

Unveiling the Dynamic Connection: How Work Motivation Shapes the Pulse of Your Work Environment - Insights from the Pharma Horizon

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Abstract

In today's competitive business environment, organizations strive to enhance the performance of their employees in order to achieve their goals and gain a competitive edge. In this study, we aimed to investigate the impact of work motivation and the work environment on employee performance at PT XYZ. Our method of choice was quantitative, with employee performance as the dependent variable and work motivation style and work environment as independent variables. To gather data, we issued a questionnaire to 53 workers at PT XYZ and subsequently analyzed the data using IBM SPSS and the multiple linear regression analysis method. Upon processing validity and reliability tests, we conducted hypothesis testing and found that work motivation has a positive and significant effect on employee performance. However, the work environment was found to not be significant on its own, but it still exhibited a positive impact on employee performance. These results provide valuable insights for organizations looking to improve employee performance, suggesting that focusing on work motivation can yield significant benefits. On the other hand, while the work environment may not be directly significant, its positive impact indicates that it should not be overlooked in efforts to enhance employee performance. In conclusion, these findings shed light on the importance of understanding and cultivating work motivation in the workplace, while also emphasizing the supportive role of a positive work environment.

Keywords: *Work motivation, work environment, employee performance*

1. Introduction

Human Resources (HR), an indispensable asset for all companies, assume a pivotal role in organizational functionality. Recognized as valuable and scarce commodities, human resources have been noted for their potential to yield sustainable profits (Malik, 2019). The enhancement of labor quality often hinges upon performance evaluation mechanisms, a process that, when diligently undertaken by organizations, catalyzes the formulation of optimal development strategies and augments competitive prowess (Riyadi & Teuku Noerman, 2023). Notably, proficient employee performance, by ensuring alignment with organizational objectives, can tangentially bolster profitability (Gibson, 2018).

Evaluating employee performance stands as a cornerstone for refining human resource quality, with organizational advancements indirectly fostering sustained growth and heightened competitive capabilities (Sihombing et al., 2019). Vital to organizational viability are the variables that incentivize employee performance, a requisite underscored in the literature (Pitaloka & Putri, 2021). Across diverse sectors, competent human resources constitute a necessity for enterprises engaged in the provisioning of products and services (Avianti, Widiya, & Oom Sri Hendari, 2014).

According to Veithzal, employee performance delineates the culmination of efforts exerted towards the realization of corporate objectives (Bintoro & Daryanto, 2017). Additionally, performance evaluation is predicated upon predetermined timeframes or parameters, a notion corroborated by Edison (2016).

Further expounding on this discourse, Sedamayanti posits employee performance as adherence to standardized company regulations within stipulated periods (Heryenzus & Laia, 2018). It is, therefore, contingent upon the degree of success an individual attains in fulfilling their responsibilities vis-à-vis predetermined benchmarks and work outcomes (Muntu, Sepang, & Koleangan, 2018). Implicit in the elucidation of employee performance is its multifaceted nature, encompassing both qualitative and quantitative dimensions, reflective of the responsibilities entrusted by the organization (Mangkunegara, 2015). This assertion finds resonance in empirical investigations such as that conducted by Reizer et al. (2019), which underscore the salient role of exemplary employee performance in task execution, goal attainment, and organizational advancement.

There are several factors determining work appraisal, namely: (Lidia Lusri, 2017).

1. Damage coverage, preventing waste, and equipment maintenance.
2. Coverage of accuracy, acceptance of expenses regarding the quality of work, appearance, and also accuracy.
3. Coverage of direction issues, explanation of necessary improvements, and suggestions.
4. Coverage of punctuality, reliability, discipline regarding time attendance.
5. Coverage of work quantity contributions and volume output.

There are several indicators of employee performance that can be applied in this study, the theory was put forward by (Sopiah & Sangadji, 2018). Can be categorised into 5, namely:

1. Quality of Work, is a measure of how well the work done by the employee. In addition, it is also how well the abilities and skills of employees are carried out.
2. Timeliness, the level of time effectiveness in employees working according to the provisions of the SOP in the company.
3. Effectiveness, increasing the use of human resources such as money, energy, technology with the intention that every aspect can be maximised in the use of resources.
4. Quantity, the result of the amount produced usually such as the number of units or activity cycles completed.
5. Independence, an employee who can carry out work according to his function and commitment. This is where the employee's position takes responsibility for the company.

