



# EMPLOYEE PERFORMANCE BASED ON MOTIVATION AND WORK ENVIRONMENT

By

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## ABSTRACT

Performance is an important factor to measure the results of employee work so that the achievement of company goals in productivity is also measured. This study aims to determine and analyze the effect of motivation and work environment on the performance of employees of PT Honoris Industry Bogor. This research design uses descriptive and verification methods. The sampling technique in this study used a type of probability sampling with simple random sampling technique. The number of respondents was 100 people. The subjects of this research are employees of PT Honoris Industry Bogor, and the objects of this research are motivation, work environment and employee performance. The tools used in this analysis are path analysis, multiple correlation analysis, coefficient of determination analysis and hypothesis testing with the F test and T test. The results showed that employee responses to motivation variables were in the high category, the work environment was in the very good category and employee performance was in the high category. Motivation and work environment have a direct and positive effect on the performance of employees of PT Honoris Industry Bogor. Motivation has a direct and positive effect on the performance of employees of PT. Honoris Industry Bogor. The work environment has a direct and positive effect on the performance of employees of PT. Honoris Industry Bogor

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## 1. INTRODUCTION

Human Resource Management (HRM) manages the human element efficiently and effectively and can be optimally utilized to achieve organizational goals. Human Resource (HR) is one of the important factors in the company, so HR must be managed in such a way that quality can support the achievement of predetermined goals so that the company can compete and achieve success. Companies really need maximum and serious performance of employees so that company goals can be easily achieved.

PT Honoris Industry Bogor is an energy saving lamp production company that has production targets that need to be achieved within a certain period of time. One of the factors that influence the production targets not to be achieved is that the motivation of the employees is still low and the working environment is not good, so it affects the suboptimal performance. The following is Table 1 data on the achievement of production targets in the company in 2021.

**Table 1. Data on Achievement of Production Targets at PT. Honoris Industry Bogor in 2021**

No	Month	Production		Percentage(%)	Description
		Realization	Target		
1	January	6.344.588	8.162.049	77	Not achieved
2	February	4.992.326	8.162.049	61	Not achieved
3	March	8.162.049	8.162.049	100	Achieved

4	April	6.344.588	8.162.049	77	Not achieved
5	May	4.992.326	8.162.049	61	Not achieved
6	June	8.162.049	8.162.049	100	Achieved
7	July	5.832.577	8.162.049	71	Not achieved
8	August	3.597.032	8.162.049	44	Not achieved
9	September	5.853.089	8.162.049	71	Not achieved
10	October	4.235.878	8.162.049	52	Not achieved
11	November	8.162.049	8.162.049	100	Achieved
12	December	7.084.923	8.162.049	87	Not achieved
<b>Average</b>		<b>6.146.956</b>	<b>8.162.049</b>	<b>75</b>	Not achieved

Source: PT. Honoris Industry, 2022

PT Honoris Industry during 2021 shows that the achievement of production targets was not achieved with an average achievement of only 75%. The highest achievement of production targets in March, June and November with a percentage of 100%, while the lowest was in August with a percentage of 44%. This condition makes the performance of employees at PT Honoris Industry Bogor less than optimal and did not meet the company's expectations. As a result of not achieving the production target, it affects the company's sales target because the goods produced do not meet the company's sales needs.

The company's sales fluctuated for a year and did not reach the target. Employee performance is very important, so companies need to pay more attention to employee performance to be more optimal. According to Cashmere (2016: 208), employee performance can be measured by looking at the amount produced by a person according to or above the target. The following is Table 2. The target and realization of the company's product sales in 2021.

