

The Relationship Between the Work Environment and Work Motivation at PT. X (An Outsourcing Company) In Bandung, Indonesia

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ABSTRACT

The availability of human resources has an important role to manage employees owned by the company in achieving company goals. Human resources owned by the company must be managed properly by the company, namely by developing employee skills and knowledge by providing job training, providing work motivation to employees, applying good work discipline, providing compensation for the workload, and providing an environment of comfortable work for employees and so on. One of the things that influences an employee's performance is their work environment. Employees will feel comfortable when working if the company has good workplace cleanliness, safety when working, as well as the availability of adequate work facilities to enhance employee performance. Work motivation, in addition to the work environment, is thought to be another factor that influences employee performance. Employees that are highly motivated at work are more likely to deliver excellent results. The purpose of this study is to see how the work environment, employee motivation, and employee performance at PT. X. influence each other. The descriptive and verification methodologies were utilized in the research. This study's sample was comprised of all employees at PT. X. Based on the findings of the study, it can be concluded that the work environment has a significant impact on employee performance at PT. X, that work motivation has a significant impact on employee performance at PT. X, and that work environment and work motivation have a simultaneous and significant impact on employee performance at PT. X.

Keywords: Work Environment, Work Motivation, and Employee Performance

INTRODUCTION

Human resources are one of the most crucial aspects of every business, in addition to marketing, finance, and operations. This is because human resources are the elements that drive the company's wheels so that it can continue to move. Others make human resources a crucial factor in a company's success without sufficient human resources, the company cannot survive and the company's activities will not run properly. Human resources are people who are given the responsibility to manage all company activities so that they can continue to

produce optimal performance. Human resources are owned by the company, namely employees. Human resources are the basis of movers, thinkers, and planners in the company so human resources need to be managed optimally and appropriately.

Companies must be able to effectively manage their people resources to achieve their goals their human resources can be utilized properly in their respective roles and responsibilities. Human resources must be managed properly and are right on target to have human resources capable of producing work results that are following the wishes of the company. The management is

carried out by adequate human resource management to manage the employees owned by the company. Human resource management must be managed effectively by recruiting new employees according to the company's needs, providing adequate job training to improve the skills and knowledge of employees, providing a comfortable work environment, providing work motivation by leaders, and applying good work discipline. good and so on.

In addition, there is a function of human resource management, namely to assist in developing the company's overall direction and strategy, particularly regarding the implications of human resources, dealing with various issues related to employees in the company, making human resource policies to ensure that The company selects employees who are motivated and able to produce maximum performance and act as maintainers of company standards and values in human resource management. Human resource management must consider these factors since they will have a significant impact on the quality of work performed by corporate personnel.

PT. X is a corporation that works in the field of empowerment and development of human resources, especially in the field of sales and operation outsourcing. The company's mission is to develop human resources to achieve the best performance and provide integrated solutions for clients in achieving company goals and has the vision to become a reliable and trusted business partner who can help clients in developing their business.

Performance is the final result produced by employees after going through several processes to complete the work. This final result will be assessed by comparing the work results with the standards owned by the company. If the work results are not following company standards, an evaluation will be carried out to improve these results. Performance, according to Rismawati and Mattalata

(2018:2), is a condition that must be known and confirmed by specific parties to assess the level of attainment of a company's outcomes, which are linked to the company's vision. Performance results will be seen from aspects of work quality, work quantity, responsibility, cooperation, and initiative (Sutrisno, 2018: 123). The performance of PT. X's employees are deemed inadequate because the employees are not able to work according to the company's target. The table below shows PT. X staff performance during 2021, based on the achievement of targets:

Table 1. Target and Realization of New Customer Acceptance Throughout 2021

Year's	Target (Per Person)	Realization (Per Person)
January	260	103
February	260	88
March	260	82
April	260	75
May	260	62
June	260	92
July	260	108
August	260	84
September	260	80
October	260	75
November	260	123
December	260	139

Source: PT. X, 2022

Based on table 1. regarding the target and achievement of new customer acceptance throughout 2021, shows that there has been an increase and decrease in the number of targets and the realization of the number of customer receipts at PT. X, but the majority experienced a decline even throughout 2021, because the target was never met, employees at PT. X is seen to be performing in ways that are contrary to the company's wishes. Some factors affect employee performance, namely job training, work discipline, workload, work stress, work

environment, compensation, and work motivation.