The workplace environment plays a crucial role in motivating employees, as an unsupportive milieu may engender discomfort among workers (Elisabeth, Sepang, & Tawas, 2019). Consequently, the workplace environment serves as a significant variable capable of influencing employee motivation (Elisabeth, Sepang, & Tawas, 2019). Moreover, employee performance can be significantly impacted by the quality of the work environment; a conducive and comfortable setting fosters enhanced focus and productivity among employees (Maulida, 2017).

In addition to environmental factors, the attainment of successful employee performance is contingent upon motivational stimuli. Employees exhibit a positive disposition towards organizations that formulate policies aimed at augmenting motivational levels (Pitaloka et al., 2023). Work motivation embodies the impetus for employees to willingly channel their abilities, skills, energy, and time towards fulfilling assigned responsibilities and achieving organizational goals (Siagian, 2015). This motivation is propelled by a myriad of factors, encompassing both internal and external dimensions (Sutrino, 2016). Internal motivations manifest through a sense of responsibility towards work, opportunities for career advancement, and acknowledgment of achievements. Conversely, external motivators encompass elements such as workplace conditions, remuneration, and interpersonal dynamics (Hayati et al., 2020). In the pursuit of enhancing employee performance, extrinsic factors wield considerable influence in bolstering motivation (Suyoto & Pitaloka, 2019). Notably, one salient extrinsic motivator is work achievement, which correlates with an individual's proficiency; heightened capability is positively correlated with improved performance outcomes (Sain Mustain & Ony Djogo, 2021).

The work environment encompasses the ambient conditions surrounding employees, which can significantly influence their ability to fulfill their responsibilities. These conditions include factors such as lighting, cleanliness, availability of work equipment, and levels of ambient noise (Afandi, 2018). Establishing conducive work environment conditions indirectly impacts employees' ability to discharge their duties, thereby fostering motivation and enhancing overall performance (Faida, 2019). It can be inferred that the work environment shares a symbiotic relationship with employee performance, exerting both physical and non-physical effects. This environment can be delineated into two distinct categories: the non-physical work environment and the physical work environment. The non-physical work environment pertains to interpersonal dynamics, encompassing relationships among colleagues, employees, and leadership (Thahir, 2019). Conversely, the physical work environment embodies tangible aspects critical for the sustenance of the organizational framework (Thahir, 2019).

Non-physical work relations refer to the interpersonal dynamics that exist among superiors, employees, and colleagues within the workplace (Fahmi & Hariasih, 2016). According to Siagian (2014), the non-physical work environment comprises several key indicators, outlined as follows:

1. Relationships between superiors and employees: The maintenance of proper relationships between superiors and employees is essential, characterized by mutual respect, professionalism, and courteous conduct.
2. Relationships among colleagues: The quality of relationships among colleagues significantly influences employees' sense of belonging and continuity within a company. Strong interpersonal bonds foster a familial atmosphere wherein employees collaborate and support one another, cultivating harmony within the organizational milieu.
3. Employee cooperation: Effective cooperation among employees is paramount, exerting a profound impact on individual and collective productivity. By fostering teamwork, employees can expedite task completion, thereby optimizing efficiency and resource utilization. Collaborative efforts streamline workflows, resulting in enhanced effectiveness and overall organizational performance.

Based on the aforementioned indicators, it can be inferred that the non-physical work environment achieves optimal functionality when the relationships between superiors and employees, among colleagues, and the level of cooperation among employees are effectively managed and maintained.