**Table 2. Target and Realization of Product Sales at PT Honoris Industry in 2021**

No	Month	Production (Rp)		Percentage(%)	Description
		Realization	Target		
1	January	267.456.000	286.040.000	93,50	Not achieved
2	February	189.034.000	286.040.000	66	Not achieved
3	March	297.134.000	286.040.000	103,87	Achieved
4	April	255.436.000	286.040.000	89,30	Not achieved
5	May	279.901.000	286.040.000	97,85	Not achieved
6	June	291.100.000	286.040.000	101,76	Achieved
7	July	199.674.000	286.040.000	69,80	Not achieved
8	August	211.543.000	286.040.000	73,95	Not achieved
9	September	278.910.000	286.040.000	97,50	Not achieved
10	October	241.980.000	286.040.000	85,59	Not achieved
11	November	309.723.000	286.040.000	108,27	Achieved
12	December	189.450.000	286.040.000	66,23	Not achieved
Average		286.040.000	286.040.000	87,71	Not achieved

Source: PT. Honoris Industry, 2022

PT Honoris Industry has fluctuating sales targets and realizations. The highest sales targets are in March, June and November, this happens because in this month the goods production target is achieved so that it meets the sales needs of the company. The average achievement of the sales target in 2022 was only 87.71%, so the sales target that was not achieved was 12.29%. The sales target is not achieved because the fulfillment of product needs is not met, so the company needs to further improve employee performance in order to achieve production targets and employees work more optimally. The decline in employee performance is caused by low motivation and poor work environment.

Motivation can affect employee performance and work results. Providing good work motivation can encourage employees to work more productively, for example, providing opportunities for employees to develop creativity and enthusiasm to mobilize all their abilities to achieve high work performance. The following is data on the assessment of employee performance in the company in 2021.

**Table 3. Employee Job Achievement Assessment of PT Honoris Industry Bogor 2021**

No	Position	Number of Employee (people)	Average Work Achievement	Criteria
1	Director	1	90	Good
2	General Manager	1	80	Good
3	Senior Manager	2	78	Good



4	Manager	10	76	Good
5	Assistant Manager	19	73	Good Enough
6	Supervisor	43	70	Good Enough
7	Assistant Supervisor	10	60	Not Good
8	Sub. Leader	41	60	Not Good
9	Member	411	58	Not Good

Source: PT. Honoris Industry, 2022

Employee work performance based on position in 2021, in the position of assistant supervisor and sub. leader received an average work performance score of 60 with unfavorable criteria, while in the position of member only received an average work performance score of 58 with unfavorable criteria. This is due to the lack of providing motivation to employees to develop high creativity and enthusiasm to achieve work performance. Thus, it has an impact on employee performance that is less than optimal and causes the company's performance is not achieved and causes low motivation and a poor work environment.

The work environment can have an impact on employee performance, if the company provides a safe and comfortable impression of the work environment can affect employees in the performance of their duties. The standard of the physical working environment conditions must be in accordance with PERMENKES No. 70 of 2016, so that employees can work comfortably and optimally. The physical conditions of the work environment are shown in Table 4.

**Table 4. Data on Physical Work Environment Condition Standards According to PERMENKES No. 70 of 2016 at PT Honoris Industry Bogor**

No.	Physical Performance	Measures in the Workplace	Standar from the Minister of Health	Description
1	Lighting (lux)	200	300-500	Not suitable
2	Air Temperature (°C)	18-28	18-28	Appropriate
3	Noise (dBA)	95	85	Not suitable
4	Movement Space ( $m^3/person$ )	11	11	Appropriate

Source: PT. Honoris Industry, 2022

The standard of physical work environment conditions at PT Honoris Industry in the measurement of lighting is 200lux and noise is 95dBA, which is still not in accordance with the standards of the Industrial Work Environment Health Requirements (PERMENKES No. 70 of 2016), so based on this data, there is still a need to improve the lighting and noise levels at PT Honoris Industry Bogor. In addition to the standard working environment conditions, the company's work facilities must also be considered in order for employees to work optimally. The following data on the working facilities in the company are shown in Table 5.