The work environment is the first factor that influences employee performance. A positive work environment can take many forms by providing air conditioning (AC) in each room, placing security at several points that are considered frequent thefts, a clean company environment, and the provision of complete work facilities to support the work of employees. The work environment, according to Afandi (2018:65), is everything that surrounds employees and can affect employee performance in accomplishing the work assigned by the organization. The company's vision and purpose can be realized by providing a suitable work environment with the necessary resources to meet the company's objectives (Sedarmayanti in Burhanuddin et al, 2019:194). Researchers conducted interviews with one of its employees of PT. X, namely Mrs. X as resource person (name withheld following the code of ethics), stated that the work environment provided by PT. X is considered comfortable because he feels comfortable with colleagues who can be invited to work together, colleagues can establish harmonious relationships regardless of social status and the company's work environment has a good level of cleanliness. As a result, it may be determined that the working environment offered is satisfactory. This study supports prior research by Junaidi (2021), which found that the work environment has a favorable impact on employee performance.

Work motivation is a person's desire to be used as a driving force so that the goals to be achieved can be achieved. According to Hafidzi et al. (2019: 52), work motivation is an effort owned by a person to achieve satisfaction by working together, working effectively and with integrity with all the efforts that have been deployed. Paying attention to the conditions or energy that propels employees who are directed by motivating employees can help the

organization achieve its objectives (Andrey, 2019:363). To obtain supporting data regarding the work motivation of employees of PT. X, the researchers conducted a pre-survey of 30 employees of PT. X. The pre-findings surveys showed that the majority of employees stated that they were motivated to work at PT. X because the company always provides nominal compensation following the previously agreed upon agreement, the company promises a bonus if the employee can work according to the target or exceeds the target and the company promises a bonus that can increase employee morale. That is the work motivation of the employees of PT. X can be said to be high. This study supports prior research by Larasati (2021), which found that employee motivation has a considerable impact on productivity.

Although it has been supported by a comfortable employee motivation and work environment, as well as employee performance at PT. X is considered not to be running optimally because the targets that must be achieved by employees cannot be realized properly complying with the company's objectives. Previous research by Mulyadi et al. (2021) shows that there is a substantial relationship between work motivation and work environment on employee performance.

Work Environment

One of the things that can influence an employee's performance is their work environment in completing their work. According to Nitisemito in Enny (2019: 56), the work environment consists of environmental cleanliness, environmental comfort, and environmental safety that can affect the surrounding environment which can affect the tasks assigned to employees. The work environment is the entire surrounding environment, in the form of tools, resources faced and the work environment in which a person works can have an impact on an employee's performance (Sedarmayanti in Sastro et al, 2018:17). According to Sedarmayanti in

Alfiah (2019), two dimensions can be used to determine how far the company provides the work environment, both physically and non-physically.

H1: At PT. X, work environment has a substantial impact on employee performance.

Work Motivation

Another aspect that contributes to improved employee performance is work motivation. According to McClelland translated by Suwanto (2020:161), A person's work motivation is a force that lives within a person to encourage the desire for an individual to be able to work following the company's direction, intensity, and company format within a certain time. Motivation can be in the form of giving work encouragement to employees with the aim that employees can work optimally and maximally to achieve company goals (Torang in Rahayu and Pontjo, 2021). According to Afandi (2018: 29), work motivation has several dimensions and indicators that can be used to measure work motivation, namely the dimensions of serenity and the dimensions of encouragement.

H2: At PT. X, work motivation has a substantial impact on employee performance.

Employee Performance

Employee performance has an impact on the overall performance of an organization, which will then affect the company's wheels in carrying out its activities. According to Robbins in Sinambela (2018:480), employees' performance is the end consequence of their efforts produced which will later be evaluated first by comparing the performance results with the criteria set by the company. A person's or a group's task must be done following the authorities and responsibility carried out by each employee to achieve company goals (Afandi, 2018:83). According to Mangkunegara in Sinambela (2018:527), some dimensions may be used

to assess employee performance, namely the quality of their job, work quantity, responsibility, cooperation, and initiative.

H3: At PT. X, the work environment and work motivation have a substantial impact on employee performance.

METHOD

The descriptive-verification research method was adopted in this study. The descriptive method, according to Sugiyono (2019:48), is a study conducted on a specific population or sample to test the hypothesis that has been previously set by the researcher, either only on one or more variables (stand-alone variables) without making comparisons and looking for relationships between these variables and other variables, whereas the verification method, according to Sugiyono (2019:38), is a study conducted on a specific population or sample to test the hypothesis that has been previously set by the researcher.

Populations dan Sample

Populations

According to Sugiyono (2019: 126), the population is a generalization area made up of objects/subjects with specific amounts and qualities that researchers have determined should be investigated and conclusions generated. In terms of the study's population, which consisted of all 67 employees of PT. X.

