Figure 4.5 above, it can be seen that the points in the graph are spread randomly and do not form a clear pattern and are spread both above and below the number 0 on the Y axis. This shows that the variables in the study do not experience heteroscedasticity problems.

Multicollinearity Test

The multicollinearity test examines the linear relationship between independent variables in a regression model. The test method used is to examine the Variance Inflation Factor (VIF) and Tolerance values. If the Tolerance value is >0.10 and the VIF is <10, the regression model does not have multicollinearity.

Table 5.
Multicollinearity Test Results

Model	Coefficients ^a		Standardized Coefficients Beta	Collinearity Statistics	
	Unstandardized Coefficients			Tolerance	VIF
	B	Std. Error			
1 (Constant)	12,255	7,881			
Motivation	.082	.069	.160	.985	1,015
Work environment	1,072	.203	.716	.985	1,015

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 30

Table 4.7 above shows that the VIF (variance inflation factor) value is $1.015 < 10$, and the tolerance value is $0.985 > 0.10$ for all variables used in the study. This indicates that there is no perfect or near-perfect linear relationship between the independent variables. Therefore, the regression model in this study did not encounter multicollinearity issues and has met the requirements for a good regression model.

Data Analysis Methods

Multiple Linear Regression Analysis

This analysis was conducted to determine the influence of an Employee Performance variable (Y), which is linked to the Motivation variable (X1) and the Work Environment variable (X2).

Table 6.
Multiple Linear Regression Test Results

Model	Coefficients ^a		Standardized Coefficients Beta
	Unstandardized Coefficients		
	B	Std. Error	
1 (Constant)	12,255	7,881	
Motivation	.082	.069	.160
Work environment	1,072	.203	.716

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 30

Based on the results of the SPSS calculations above, a multiple linear regression equation can be prepared as follows:

$$Y = 12.255 + 0.082 X_1 + 1.072 X_2$$

1. a = constant of 12.255, meaning that if the value of variables X1 and X2 (Motivation and Work Environment) is 0 (zero), then the value of the Job Satisfaction variable (Y) is 12.255.
2. B1 = regression coefficient of 0.082, is a value derived from the Motivation variable (X1) which has a positive regression direction, where for every 1 (one) point increase in the Motivation value (X1), the value of the Employee Performance variable (Y) will increase by 0.082 points.
3. B2 = regression coefficient of 1.072 is a value derived from the Work Environment variable (X2) which has a positive regression direction, where for every 1 (one) point increase in the Work Environment variable (X2), the Employee Performance value (Y) will increase by 1.072 points.

Coefficient of Determination Test

Table 7.
Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.715a	.511	.475	2,067

a. Predictors: (Constant), Work Environment, Motivation
 b. Dependent Variable: Employee Performance

Source: Data processed by SPSS 30

Based on the results in Table 4.9 above, it can be seen that the influence of Motivation and Work Environment on Employee Performance is 0.511, or 51.1%. The remaining 48.9% is influenced by other variables not included in this study.

Hypothesis Testing

Partial Test (T-Test)

The t-test is used to determine the magnitude of the influence of each independent variable. Furthermore, a partial test (t-test) is conducted to determine the extent of the influence of the independent variable on the dependent variable. The t-test is used to test whether the independent variable individually has a dominant influence with a significance level of 5%. The following are the steps in conducting a t-test:

Table 8.
t-Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,255	7,881		1,555	.132

Motivation	.082	.069	.160	1,1 81	.24 8
Work environment	1,072	.203	.716	5,2 83	<,0 01

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 25

It can be seen from table 4.10 that the results of the t-test above are as follows:
 Calculation of t table $df = nk - 1 = 30 - 2 - 1 = 27$ (2.051)

The Influence of Motivation on Employee Performance

Based on the results of the t test where the calculated t value $<$ t table (1.181 $<$ 2.051) and the significance value of 0.248 $>$ 0.05 or 5% so that Ho is accepted and Ha is rejected, meaning that motivation has a negative and insignificant effect on employee performance at PT. Pratama Savindo Oetama.

The Influence of Work Environment on Employee Performance.

Based on the results of the t test, where the calculated t value $>$ t table (5.283 $>$ 2.051) and the significance value is 0.001 $<$ 0.05 or 5% so that Ho is rejected and Ha is accepted, meaning that the Work Environment has a positive and significant effect on the Employee Performance of PT. Pratama Savindo Oetama.

Discussion

This study was conducted to analyze how motivation and career development affect employee performance. Thirty respondents, all employees of PT. Pratama Savindo Oetama participated in the study. Based on the data obtained and the results of the tests, several conclusions can be drawn regarding the research problem.