**Table 5. Condition of Work Facilities at PT Honoris Industry Bogor**

No	Work Facilities	Amount	Condition	
			Used	Broken
1	Production machinery	48	43	5
2	Quality control and measuring equipment	10	10	-
3	Machine maintenance workshop	3	3	-
4	Worship Room	5	5	-
5	Toilets	20	20	-
6	Raw material and finished goods warehouse	4	4	-
7	Material and Product Handling Equipment	8	5	3
8	Air Conditioning	8	8	-

Source: PT. Honoris Industry, 2022

The work facilities in PT Honoris Industry Bogor are quite good, but for production machines there are 5 (five) damaged machines and transportation equipment and products there are 3 (three) damaged tools so that employees cannot use them to work. This can affect the employee's work process to be less than optimal because the company's available work facilities are less helpful in supporting the employee's work. In addition to the physical work environment, the non-physical environment must also be considered to create a good and harmonious relationship between supervisors and employees or co-workers. These conditions are shown in Table 6. below:

**Table 6. Pre-Survey Results of Non-Physical Work Environment in Employees PT Honoris Industry Bogor**

No	Indicator Non-Physical Work Environment	Question	Answer		Interpretation
			Yes	No	
1	Relationship with Supervisor	Does your supervisor provide guidance and direction that affects the working relationships between employees?	5	25	Most employees 83% reported that supervisors do not provide guidance that affects working relationships between employees.
2	Relationship with co-workers	Do you have a good relationship with your co-workers and do you work together to achieve the desired work results?	16	14	Some employees (47%) say they have a poor relationship and do not work together to achieve the desired work results.
Average Non-Physical Work Environment			11	19	Most employees 63% reported that the non-physical work environment is not considered good in terms of indicators of relationships with supervisors and relationships with co-workers.

Source: PT. Honoris Industry, 2022

The non-physical work environment at PT Honoris Industry Bogor is 63% not good enough. This is due to the lack of guidance from supervisors, which affects the working relationship among employees and poor relationships so that employees do not work together to achieve the desired work results. This results in not achieving optimal performance, motivation and work environment.

Therefore, the research aims to determine and analyze the direct and indirect effects of motivation and work environment on employee performance at PT Honoris Industry Bogor. For companies, this research is used as input and reference in human resource management, especially in improving employee performance. The results of this study are expected to be useful for parties who need and as information and reference material for subsequent research.

## 2. METHODS

Human resource management has the meaning as the science and art of how to manage the relationship of the role of labor to be effective and efficient, as well as the process of acquiring, training, evaluating and compensating employees to achieve individual and organizational goals (Dessler, 2015; Hasibuan, 2013; Sofyan 2013).

Motivation is a desire that arises in a person to create enthusiasm for work so that they want to work and achieve certain things in accordance with predetermined goals (Hasibuan, 2013; Afandi, 2018; Sutrisno, 2011). The work environment is a place for employees where there are several support facilities to achieve the company's goals in accordance with the vision and mission so that it can influence him in carrying out the tasks assigned by the company (Sedarmayanti, 2017; Afandi, 2018; Nitisemito, 2014).

Performance is the results and behavior achieved by a person or group in carrying out their duties in accordance with the responsibilities assigned to them (Kasmir, 2016; Afandi, 2018; Mangkunegara, 2013).

### Hypothesis Development

Motivation is an encouragement that creates a person's enthusiasm for work so that he or she will produce good work results and performance. A comfortable and conducive work environment can increase enthusiasm for work so that employee performance becomes more optimal. Research conducted by Iba, et al, (2021) that motivation and work environment have a direct and positive effect on employee performance. Therefore, motivation and work environment play an important role in improving employee performance.



A motivation that arises in a person will provide an impetus to do something and achieve certain goals so that the performance produced in earnest will get maximum results. According to a study conducted by Sukmawati (2017), motivation has a real and significant effect on employee performance. This shows that the better the motivation given, the more employee performance increases.

The physical work environment such as standard work environment conditions and work facilities available in the company can provide comfort and make it easier for employees to complete their work, as well as non-physical aspects, if employee relationships with superiors or fellow employees are well established and harmonious, it will improve employee performance in completing the tasks assigned to them. Research conducted by Widiyanto, et al, (2021) that the work environment has a significant and positive effect on employee performance. Therefore, the work environment is one of the important factors in improving employee performance. Based on the opinions of experts and research conducted, the hypothesis is as follows: 1) It is assumed that there is a direct and positive effect of motivation and work environment on employee performance (H1); 2) It is assumed that there is a direct and positive effect of motivation on employee performance (H2); 3) It is assumed that there is a direct and positive effect of work environment on employee performance (H3). The framework in Figure 1. is as follows:

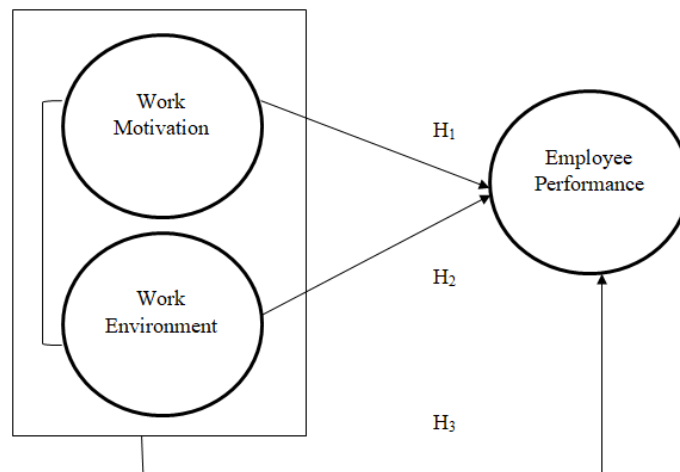


Figure 1. Framework of Thought

### 3. RESEARCH METHODOLOGY

This research takes quantitative method with descriptive and verification research designs using two exogenous variables and one endogenous variable. The method of analysis uses path analysis to determine the direct and indirect effects. 538 employees became the population in this study, but only 100 employees were sampled. According to Frankel and Wallen in Amiyani (2016: 06), the minimum sample size for descriptive research is 100. The data collection procedures are 1) direct observation, 2) interviews, 3) distribution of questionnaires based on loyal variables, and 4) library research. The following are operational variables.

Table 7. Variable Operationalization

Variable	Concept Variable	Indicator	Scale Measure
Motivation (X <sub>1</sub> )	Motivation is the provision of driving force that creates a person's work enthusiasm, so that they want to work together to work effectively and integrated with all their efforts to achieve satisfaction. (Hasibuan, 2013: 143)	1. The need for achievement 2. The need for belonging 3. The need for power (Hasibuan, 2013:162)	Ordinal Ordinal Ordinal

Variable	Concept Variable	Indicator	Scale Measure
Work Environment (X <sub>2</sub> )	The work environment is the totality of tools and materials of the environment in which a person works, his work methods, and his work arrangements both as an individual and as a group. (Sedarmayanti, 2017: 9)	1. Lighting	Ordinal
		2. Air circulation	Ordinal
		3. Noise level	
		4. Use of paint	Ordinal
		5. Space required	Ordinal
		6. Workd safety	
		7. Employe relationship with supervisors	Ordinal
		8. Reationship between employees	Ordinal
		(Sedarmayanti, 2017:45)	Ordinal
			Ordinal
Employee Performance (Y)	Performance is the results and behaviors achieved in completing assigned tasks and responsibilities in a given period of time. (Kasmir 2016:182)	1. Quality of work	Ordinal
		2. Quantity of work	Ordinal
		3. Punctuality	
		4. Responsibility	Ordinal
		5. Activity	Ordinal
		(Kasmir 2016:208)	Ordinal
			Ordinal

The validity test is used to measure whether a questionnaire/statement is valid or not. A questionnaire/statement is said to be valid if the statement is able to reveal something that is measured by the questionnaire. The data is valid and feasible if the correlation coefficient is equal to or greater than 0.3, but on the other hand, if the correlation coefficient is less than 0.3, the data is declared invalid and not feasible. In this study, the results show that all the data are more than 0.3 and are said to be valid.

The purpose of the reliability test is to know the extent to which it measures and gives relatively consistent results when repeated measurements are made on the same subject. The variability is said to be realizable if the average value is 0.6 or more, and conversely, if the average value is less than 0.6, then the variability is not realizable. The results of this study are that the average value is more than 0.6 and is said to be reliable.

Before conducting the path analysis test, a classical assumption test is conducted which includes normality, multicollinearity, and heteroscedasticity tests to justify the conclusions in this study. The conclusion of the classical assumption test results is that there are no problems of normality, multicollinearity and heteroscedasticity.