Physical Work Environment, which pertains to the tangible aspects of the workplace setting, plays a pivotal role in directly or indirectly impacting employee performance and productivity (Fahmi & Hariasih, 2016). This environment encompasses various indicators, as delineated below:

1. Music: The presence of music in the workplace can significantly influence employee engagement and motivation. Specifically, upbeat music can bolster employees' enthusiasm and energy levels, while soft melodies can promote relaxation and alleviate stress, thereby fostering a conducive work environment.
2. Odors: The olfactory ambiance of the workplace profoundly affects employees' comfort and concentration levels. Strong or unpleasant odors can disrupt employees' focus and detract from their overall work experience. Employing measures such as air conditioning systems can mitigate undesirable odors, thereby enhancing the quality of the physical work environment and promoting employee well-being.
3. Equipment: The provision of adequate equipment is a critical aspect of facilitating employees in their work tasks. Insufficient or inadequate equipment can impede workflow and hinder task completion. Thus, it is imperative for companies to maintain detailed records of the requisite equipment needed by employees to ensure smooth operations and optimal productivity.
4. Pollution: Environmental factors such as the use of certain materials or the arrangement of office spaces that contribute to air pollution can compromise the quality of air breathed in by employees. Given the paramount importance of clean air circulation for maintaining employees' health and well-being, companies must prioritize measures to mitigate pollution within the workplace environment.

5. **Temperature:** The ambient temperature within the workplace significantly influences employee performance and comfort levels. Extremes in temperature, whether excessively hot and humid or too cold, can detrimentally impact employee productivity and overall effectiveness. Thus, it is incumbent upon companies to regulate and maintain optimal temperature conditions within office spaces to ensure employees' comfort and sustained performance.
6. **Sound:** Noise levels within the workplace can disrupt employee concentration, particularly in tasks requiring heightened focus and accuracy. Excessive noise or overcrowded auditory environments pose significant challenges to employee productivity. Therefore, it is imperative for companies to cultivate an atmosphere of tranquility within employees' workspaces to foster undisturbed concentration and task execution.
7. **Light:** Lighting plays a pivotal role in facilitating employee work environments. Optimal lighting conditions, encompassing both natural sunlight and artificial illumination, are paramount for creating a conducive and comfortable workspace. Poor lighting, characterized by glare or insufficient brightness, can impede visual clarity and hinder employee performance. Hence, companies must ensure appropriate lighting levels to enhance employees' working conditions and productivity.
8. **Colors and decorations:** The selection of colors and decorations within the workplace environment exerts a profound influence on individuals' emotional states and perceptions. Thoughtfully curated and aesthetically pleasing colors and decorations contribute to fostering a positive and inviting atmosphere within the company premises. Thus, it behooves companies to invest in designing decor schemes that promote harmony and evoke a sense of comfort and well-being among employees.

As elucidated in preceding sections, empirical evidence underscores the positive correlation between work performance and work motivation. Work motivation serves as a catalyst for employees' ongoing development and advancement, fostering a significantly positive trajectory in their professional endeavors (Primandaru, Tobing, & Prihatini, 2018). This impetus is crucial for sustaining employees' productivity and enthusiasm in their duties, as individuals with heightened motivation are predisposed to achieve elevated levels of performance. Notably, employees perceive their contributions as valued by the organization, thereby reinforcing their commitment to steering their behaviors towards more constructive avenues (Primandaru, Tobing, & Prihatini, 2018). Consequently, work motivation emerges as a pivotal determinant in shaping employee performance outcomes, delineating the boundaries between high and low levels of productivity.

Motivation stands as a potent force shaping human behavior, functioning as a catalyst or stimulus that propels individuals towards constructive actions and endeavors. The acquisition and refinement of both soft and hard skills serve to mold individuals' mental, physical, and attitudinal dispositions, laying the groundwork for cultivating a professional ethos conducive to high-quality performance in office settings (Avianti & Indah, 2023). Furthermore, motivation represents an intrinsic drive intertwined with fundamental human needs, the fulfillment of which engenders a sense of fulfillment and contentment (Priyono et al., 2018).

Work motivation serves as a driving force compelling individuals to undertake actions conducive to harnessing and enhancing their inherent potential or skills, with the aim of attaining specific goals or targets (Daulav et al., 2017). Its application extends to budgeting practices, particularly when employees are actively engaged in the decision-making process. In such instances, heightened employee involvement fosters a sense of empowerment and ownership, thereby culminating in elevated levels of motivation. Consequently, employees are better positioned to realize predetermined objectives (Avianti, 2017).