Sample

According to Sugiyono (2019:127), the sample is a subset of the population's size and features. Non-probability sampling with a saturated sample strategy was employed in this investigation. Sugiyono (2019: 133) defines saturation sampling as a sampling approach in which all members of a population are sampled. This is done when the population is small, less than 30, or when the research wishes to generate generalizations with very tiny mistakes. A census is another term for a saturated sample, in which the entire population is sampled

RESULTS and DISCUSSION

Validity Test

Correlating each statement with its total score or corrected item-total correlation and comparing it to the product-moment correlation value is how the validity test is done. The r count is bigger than the r table, which is 0.240, according to the validity test findings. That is, any statements about work environment variables, motivation, and employee performance can be proclaimed true.

Reliability Test

The reliability test is the next stage after the validity test. The term "reliability" refers to a tool for determining the consistency of respondents' responses. The test results reveal that all research tools are dependable, according to the test results. This study has an alpha of more than 0.70, as can be observed.

Analysis of Multiple Linear Regressions

When the independent variable is increased or decreased, multiple linear regression analysis is performed to predict the dependent variable. The following outcomes are achieved as a result of the data processing:

Table 2. Results of Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	0.13	0.531		0.24	0.81
1 X1	0.19	0.188	0.148	2.37	0.02
X2	0.6	0.169	0.526	3.55	0.001

a. Dependent Variable: Y

Source: Data Processing by SPSS (*Statistic Program for Social Science*) 20.0

From the table above, the following equation is obtained:

$$Y = 0,127 + 0,188X_1 + 0,601X_2$$

Each variable can be interpreted as follows based on the findings of the multiple linear regression equation:

- The constant value is 0.127, which means that if the variables of work environment and work motivation do not change or are equal to 0, the employee's performance is 0.127.
- The work environment variable has a positive regression coefficient of 0.188, which suggests that if the value of X_1 (work environment) changes, the employee's performance will vary by 0.188.
- The work motivation has a positive regression coefficient of 0.601, which suggests that if the value of X_2 (work motivation) changes while the work environment variable remains constant, the employee's performance will change by 0.601.

Analysis of Correlation Coefficients

The correlation coefficient analysis is used to determine the strength (closeness) of a link between variables. The correlation coefficient analysis yielded the following results:

Table 3. Correlation Coefficient Analysis Results
Correlations

		X1	X2	Y
X1	Pearson Correlation	1	.763*	.548*
	Sig. (2-tailed)		0	0
X2	Pearson Correlation	.763*	1	.638*
	Sig. (2-tailed)	0		0
Y	Pearson Correlation	.548*	.638*	1
	Sig. (2-tailed)	0	0	
N		67	67	67

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing by SPSS (*Statistic Program for Social Science*) 20.0

Analysis:

- a. The link between characteristics in the workplace (X_1) and employee performance (Y) is 0.548. With a quite strong score interpretation because it is in the interval 0.40 – 0.599.
- b. The link between characteristics of work motivation (X_1) and employee performance (Y) is 0.638. With a strong score interpretation because it is in the interval 0.60 – 0.799.

Coefficient of Determination Analysis

To determine how much of an impact (contribution) the work environment (X_1) has on employee performance (Y) at PT. X. The coefficient of determination (K_d) can be used to estimate X using the formula:

$$K_d = r^2 \times 100\%$$

$$= (0,548)^2 \times 100\%$$

$$= 30,03\%$$

The coefficient of determination (K_d) is 30.03%, indicating employee performance (Y) at PT. X is influenced by the work environment (X_1). Workload, work stress, work discipline, and other variables not studied in this study, such as workload, work stress, and so on, account for 40.70% of the total, while the remaining 69,97% are impacted by other variables not examined in this study.

Then the coefficient of determination of work motivation (X_2) on employee performance (Y) at PT. X partially is as follows:

$$K_d = r^2 \times 100\%$$

$$= (0,638)^2 \times 100\%$$

$$= 40,70\%$$

The coefficient of determination (K_d) is 40.70%, indicating that employee performance (Y) at PT is influenced by work motivation (X_2). Workload, work stress, work discipline, and other variables not studied in this study, such as workload, work stress,

and so on, account for 40.70% of the total, while the remaining 59.30% are impacted by other variables not examined in this study.

Simultaneous computation to see how much the work environment (X_1) and work motivation (X_2) have on employee performance (Y) at PT. X is calculated by looking at the R square value in the model summary table.