Path analysis is an extension of multiple linear regression analysis, which is used to determine the direct and indirect effects between exogenous variables on endogenous variables. The following diagram model can be seen in Figure 2.

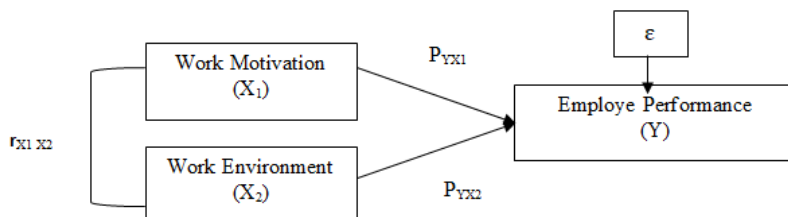


Figure 2. Path Diagram Model

The path diagram consists of a structural equation with only one substructure, namely X<sub>1</sub> and X<sub>2</sub> are called exogenous variables and Y as an endogenous variable, with the following structural equation:

$$Y = P_{YX1} X_1 + P_{YX2} X_2 + \epsilon$$

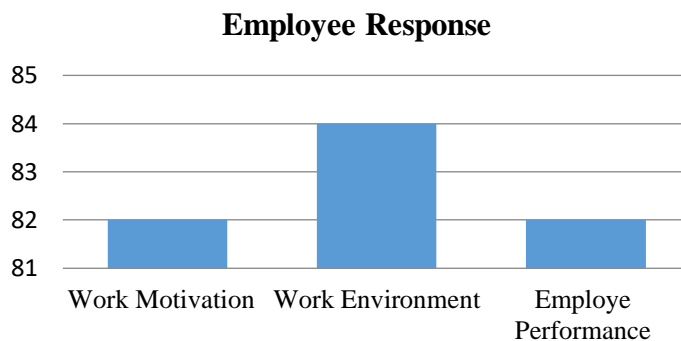
Description:



$X_1$  : Motivation as first exogenous variable  
 $X_2$  : Work environment as second exogenous variable  
 $\epsilon$  : Other variables not studied

#### 4. RESULTS

PT Honoris Industry is an energy saving lamp assembly company with a domestic brand, HORI. The company has employee characteristics with the majority being male 79 percent, this is because workers need a strong physique because they are related to production tools and machines. Age 20-35 years of 73 percent, this shows that employees are still in a productive age. High school/vocational education is 70 percent, this is in accordance with the minimum education requirements for employees. Work experience of 2-5 years is 67 percent, which shows that the majority of employees are experienced and have good loyalty. Income of Rp. 4,000,000-Rp. 5,000,000 by 66 percent indicates that the wage or salary is in accordance with the Bogor Regency UMK. A recapitulation of employee responses to research variables can be seen in Figure 3.



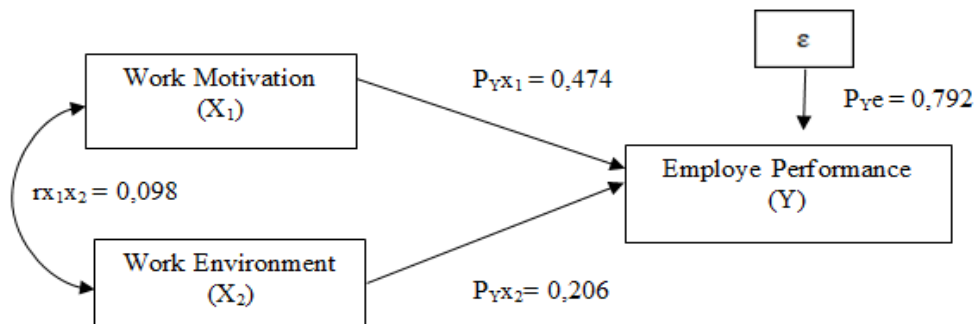
**Figure 3. Recapitulation of Employee Responses to Motivation, Work Environment and Employee Performance**