According to Kuswati (2017), various indicators delineate the facets of motivation:

1. **The Principle of Participation:** Involving employees in decision-making processes and remaining receptive to their suggestions or ideas.
2. **The Principle of Communication:** Facilitating two-way communication channels and employing language that is readily comprehensible to all stakeholders.

3. The Principle of Recognition: Recognizing and rewarding outstanding employee performance while fostering a culture of healthy competition.
4. The Principle of Delegated Authority: Entrusting authority to individuals who are best suited for the task and ensuring that delegation of authority is coupled with corresponding responsibilities.
5. The Principle of Mutual Attention: Cultivating a harmonious working environment and actively endeavoring to meet the needs of employees.

PT XYZ, a prominent producer and distributor in the pharmaceutical industry, boasts a workforce comprising approximately 60 skilled individuals. Recognized as a pivotal driver of PT XYZ's progress, its employees play a crucial role in propelling the company forward through their fervent work motivation and the cultivation of a robust work environment. The amalgamation of these factors is pivotal in fostering optimal employee performance, a cornerstone of success within the dynamic pharmaceutical landscape. However, despite the concerted efforts to cultivate a conducive work environment, certain challenges persist, detracting from the attainment of peak performance levels.

One notable challenge confronting PT XYZ pertains to the limited openness to suggestions and employee input within the organizational framework. While the company endeavors to instill a culture of collaboration and idea-sharing, the prevailing lack of receptivity to employee opinions impedes the full realization of their potential contributions. This deficit in openness not only stifles innovation but also undermines employee engagement and morale, thereby hampering overall performance outcomes.

Moreover, the cacophony emanating from the nearby invoice printing machine poses a significant impediment to employee concentration and focus. The relentless noise disruptions serve as a tangible manifestation of an inadequate work environment, wherein optimal conditions for productivity and concentration are compromised. Consequently, employees grapple with diminished concentration levels, hindering their ability to execute tasks efficiently and effectively.

In response to these challenges, PT XYZ must proactively address the underlying issues to optimize employee performance and foster a culture of continuous improvement. Embracing a culture of open communication and receptivity to employee feedback is imperative, as it not only cultivates a sense of ownership and empowerment among employees but also catalyzes innovation and problem-solving initiatives. Additionally, strategic interventions aimed at mitigating noise disturbances, such as relocating the printing machine or implementing soundproofing measures, are warranted to create a conducive work environment conducive to sustained productivity and performance excellence in the pharmaceutical industry.

2. Method

Research employing quantitative methods, as elucidated by Sugiyono (2018), operates within a framework of deductive logic to ascertain empirical components delineating the interplay between human existence and the broader social milieu. These components, commonly denoted as variables, serve as the focal points of investigation, enabling researchers to systematically describe factual occurrences, establish precision, and unveil relationships with pertinent phenomena (Meidini Hanian Hajarjana, 2019). In this vein, research objects assume paramount significance, serving as conduits for diverse studies aimed at elucidating solutions to prevailing phenomena. Both variables and research objects constitute the foundational bedrock of empirical inquiry, affording researchers a nuanced understanding of multifaceted social phenomena (Umar, 2013).

Within the realm of work motivation, several key indicators emerge, including employee involvement, facilitation of two-way communication channels, recognition of exemplary performance, and the creation of a harmonious work atmosphere. These indicators serve as barometers of organizational dynamics, delineating the extent to which motivational stimuli are efficacious in driving employee engagement and productivity.

Similarly, indicators within the work environment encompass the cultivation of harmonious relationships among colleagues, the provision of requisite equipment to support seamless workflow, and the optimization of environmental conditions surrounding employees.

These indicators collectively contribute to the creation of a conducive work environment, fostering employee well-being and enhancing organizational efficacy.

In evaluating employee performance, discernible indicators include adherence to deadlines, aptitude for autonomous work execution, maintenance of a sterling professional reputation, alignment with organizational expectations, satisfaction with task completion, and the accurate fulfillment of assigned responsibilities. These indicators serve as metrics for gauging employee efficacy and proficiency, offering insights into individual and collective performance dynamics within organizational settings.