Table 4. Simultaneous Analysis of the Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645	0.416	0.398	0.55802

a. Predictors: (Constant), X_2 , X_1

Source: Data Processing by SPSS (*Statistic Program for Social Science*) 20.0

The R square value is 0.416 or 41.60%, according to the SPSS output in table 4. Simultaneously, the major influence (contribution) of the work environment (X_1) and work motivation (X_2) on employee performance (Y) at PT. X is 41.60 percent, with the remaining 58.40% influenced by other variables not investigated in this study.

Partial Hypothesis Test (t Test)

Table 5. Results of Partial Hypothesis Testing (t-test) Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	0.13	0.531	0.24	0.81
1 X1	0.19	0.188	0.148	0.87
X2	0.06	0.169	0.526	0.59

a. Dependent Variable: Y

Source: Data Processing by SPSS (*Statistic Program for Social Science*) 20.0

1. Testing X_1 Partial Hypothesis

The t_{count} value acquired by the work incentive variable (X_1) is 3.562, as can be shown in table 5. The t_{table} value in the t distribution table will be compared to this value. The t_{table} value for the two-party test is 1.998 with $\alpha = 0.05$, $df = n-k-1 = 67-2-1 = 64$, and $df = n-k-1 = 67-2-1 = 64$. Following the hypothesis testing criteria, the t_{count} value generated by the work environment variable (X_1) is $3.562 > t_{table} 1.998$, indicating that H_0 is rejected and H_a is accepted. As a result, it can be inferred that work motivation (X_2) has a considerable impact on employee performance (Y) at PT. X.

2. Testing X_2 Partial Hypothesis

From table 5. above, it can be seen that the t_{count} value obtained by the work motivation variable (X_2) is 3.562. This value will be compared with the t_{table} value in the t distribution table. With $\alpha = 0.05$, $df = n-k-1 = 67-2-1 = 64$, the t_{table} value for the two-party test is 1.998. From the values above, it can be seen that the t_{count} value obtained by the work environment variable (X_2) is $3.562 > t_{table} 1.998$, following the hypothesis testing criteria that H_0 is rejected and H_a is accepted. Thus it can be concluded that there is a significant influence between work

CONCLUSIONS and RECOMMENDATIONS

Conclusion

It can be inferred as follows based on the analysis and discussion of the work environment and work motivation on employee performance at PT. X:

1. The variable work environment at PT. X can be said to be good. The variable of work motivation at PT. X can be said to be high and the employee performance variable at PT. X can be said to be quite high.
2. The work environment variable had a considerable effect on employee performance at PT. X, according to the test results.
3. The work motivation variable had a considerable effect on employee

motivation (X_2) on employee performance (Y) at PT. X.

Simultaneous Hypothesis Testing (F Test)

Table 6. Simultaneous Hypothesis Test Results (Test F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.224	2	7.112	22.08	.000 ^b
Residual	19.929	64	0.311		
Total	34.153	66			

a. Dependent Variable: Y

b. Predictors: (Constant), X_2 , X_1

F_{count} has a value of 22.840, as can be seen in table 6. The F_{table} value in the F distribution table will be compared to this value. The F_{table} is 3.14 with $\alpha = 0.05$, $df_1 = k-1 = 2-1 = 1$, and $df_2 = n-k-1 = 67-2-1 = 64$. As a result, $F_{table} 3.14 < F_{count} 22.840$, indicating that H_a is accepted and H_0 is denied. This demonstrates that the work environment (X_1) and work motivation (X_2) have a considerable impact on employee performance (Y) at PT. X.

performance at PT. X, according to the test results.

4. The work environment and work motivation variables had a considerable effect on employee performance at PT. X, according to the test results.

Suggestion

The authors make the following recommendations based on the research findings:

1. Steps that can be taken by PT. X to improve the work environment of employees, namely using the company must provide complete work facilities to support the work of the employees because so far, this has been the drawback of the work environment of PT. X. The work facility can be in the

form of a cellphone (HP) provided by the company so that work is not mixed with the employee's cellphone.

2. Steps that can be taken by PT. X to re-increase the work motivation of employees, namely by providing workloads according to the working hours and nominal compensation that employees get and placing employees according to their respective abilities. This is done so that employees feel motivated to work because the work they receive is following their abilities.
3. Steps that can be taken to improve employee performance at PT.X, namely by suggesting superiors give appreciation for the achievements of employees who can work following company targets. The form of appreciation does not always have to be with rewards or prizes. Appreciation can be expressed in the form of verbal gratitude and offered to employees who follow the rules get. This appreciation is very useful to improve the performance of employees.
4. Other elements that are regarded to be able to affect employee performance in addition to the work environment and work motivation, such as workload, work stress, work discipline, and so on, should be used in future investigations.

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