Source: Primary data processed, 2023

Employee responses of 82 percent indicated that motivation is high because employees are given opportunities to develop creativity at work, recognition and awards are given to employees who excel, good relationships are established among co-workers so that employees feel comfortable at work, and opportunities are provided by the company to obtain certain positions so that employees are motivated to work optimally. As many as 84 percent said that the work environment is very good when aspects of the physical and non-physical environment of the company are good and conducive to making it easier for employees to work so that they feel safe and comfortable doing their jobs. 82 percent stated that employee performance is high because of the support of high motivation and a good work environment, so it has some impact on employee performance to be optimal. The structural equation for the model of the influence of motivation and work environment on employee performance is as follows:

$$Y = 0.474 X_1 + 0.206 X_2 + 0.792$$

The model is not a structural model, which does not describe the predicted value of changes in exogenous variables on endogenous variables. The structural equation can be seen in the model in Figure 3.



**Figure 3. Path Diagram of Structural Model of Motivation (X1) and Work Environment (X2) on Employee Performance (Y)**

Source: Primary data processed, 2023

The results of the path analysis can be seen in table 8.

**Table 8. Recapitulation of Motivation and Work Environment on Employee Performance**

Variable	Path Coefficient	Employee Performance (Y)			Total Effect
		Direct	Indirect		
			X <sub>1</sub>	X <sub>2</sub>	
Motivation	0,474	22,47	-	0,96	23,43
Work Environment	0,206	4,24	0,96	-	5,20
<b>Total Effect</b>		26,71	0,96	0,96	28,63

Source: Primary data processed, 2023

Based on the results of these calculations, the following explanation:

1. The path coefficient of motivation on employee performance is 0.474. With the results of the direct effect of motivation on employee performance without considering other factors, it is obtained at 22.47, and the indirect effect of motivation on employee performance seen in relation to other factors is 0.96. Thus, the total effect of motivation on employee performance is 23.43.
2. The path coefficient of work environment on employee performance is 0.206. The result of the direct effect of motivation on employee performance without considering other factors is 4.24, and the indirect effect of work environment on employee performance seen from the existence of a relationship with other factors is 0.96. The total effect of work environment on employee performance is 5.20.

The relationship between motivation and work environment on employee performance shows a correlation result of 0.610, which means that there is a strong relationship between these variables. This means that the better the motivation and work environment variables, the more employee performance will increase. The result of the coefficient of determination (R<sup>2</sup>) is known to be 0.372 or 37.2 percent. This shows that the percentage contribution of the influence of motivation and work environment on employee performance is 37.2 percent, while the rest is influenced by other variables not included in this research model.

Hypothesis testing is carried out to determine the effect of exogenous variables of motivation and work environment on endogenous variables of employee performance using F-test, in the second stage a t-test is carried out to see the significance of each of the exogenous variables of motivation and work environment on endogenous variables of employee performance. The results of the F-test hypothesis test are presented in Table 9.

**Table 9. Testing the Path Coefficient**

Hypothesis	R <sup>2</sup>	F <sub>count</sub>	F <sub>table</sub>	sig	Decision	Conclusion
H <sub>0</sub> : $\beta_i \leq 0$	0,372	28,747	4,83	0,000	H <sub>0</sub> rejected	Significant

Source: Primary data processed, 2023

The results obtained F<sub>count</sub> value of 28.747 is greater than the F<sub>table</sub> value of 4.83 with a significance of 0.000 less than 0.05. Therefore, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means that motivation and work environment have a direct and positive effect on employee performance.

The t-test is used to determine the direct effect of each motivation and work environment variable on employee performance. The results of the t-test are shown in Table 10.

**Table 10. Testing the Path Coefficient**

Hypothesis	Path Coefficient	T <sub>count</sub>	t <sub>table</sub>	Sig	Decision	Conclusion
H <sub>01</sub> : $\beta_1 \leq 0$	0,474	4,964	1,985	0,000	H <sub>0</sub> rejected	Significant
H <sub>02</sub> : $\beta_2 \leq 0$	0,206	2,157	1,985	0,033	H <sub>0</sub> rejected	Significant

Source: Primary data processed, 2023

The t-test statistic is performed by comparing the t-count and the t-table, if the t-count is greater than or equal to the t-table, it shows that the exogenous variables affect the endogenous variables.