A conducive and comfortable work atmosphere is posited to stimulate employees towards continuous performance improvement and enhanced productivity in their work activities. The presence of a clean and comfortable work environment fosters a more pleasant atmosphere, facilitating smooth air circulation and providing employees with optimal facilities conducive to their tasks (Erlinda Sari, 2019). Moreover, the existence of intrinsic work motivation serves as a catalyst for nurturing employees' willingness to engage in their tasks with enthusiasm, thereby positively influencing employee performance outcomes (Erlinda Sari, 2019). It is argued that factors such as robust work motivation, provision of adequate facilities, recognition through awards, and freedom of expression collectively contribute to the indirect enhancement of employee performance (Sajuni, 2017).

It is postulated that the interplay of these factors exerts a discernible impact on the performance outcomes of employees. Building upon the extant literature, the overarching purpose of this study is encapsulated in the following hypotheses:

Hypothesis 1: work motivation and work environment has significant influence on employee performance.

Prior studies suggest that employees with heightened levels of work motivation demonstrate optimal performance levels, thereby contributing positively towards achieving organizational targets (Siwanada, 2017). It is hypothesized that employees driven by intrinsic motivation exhibit improved task performance, aligning with organizational objectives (Nasrudin, 2020). Drawing upon the findings of previous research, the second hypothesis posits:

Hypothesis 2: Work motivation significantly influences employee performance.

A comfortable and peaceful work environment has been linked to improved employee performance outcomes in prior research (Wijaya, 2017). This hypothesis posits that favorable environmental conditions and supportive atmospheres indirectly enhance employee performance levels (Kasmir, 2016). Informed by empirical evidence, the third hypothesis states:

Hypothesis 3: The work environment significantly influences employee performance.

The research framework depicting these variables is illustrated in Figure 1

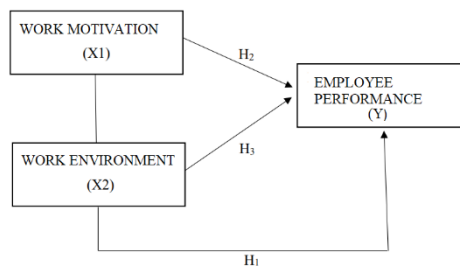


Figure 1. Research framework

Sampling techniques were employed to select participants from the population based on predetermined criteria, yielding a total sample size of 53 permanent employees of PT XYZ. The utilization of a purposive sampling method facilitated the selection of participants meeting specific inclusion criteria, thereby ensuring the relevance and appropriateness of the sample for the study's objectives.

Data collection was executed through both offline and online methodologies, allowing for comprehensive data acquisition. Questionnaires were disseminated directly to employees as well as via an online platform utilizing the Google Forms application. Both distribution methods were

meticulously designed to elicit pertinent responses from participants, thereby enriching the dataset and enhancing the robustness of the research findings.

Respondents' perspectives were quantified utilizing a linear scale, ranging from "Strongly Agree" to "Strongly Disagree." Each response option was assigned a numerical value on a scale of 1 to 5, with "Strongly Agree" denoted as 5, "Agree" as 4, "Less agree" as 3, "Disagree" as 2, and "Strongly Disagree" as 1. This standardized rating system facilitated the aggregation and analysis of respondents' perceptions, enabling a comprehensive assessment of the variables under investigation.

3. Result and Discussion

The study encompasses respondents holding positions across various departments including marketing, FAT (Finance, Accounting, and Tax), Business Development, E-commerce, HR (Human Resources), Personal Assistant, Pharmacy, Logistics, Sales Force, Operations, and Supply Chain, as well as Data Analysis. The total employee count stands at 60 individuals, with a respondent pool comprising 53 participants. Additional respondent characteristics under scrutiny include gender, age, highest level of education attained, length of employment tenure, employment status, and job position. The distribution of the questionnaire was facilitated through an online platform. An analysis of respondent characteristics based on gender was conducted via questionnaire distribution. Table 1 presents the tabulated outcomes derived from respondents' gender demographics.