The Influence of Motivation on Employee Performance

Work Motivation variable has a negative and insignificant effect on Employee Performance of PT. Pratama Savindo Oetama. Because the calculated t value is smaller than the t table, with a value of 1.181 $<$ 2.051. In addition, it is known that the sig. value is 0.248, where the sig. value is greater than 0.05 or 0.248 $>$ 0.05, then Ho is accepted and Ha is rejected, meaning that Motivation has a negative and insignificant effect on Employee Performance of PT. Pratama Savindo Oetama.

This means that, in the context of this research, there is no evidence to support that increased work motivation positively contributes to improved employee performance. The tendency for negative effects suggests that increased motivation, as implemented, may not have the desired impact or may even potentially decrease employee performance.

These results indicate the need for a thorough review of the motivational strategies and methods implemented in companies. The approaches used may not be aligned with employee characteristics or may overlook other important factors influencing performance, such as leadership and organizational culture. Therefore, further research is recommended to identify elements that support employee performance and develop more effective and comprehensive motivational strategies.

The results of this study are in line with research conducted by Rona Tanjung, Hutri Agus Romi, Faqar Firmansyah (2023) (Tanjung et al., 2023) entitled The Influence of Motivation, Communication, Organizational Commitment, and Work Environment on

Employee Performance at PT. Dharma Pacific Engineering. The results showed that work motivation had a negative and insignificant effect on employee performance.

The Influence of Work Environment on Employee Performance

The Work Environment variable has a positive and significant effect on the Employee Performance of PT. Pratama Savindo Oetama. Because the calculated t value is greater than the t table with a value of $5.283 > 2.051$. In addition, it is known that the sig. value is 0.001, where the sig. value is smaller than 0.05 or $0.001 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that the Work Environment has a positive and significant effect on the Employee Performance of PT. Pratama Savindo Oetama.

These results indicate that a positive work environment can encourage employees to work more productively and optimally. A supportive work environment, whether in terms of facilities, security, or relationships between coworkers, has been shown to play a significant role in increasing motivation and work effectiveness. Therefore, companies are advised to continuously improve and optimize their work environment to support overall employee performance.

The results of this study are in line with the research conducted by Rifki Alan Aldiansyah, Tristiana Rijanti (2021) (Aldiansyah & Rijanti, 2021) entitled The Influence of Work Involvement, motivation, and Work Environment on Employee Performance (Study at the Semarang City Regional Revenue Agency). The results showed that the Work Environment has a positive and significant effect on Employee Performance.

Reflection of Taughid Performance

Performance is an individual's way of realizing themselves. It encompasses values, beliefs, and understandings held and grounded in strong moral principles, motivating people to produce high-quality work. The Quran discusses good employee performance, as explained in Surah Al-Saff, verse 4:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَهُمْ بُنِينَ مَرَّصُونَ ٤

Meaning: "Indeed, Allah loves those who fight in His cause in ranks as if they were a solid structure."

Surah Al-Shaff verse 4 contains how Allah gave instructions to his people to fight in orderly ranks, with people who entered (worked in) certain organizations. "In an orderly line" can be explained that when entering into an orderly line (organization) you must carry out in an orderly manner what needs to be achieved to achieve goals and need to set organizational performance standards in a better way to make the organization stronger than before.

Meanwhile, the definition of employee performance in the Al-Quran, Surah An-Nahl, verse 97, is as follows:

مَنْ عَمِلْ صَالِحًا مِّن ذَكَرٍ أَوْ أُنْثَىٰ وَهُوَ مُؤْمِنٌ فَلَنُحْيِيَنَّهٗ حَيٰوةً طَيِّبَةً وَلَنَجْزِيَنَّهُمْ

أَجْرَهُمْ بِأَحْسَنِ مَا كَانُوا يَعْمَلُونَ ٩٧

Meaning: "Whoever does righteous deeds, whether male or female, while being a believer, then verily We will give him

to them a good life and indeed We will reward them with a better reward than what they have done."

The meaning of the Al-Qur'an, Surah An-Nahl verse 97, is that in the world of work, an employee must work well and sincerely, in order to get a good reward according to the performance they have done.

Motivation

Motivation is an impulse from within a person that makes him or her really want to do something wholeheartedly. What is used for this motivation in Islam is the guidance in Surah At-Taubah Verse 105 which reads:

وَقُلْ أَعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَىٰ
عَلِيمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ ﴿١٠٥﴾

Meaning: "Work, and Allah will see what you do, and so will His Messenger and the believers, and you will be returned to Him (Allah) Who knows the unseen and the seen, and He will inform you of what you did."

From the verse above, it is explained that Allah motivates His servants to be serious in the process of their deeds and work because this process is what He sees and assesses, humans are required to work according to their hearts' desires by paying attention to the usefulness of the work carried out, and in order to achieve salvation in this world and the hereafter, every work done by humans will be seen by Allah and His Messenger and the believers will be witnesses of the work done by humans and all human deeds will be returned later in the hereafter.

