



# The Effect of Work Environment and Work Motivation on Employee Performance at PT. Andhika Celebes Transportama, Makassar City

Yulianti <sup>(1\*)</sup> Jamaluddin Bata Ilyas <sup>(2)</sup> Heriyanti Mustafa <sup>(3)</sup>

<sup>(1,2,3)</sup> STIE Amkop Makassar, Makassar City, South Sulawesi, Indonesia

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\*Corresponding author.

E-mail addresses: [yantiyuli57372@gmail.com](mailto:yantiyuli57372@gmail.com)

|                                                                                                                                                                                                                                                                                                                                                                        | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <p><b>Keywords:</b><br/>work environment; motivation; employee performance</p> <p><b>Conflict of Interest Statement:</b><br/>The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p> | <p><b>Purpose:</b> This study aims to examine the partial and simultaneous effects of work environment and work motivation on employee performance at PT. Andhika Celebes Transportama in Makassar City.</p> <p><b>Research Design and Methodology:</b> The study applied a quantitative method with an associative approach. The total population and sample consisted of 33 employees. Data were collected through questionnaires and analyzed using multiple linear regression, with classical assumption tests and hypothesis testing (t-test and F-test) conducted using SPSS version 26.</p> <p><b>Findings and Discussion:</b> The results show that the work environment does not have a significant influence on employee performance, while work motivation has a significant effect. Simultaneously, the work environment and motivation together significantly influence employee performance. Validity and reliability tests confirmed the quality of the instrument used.</p> <p><b>Implications:</b> Organizations should focus on strengthening employee motivation to improve performance. The work environment, while not significant in isolation, should not be neglected, as it may have synergistic effects when combined with motivational factors.</p> |

## Introduction

Human resources (HR) are the most critical assets in any organization, as they are responsible for managing and optimizing other organizational resources. Without human capital, no institution – whether public or private – can function effectively. This is in line with the view of Samsuni (2017), who argues that human resources play a central role in achieving organizational objectives. Therefore, companies must be proactive in managing and developing their workforce to ensure sustained productivity and competitiveness.

Two major factors that influence employee performance are the work environment and motivation. A conducive work environment supports employees in carrying out their duties optimally while promoting a sense of security, comfort, and well-being. According to Gardjo (2014), a positive work environment has a direct and significant impact on employee productivity. A disorganized or uncomfortable environment, on the other hand, can undermine performance and job satisfaction.

Motivation is equally important in enhancing individual and team performance. Preliminary interviews with employees at PT. Andhika Celebes Transportama revealed that many experienced boredom and low engagement due to lack of motivation. Organizations must, therefore, create a work atmosphere that encourages motivation and aligns employee aspirations with organizational goals. Motivated employees are more likely to show initiative, demonstrate resilience, and commit to achieving high performance standards.

Based on these considerations, this study seeks to investigate the influence of the work environment and work motivation—both individually (partial effect) and collectively (simultaneous effect)—on employee performance at PT. Andhika Celebes Transportama in Makassar City. This research aims to contribute to organizational development efforts by providing empirical evidence on how internal workplace factors can be managed to improve employee outcomes.

The research questions guiding this study are:

- (1) Does the work environment significantly affect employee performance?
- (2) Does work motivation significantly affect employee performance?
- (3) Do the work environment and motivation collectively influence employee performance?

The novelty of this research lies in its simultaneous evaluation of physical and psychological workplace factors, highlighting how motivation can offset weaknesses in the work environment when optimized effectively.

## **Literature Review**

### **Human Resources and Performance**

Human resources are essential to the continuity and success of any organization. Kasmir (2016) defines human resource management as a series of processes including planning, recruitment, selection, training, compensation, career development, and the maintenance of work relationships. Employees are not just assets but strategic drivers of organizational goals. Wenur et al. (2018) emphasize that the quality and engagement of employees directly influence productivity. However, in a competitive business environment, having skilled personnel is no longer sufficient. Organizations must also ensure supportive workplace conditions and psychological drivers to sustain performance (Fairnandha, 2021).

### **Work Environment**

The work environment encompasses both physical and non-physical conditions in which employees perform their tasks. According to Sedarmayanti (2018), a good physical environment includes adequate lighting, optimal temperature, low noise levels, and ergonomic infrastructure. Non-physical aspects include interpersonal relationships, communication climate, and organizational culture. These elements are interconnected and should be managed holistically. A positive work environment enhances employee morale, reduces stress, and increases focus, which contributes to higher performance levels.