Table 1.
Characteristics based on gender

Gender (Male/Female)	Number of Respondents (People)	Percentage (%)
Male	30	56.6%
Female	23	43.4%
Total	53	100%

Source: data processed by the researcher (2022)

Characteristics of Respondents Based on Age obtained from distributing questionnaires, the following are the results of respondents in the form of tables based on age:

Table 2.
Characteristics based on age

Age	Number of Respondents (People)	Percentage (%)
20-25	18	34%
>25-30	28	52.8%
>30-40	6	11.3%
>40	1	1.9%
Total	53	100%

Source: data processed by the researcher (2022)

Characteristics of Respondents Based on Last Education obtained from the distribution of questionnaires, the following are the results of respondents in the form of tables based on Last Education :

Table 3.
Characteristics based on Last Education

Last Education	Number of Respondents (People)	Percentage (%)
Diploma (D3)	12	22.6%
Bachelor (S1)	33	62.3%
Master (S2)	4	7.5%
Doctorate (S3)	4	7.5%
Total	53	100%

Source: data processed by the researcher (2022)

Characteristics based on period of work obtained from distributing questionnaires, the following are the results of respondents in the form of tables based on length of work:

Table 4.
Characteristics based on length of work

Length Of Work	Number of Respondents (People)	Percentage (%)
<1 year	11	20.8%
>1 year - 2 years	35	66%
>3 years	7	13.2%
Total	53	100%

Source: data processed by the researcher (2022)

Characteristics of Respondents Based on Position obtained from distributing questionnaires, the following are the results of respondents in the form of tables based on Position:

Table 5.
Characteristics based on Job position

Job Title	Number of Respondents (People)	Percentage (%)
Marketing	4	7.5%
FAT (Finance, Accounting and Tax)	8	15.1%
Bussiness Development	2	3.8%
E-commerce	4	7.5%
Human Resources	3	5.7%
Personal Assintant	2	3.8%
Pharmacist	2	3.8%
Logistic	6	11.3%
Sales Force	15	28.3%
Operations and Supply Chain	5	9.4%

Job Title	Number of Respondents (People)	Percentage (%)
Data Analyst	2	3.8%
Total	53	100%

Source: data processed by the researcher (2022)

The validity test was conducted utilizing a pre-test sample comprising 30 respondents, with questionnaires distributed to gauge the instrument's validity through the computation of the Pearson Product Moment correlation coefficient, commonly referred to as the "r" coefficient. The instrument is deemed valid if the calculated "r" value exceeds the critical "r" value obtained from the statistical table, which in this study was set at 0.361, corresponding to a significance level of 5%.

Additionally, a reliability test was performed on the pre-test sample of 30 respondents to assess the consistency and stability of the data instrument. The reliability of the data instrument is affirmed if the Cronbach's alpha coefficient exceeds 0.60, indicating satisfactory internal consistency.

Subsequent to the pre-test, the reliability of the work motivation variable (X1) was examined using Cronbach's alpha coefficient. The obtained Cronbach's alpha value was 0.877, surpassing the threshold of 0.60, thereby affirming the instrument's reliability. This indicates that all 10 statement items pertaining to the work motivation variable are deemed reliable for measurement purposes.

Table 6. PreTest Reliability on Work Motivation (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.877	10

Source: data processed by the researcher (2022)

PreTest Reliability Test on Work Environment Variables (X2), the work environment variable (X2) shows that the PreTest Reliability test results produce a Cronbach's Alpha value > 0.60, which is 0.793, so it can be explained that the 6 statement items are said to be realibel.

Table 7. PreTest Reliability on Work Environment Variables (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.793	6

Source: data processed by the researcher (2022)

PreTest Reliability Test on Employee Performance Variables (Y), the employee performance variable (Y) which has been tested for pre-test reliability shows that the Cronbach's Alpha value > 0.60 is 0.841, so it can be interpreted that the 12 statement items are said to be realibel.

Table 8. PreTest Reliability on Employee Performance Variables (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.841	12

Source: data processed by the researcher (2022)

The post-test reliability assessment conducted on the Work Motivation variable (X1) yielded a Cronbach's Alpha coefficient exceeding 0.60, with a value of 0.856. This indicates that all 10 statement items encompassed within the variable are deemed reliable for measurement purposes.

imilarly, the reliability test performed on the Work Environment variable (X2) produced a Cronbach's Alpha coefficient exceeding 0.60, with a value of 0.777. This signifies that out of the 6 statement items comprising the variable, all are deemed reliable.