Work Environment

A positive work environment within an organization has a significant impact on employee performance. One key consideration is ensuring smooth and comfortable relationships between employees, subordinates, and superiors. This is evident in the Prophet Muhammad's (peace be upon him) successful in establishing a positive work environment due to his compassionate attitude toward others.

As stated in QS-Ali Imran verse 159, namely:

فَبِمَا رَحْمَةٍ مِّنَ اللَّهِ لِنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًا غَلِيظَ الْقَلْبِ لَأَفَضُوا مِنْ حَوْلِكَ فَاعْفُ
عَنَّهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ

الْمُتَوَكِّلِينَ ۝ ١٥٩

Meaning: "So it is because of Allah's grace that you act gently towards them. If you were harsh and harsh-hearted, they would certainly distance themselves from those around you. Therefore, forgive them, ask forgiveness for them, and consult with them in this matter. Then when you have made up your mind, then put your trust in Allah. Indeed, Allah loves those who put their trust in Him."

The work environment is everything around an employee that can influence them when carrying out their assigned tasks. Companies need to pay more attention to conditions both inside and outside the workplace to ensure employees can carry out their work comfortably and peacefully.

CONCLUSION

In essence, many factors can influence employee performance. Each organization has distinct and dominant factors that influence employee performance. As in the results of this study, based on the data analysis and discussion, we can conclude that:

Motivation has a negative and insignificant effect on employee performance at PT. Pratama Savindo Oetama. In this case, motivation has a negative effect on employee performance at PT. Pratama Savindo Oetama, but the impact is small and not strong enough to be considered statistically significant.

The work environment has a positive and significant impact on employee performance at PT. Pratama Savindo Oetama. This means that the better the work environment in the company, the higher employee performance.

REFERENCES

- Aldiansyah, R. A., & Rijanti, T. (2021). Pengaruh Keterlibatan Kerja, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai (Studi Pada Badan Pendapatan Daerah Kota Semarang). *Value : Jurnal Manajemen Dan Akuntansi*, 16(1), 302–311. <https://doi.org/10.32534/jv.v16i1.1914>
- Anggi Dinanti Akhiriani, & Taufik Risal. (2023). Pengaruh Lingkungan Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Dinas Perindustrian Dan Perdagangan Provinsi Sumatera Utara. *Jurnal Ekonomi, Bisnis Dan Manajemen*, 2(1), 27–36. <https://doi.org/10.58192/ebismen.v2i1.575>
- Arsindi, P., Kamidin, M., Rahman, Z., & Mahmud, A. (2020). Center of Economic Student Journal 3(2) (2021) | 86. *Center of Economic Student Journal*, 5(2), 86–95. Retrieved from <https://repository.umi.ac.id/1567/1/Arsindi.pdf>
- Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Pengaruh Lingkungan Kerja terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Mediasi pada Dinas Lingkungan Hidup Kabupaten Bener Meriah. *Jurnal Ilmiah Ilmu Manajemen*, 4(1), 1–10. <https://doi.org/10.55542/juiim.v4i1.147>
- Clarissa, P., Remuna, D., Nyoman Mustika, I., Widyawati, S. R., Ekonomi, F., Universitas, B., & Denpasar, M. (2023). Pengaruh Motivasi Kerja, Komunikasi Dan Semangat Kerja Terhadap Kepuasan Kerja Karyawan Pada Pt Tokohero Bali Nusa Di Denpasar. *Emas*, 4(11), 2744–2753.
- Effendy, A. A., & Fitria, J. R. (2020). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus PT. Modernland Realty, TBK). *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 264. <https://doi.org/10.32493/jjsdm.v3i3.4864>
- Endrekson, R. (2022). Pengaruh Gaya Kepemimpinan Dan Kompensasi Terhadap Kinerja Karyawan Pada Puskesmas Mekarsari Kecamatan Rangkasbitung. *The Asia Pacific Journal of Management Studies*, 9(2), 505–519. <https://doi.org/10.55171/apjms.v9i2.703>
- Febrina, I. H. R. (2024). Motivasi Kerja Sumber Daya Manusia dalam Organisasi: Sebuah Tinjauan Pustaka. *Ejournal.Hakhara-Institute.Com*, 1(1), 29–34. Retrieved from <https://ejournal.hakhara-institute.com/index.php/HSSB/article/view/14>
- Ghozali, I. (2019). *Desain Penelitian Kualitatif dan Kuantitatif*. Universitas Diponegoro.