1. Direct and positive effect of motivation on employee performance  
The t-count value for motivation variable is 4.964 greater than the t-table value of 1.985 with a significance value of 0.000 less than 0.05. Therefore, it can be concluded that motivation has a direct and positive effect on employee performance.
2. Direct and positive effect of work environment on employee performance  
The tcount value for the variable work environment is obtained at 2.157 which is greater than the ttable value of 1.985 with a significance value of 0.033 less than 0.05. It can be concluded that the work environment has a direct and positive effect on employee performance.





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## 5. DISCUSSION

### Employee responses to motivation, work environment and employee performance

Employee responses to motivation, namely being in this high criterion because the company provides opportunities for employees to develop creativity at work and employees receive awards and recognition when achieving achievements, employee relationships with fellow employees are well established so that employees feel comfortable when working and the company provides opportunities for employees to get certain positions. position. As for employee responses to work environment, namely in very good criteria, this is because the environment around where employees work is very good, so that employees feel comfortable and safe when working. As for employee responses to employee performance, which is in the high criteria, this is because employees can perform tasks well and according to company standards, and there is high motivational support and a very good work environment so that employees can produce optimal performance.

### There is a direct and positive effect of motivation on employee performance

Motivation is an encouragement for every employee to work in the performance of their duties. With high motivation, employees will mobilize their abilities to produce maximum performance. This is supported by research that shows that motivation has a real and positive effect on employee performance (Chairunisa, et al., 2022; Lestary, et al., 2020; Sukmawati, 2017).

### There is a direct and positive effect of the work environment on employee performance

The work environment is a very important part and affects the operation of a company. The work environment affects the productivity of the company, it is important to maintain a stable and conducive work environment because a good and safe environment will certainly improve employee performance. This is supported by research which shows that the work environment has a positive and significant effect on employee performance. (Wdianto, et al., 2021; Piantara, et al., 2021; Yoga, et al. 2019)

### There is a direct and positive effect of motivation and work environment on employee performance

Motivation is important in increasing work effectiveness because people who have high work motivation will try their best to get good work results. Basically, motivation provides enthusiasm to work better to achieve company goals and will improve employee performance. The safe and comfortable work environment will influence employees to be more active, diligent, and enthusiastic in their work to improve employee performance. This is supported by research showing that motivation and work environment have a direct and positive effect on employee performance. (Iba, et al., 2021; Sumantri, 2016; Juhana, 2013).

### Relationship between Motivation and Work Environment

Motivation has a positive relationship with work environment of 0.098 or 9.8% which means a very weak correlation. This indicates that the work environment situation around employees such as the provision of lighting and the use of colors where employees work is not good so that the motivation of employees decreases and produces less than optimal work results.

### Factors Driving Employee Performance

The driving factor of employee performance in this study is motivation, which is an encouragement for someone to do their job. If employees have a strong drive from within themselves or encouragement from outside themselves (for example, from the company), then employees will be encouraged to do a good job. In the end, encouragement from both within and outside a person will lead to high performance and in accordance with employee performance indicators, namely work quality, work quantity, timeliness, responsibility, and activity (Kasmir, 2016: 208).

## 6. CONCLUSIONS AND IMPLICATIONS

Based on the research results, motivation and work environment have a direct and positive effect on employee performance because motivation and work environment provide support to employees so that they can perform their work optimally and achieve good work results. Motivation is created by providing employee needs, both internal and external needs provided by the organization as well as a safe and comfortable working environment around the workplace so that it makes it easier for employees to work.

The theoretical implication of this research is that PT Honoris Industry needs to provide motivation by providing opportunities for employees to develop their creativity at work and giving appreciation to employees who excel. The lighting and use of colors in the work environment of PT. Honoris Industry needs to be considered by providing additional lighting around the workplace to make it easier for employees to work and selecting colors in the room where they work to suit the needs of employees so that they can improve employee performance. the quantity of employee performance needs to be increased, one of which is by providing incentives to employees who achieve work goals.

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