Furthermore, the reliability test conducted on the Employee Performance variable (Y) revealed a Cronbach's Alpha coefficient exceeding 0.60, with a value of 0.826. This indicates that all 12 statement items encompassed within the variable are deemed reliable for measurement purposes.

Referring to Table 9, the coefficient values (b1 and b2) associated with the Work Motivation variable and the Work Environment variable respectively are 0.405 and 0.210. Consequently, the multiple linear regression equation derived from this analysis is as follows:

$$Y = 10.668 + 0.405X1 + 0.210X2$$

Table 9.
Multiple Linear Analysis

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	10.668	2.705	3.944	.000		
	Total_X1	.405	.146	.466	2.774	.008	2.043
	Total_X2	.210	.305	.116	.688	.495	2.043

a. Dependent Variable: Total_Y

Source: data processed by the researcher (2022)

1. The constant value (α), representing the baseline value, is determined to be 10.668. This constant signifies that in the absence of any changes in the independent variables, namely work motivation (X1) and work environment (X2), the expected value of employee performance (Y) remains at 10.688.
2. The regression coefficient (B1) associated with the work motivation variable (X1) is calculated to be 0.405, indicating a positive relationship. This implies that for every 1% increase in work motivation (X1), employee performance (Y) is expected to increase by 0.405 units, assuming all other variables remain constant. The positive sign of the coefficient underscores the constructive impact of work motivation on employee performance.
3. Similarly, the regression coefficient (B2) corresponding to the work environment variable (X2) is determined to be 0.210, also exhibiting a positive association. This implies that a 1% increase in the work environment (X2) is anticipated to result in a 0.210-unit increase in employee performance (Y), holding all other variables constant. The positive coefficient underscores the beneficial influence of the work environment on employee performance.

The coefficient of determination (R^2) serves as an essential metric for evaluating the model's explanatory power, quantifying the proportion of variance in the dependent variable (employee performance, Y) that can be explained by the independent variables (work motivation, X1, and work environment, X2). The results of the R^2 test are presented in the subsequent table.

Table 10. Test Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.280	5.889

a. Predictors: (Constant), Lingkungan Kerja, Motivasi Kerja

Source: data processed by the researcher (2022)

The adjusted R square value of 0.280 or 28% explains that work motivation and work environment affect employee performance by 28%, the remaining 72% is influenced by other variables not examined in this study.

Based on table 5, the work motivation variable (X1) has a significant value of 0.008 which means > 0.05 so it can be concluded that work motivation (X1) has a significant effect on employee performance. Then for the work environment variable (X2) has a significant value of 0.495 which means < 0.05 so it can be concluded that the work environment (X2) has no significant effect on employee performance.

Table 11. F Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	771.823	2	385.911	11.127	.000 ^b
	Residual	1734.102	50	34.682		
	Total	2505.925	52			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja, Motivasi Kerja

Source: data processed by the researcher (2022)

The F-test result showed that work motivation and work environment simultaneously have a positive and significant influence on employee performance. So the conclusion is that H1 is accepted.

In the work motivation variable, trusting some responsibilities to employees is one of the positive impacts on increasing work motivation on employee performance. In addition, establishing good relationships with co-workers and superiors is also one of the positive impacts that will increase employee work motivation. Then when the leader helps when employees experience difficulties, it has a positive effect on the work environment. In addition, a comfortable and spacious workspace is one of the factors that have a good impact on improving the work environment which will have an impact on employee performance. It can be concluded that there is an influence of work motivation and work environment on employee performance at PT XYZ.

Table 12. T-test (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.688	2.705		3.944	.000
	Motivasi Kerja	.405	.148	.486	2.774	.008
	Lingkungan Kerja	.210	.305	.116	.688	.495

a. Dependent Variable: Kinerja Karyawan

Source: data processed by the researcher (2022)

The t-test results presented in the table above indicate a significant positive effect of work motivation on employee performance, thereby leading to the acceptance of Hypothesis 2 (H2). This finding underscores the crucial role of work motivation in driving enhanced performance outcomes among employees within the pharmaceutical industry.