- Hardani, Auliya, Hikmatul, N., Andriani, H., Fardani, Asri, R., Ustiawaty, J., Utami, Fatmi, E., ... Istiqomah, Rahmatul, R. (2020). *Metode Penelitian Kualitatif & Kuantitatif*. (H. Abadi, Ed.). Yogyakarta: CV. Pustaka Ilmu.
- Hidayat, Syamsul, M., Perkasa, Hikmah, D., Abdullah, Al Faruq, M., Febrian, Desty, W., Purnama, Herawaty, Y., Deswindi, L., & Ekhsan, M. (2024). Motivasi Kerja, Disiplin Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Pt Kalimutu Mitra Perkasa. *Ayan*, 15(1), 37–48.
- Mulyadi, M., Purnomo, N., Sutrisno, S., Komarudin, K., & Suryani, N. L. (2021). Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Sriwijaya Dinamika Perkasa Di Surabaya. *Jurnal Ekonomi Efektif*, 4(1), 16. <https://doi.org/10.32493/jee.v4i1.14500>
- Parashakti, R. D., & Setiawan, D. I. (2019). Gaya Kepemimpinan dan Motivasi terhadap Kinerja Karyawan pada Bank BJB Cabang Tangerang. *Jurnal Samudra Ekonomi Dan Bisnis*, 10(1). <https://doi.org/10.33059/jseb.v10i1.1125>
- Puspitasari, P., Yuniyanto, A., Ekonomika, F., Bisnis, D., Semarang, U. S., Id, U. A., & Id, C. (2024). Pengaruh Motivasi, Kompensasi, Dan Komitmen Organisasional Terhadap Kinerja Karyawan (Studi Pada PT. Boga Makmur Gracia Kendal). *Management Studies and Entrepreneurship Journal*, 5(1), 1370–1378. Retrieved from <http://journal.yrpiiku.com/index.php/msej>
- Ratnasari, D., & Firmansyah, I. (2021). Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt Pratama Abadi Industri Sukabumi (Studi Kasus Pada Divisi Produksi Cell 26). *Jurnal Mahasiswa Manajemen*, 2(1), 145–158.
- Sihaloho, R. D., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273–281.
- Sinollah, & Zaenulloh Amin. (2021). Pengaruh Motivasi, Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Studi Pada Dinas Perindustrian dan Perdagangan Kabupaten Malang. *Sketsa Bisnis*, 8(2), 112–122. <https://doi.org/10.35891/jsb.v8i2.2556>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabet.
- Sumiati, M., & Purbasari, R. N. (2019). Pengaruh motivasi kerja, kepuasan kerja dan kemampuan kerja terhadap kinerja karyawan pada PT. Iron Bird Transport. *Jurnal Bisnis Dan Akutansi*, 21(1), 211–220.
- Suparman, D. R., Jajang, D., & Wahyudin, S. H. G. (2023). Pengaruh Motivasi terhadap Kinerja Karyawan Perusahaan PT Bekaert Indonesia Karawang. *Bisma: Jurnal Manajemen*, 9(1), 47–53. <https://doi.org/10.23887/bjm.v9i1.51314>
- Supriadi, S. (2023). *MANAJEMEN SUMBER DAYA MANUSIA*. (M. Mita, Moy, Ed.). Semarang: Yayasan Drestanta Pelita Indonesia Redaksi.
- Sutrisno. (2020). *Manajemen Sumber Daya Manusia*. Kencana.
- Tanjung, R., Romi, Agus, H., & Firmansyah, F. (2023). Pengaruh motivasi, komunikasi, komitmen organisasi, dan lingkungan kerja terhadap kinerja karyawan pt. Dharma pacificengineering. *Jurnal Manajerial Dan Bisnis Tanjung Pinang*, 6(1), 69–80.
- Toha, Mohamad & Supriyanto. (2023). Factors Influencing the Consumer Research Process: Market Target, Purchasing Behavior and Market Demand (Literature Review Of Consumer Behavior). *Danadyaksa: Post Modern Economy Journal*, 1(1), 1–17. Retrieved from <https://e-journal.bustanul-ulum.id/in>

- Wahyuni, A., & Budiono. (2022). Pengaruh Lingkungan Kerja Dan Kompetensi Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Jurnal Ilmu Manajemen*, 10(3), 769.
- Warongan, B. U., Dotulong, L. O., & Lumintang, G. G. (2022). Pengaruh Lingkungan Kerja dan Stres Kerja terhadap Kinerja Karyawan Pada PT Jordan Bakery Tomohon. *Jurnal EMBA*, 10(1), 963–972. Retrieved from <https://ejournal.unsrat.ac.id/v3/index.php/emba/article/view/38527>
- Widyaningrum, M, E. (2019). *Manajemen Sumber Daya Manusia*. UBHARA Manajemenpress dan Universitas Bhayangkara Surabaya.
- Yumhi. (2021). Pengaruh Disiplin Kerja, Kompetensi Dan Motivasi Kerja Terhadap Kepuasan Kerja. *The Asia Pacific Journal of Management Studies*, 8(2), 71–78.