Specifically, within the context of PT. XYZ as a pharmaceutical company, it is evident that initiatives aimed at boosting work motivation, such as providing rewards to employees for their achievements, yield tangible benefits by enhancing employee performance. This suggests that acknowledgment and recognition through rewards serve as potent motivators, encouraging employees to strive for excellence in their roles. Moreover, the provision of conducive facilities further contributes to fostering a supportive work environment conducive to heightened motivation levels among employees.

Furthermore, the positive impact of work motivation on employee performance underscores the interconnectedness between employee motivation and organizational success within the pharmaceutical industry. As PT. XYZ operates within this sector, where precision, diligence, and innovation are paramount, cultivating a workforce driven by intrinsic motivation is crucial for achieving organizational objectives. Therefore, nurturing a culture of motivation and providing the necessary support mechanisms can significantly contribute to improving employee performance

and, consequently, enhancing the company's overall competitiveness and success in the pharmaceutical domain.

The findings from the analysis indicate that while the work environment does not exhibit a statistically significant effect on employee performance, it nonetheless yields a positive impact on employee performance. Thus, the hypothesis H3 is rejected.

Upon scrutinizing the survey data collected from PT. XYZ Pharma, it becomes apparent that the majority of employees express concerns regarding the limited and poorly maintained work facilities, which hinder effective work activities. This underscores the critical need for the pharmaceutical industry, including PT. XYZ, to invest in and prioritize the provision of adequate and well-maintained work facilities.

Conversely, the physical environment receives commendable ratings from employees, with most agreeing that PT. XYZ boasts a favorable physical workspace. While this aspect of the work environment may not directly influence employee performance in a statistically significant manner, it nonetheless contributes positively to the overall work experience and employee satisfaction.

Despite the lack of a significant effect of the work environment on employee performance as evidenced by the survey findings, it is important to acknowledge that other variables may play a role in enhancing employee performance within the pharmaceutical industry. Indeed, existing literature, such as the study by Dudokia and Muhlis (2013), supports the notion that while the work environment may not be a sole determinant of employee performance, other factors such as leadership, organizational culture, and job satisfaction may exert significant influence. Therefore, future research endeavors within PT. XYZ and the broader pharmaceutical industry should explore these multifaceted dynamics to gain a comprehensive understanding of the drivers of employee performance and identify avenues for improvement.

4. Conclusion

Based on the analysis results, the following conclusions can be drawn:

1. Both work motivation and work environment exhibit a significant effect on employee performance within PT. XYZ. Therefore, it can be inferred that fostering a conducive work environment along with promoting work motivation will lead to improvements in employee performance within the pharmaceutical context of PT. XYZ. This suggests that initiatives aimed at enhancing both work motivation and the work environment are essential for optimizing employee performance outcomes in the pharmaceutical industry.
2. Work motivation demonstrates a positive and statistically significant impact on employee performance within PT. XYZ. This implies that within the pharmaceutical setting, higher levels of work motivation correspond to elevated levels of employee performance. Consequently, initiatives aimed at cultivating a motivated workforce, such as providing incentives for achievements and recognizing employee contributions, are pivotal for driving enhanced performance outcomes in PT. XYZ's pharmaceutical operations.
3. Contrary to the initial hypothesis, the work environment does not exhibit a statistically significant effect on employee performance within PT. XYZ. However, it is noteworthy that despite the lack of statistical significance, the work environment still yields a positive impact on employee performance within the pharmaceutical industry. This suggests that while the work environment may not be the sole determinant of employee performance, it nonetheless contributes positively to overall performance outcomes in PT. XYZ. Therefore, efforts to enhance the work environment, such as improving infrastructure, ensuring cleanliness, and promoting a supportive atmosphere, remain important for fostering employee well-being and productivity in the pharmaceutical sector.

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Researchers suggest that all parties in the company can jointly build a better and more prosperous company, and be able to maintain or further improve the work environment that has been well built.

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