### **Work Motivation**

Motivation refers to the internal and external forces that drive individuals to achieve specific goals. According to Fahmi (2017), intrinsic motivation arises from personal satisfaction and the desire for achievement, while extrinsic motivation comes from external rewards such as incentives and recognition. Motivated employees are more likely to contribute positively, overcome obstacles, and align their efforts with organizational priorities. In contrast, low motivation can lead to absenteeism, low productivity, and job dissatisfaction.

## **Employee Performance**

Moehariono (2019) describes performance as the level of accomplishment in carrying out organizational duties, as planned through strategic objectives. Sutrisno (2018) outlines key factors that influence employee performance, including effectiveness, efficiency, discipline, and initiative. Performance is typically assessed based on indicators such as work quantity, work quality, timeliness, and accuracy (Afandi, 2018). These dimensions reflect both the output and behavior of employees in fulfilling job responsibilities.

## **Theoretical Framework and Hypotheses**

This study is based on the theory that employee performance is influenced by internal work conditions and psychological drivers. The conceptual model includes two independent variables: work environment ( $X_1$ ) and work motivation ( $X_2$ ), and one dependent variable: employee performance ( $Y$ ). The hypotheses are:

H<sub>1</sub>: The work environment has a significant effect on employee performance.

H<sub>2</sub>: Work motivation has a significant effect on employee performance.

H<sub>3</sub>: The work environment and work motivation simultaneously affect employee performance.

This framework integrates environmental and behavioral perspectives to understand how workplace conditions influence organizational outcomes.

## **Research Design and Methodology**

This study employed a quantitative method with an associative approach to examine the relationship between the work environment, work motivation, and employee performance at PT. Andhika Celebes Transportama in Makassar City. The entire population of 33 employees was used as the research sample, applying a total sampling technique that enabled the researcher to capture comprehensive insights from all organizational members.

Data were collected using structured questionnaires developed based on validated indicators for each variable. The questionnaire was measured using a Likert scale to capture the degree of respondent agreement. Observations were also conducted to complement the survey data and enhance contextual understanding. Prior to analysis, the research instrument underwent validity and reliability testing. Validity was measured using the Pearson product-moment correlation, with all items showing  $r$ -values higher than the critical  $r$ -table value of 0.3440 (for  $df = 31$ ), indicating that each item was valid. Reliability was confirmed through Cronbach's Alpha, with all variables—work environment ( $\alpha = 0.730$ ), motivation ( $\alpha = 0.746$ ), and employee performance ( $\alpha = 0.760$ )—exceeding the minimum acceptable threshold of 0.60, thus confirming consistency across items.

Data analysis was carried out using SPSS version 26. Descriptive statistics were used to summarize respondent data and variable characteristics. To ensure the assumptions of regression were met, classical assumption tests were applied. These included the Kolmogorov-Smirnov test for normality, the tolerance and variance inflation factor (VIF) for multicollinearity, and the Glejser method for heteroscedasticity. Following assumption testing, multiple linear regression analysis was used to determine the influence of work environment and motivation on employee performance. Hypotheses were tested using  $t$ -tests for individual significance and an  $F$ -test for simultaneous effects. The coefficient of determination (Adjusted  $R^2$ ) was used to determine the model's explanatory power, assessing how much of the variance in employee performance could be attributed to the independent variables.

This integrated methodological approach provided a robust framework for evaluating how internal organizational factors—both physical and psychological—impact employee performance outcomes in the context of a service-oriented company.

## Findings and Discussion

### Findings

The analysis began with descriptive statistics to present an overview of the collected data. The results indicated that employees generally rated their work environment and motivation levels positively, while also showing moderate to high performance ratings. Instrument validation confirmed that all questionnaire items were valid, with correlation values exceeding the critical threshold ( $r > 0.3440$ ). Reliability testing using Cronbach's Alpha demonstrated that the instruments were consistent, with all variables scoring above 0.70, thus indicating good internal reliability.

Prior to hypothesis testing, classical assumption tests were performed to ensure the suitability of the regression model. The Kolmogorov-Smirnov test yielded a significance value of 0.200, indicating that the data followed a normal distribution. Multicollinearity was tested using tolerance and VIF values, both of which fell within acceptable ranges (tolerance = 0.795, VIF = 1.257), confirming no interdependency between the independent variables. The Glejser test also revealed no symptoms of heteroscedasticity, as significance values for all predictors were above 0.05. These tests validated the use of multiple linear regression for further analysis.

**Tabel 1. Validity and Reliability Test**

| Variable | Instrument | r-calculated | Cronbach Alpha | Result             |
|----------|------------|--------------|----------------|--------------------|
| X        | X1.1       | 0,528        | 0,730 > 0,6    | Valid dan reliable |
|          | X1.2       | 0,599        |                | Valid dan reliable |
|          | X1.3       | 0,560        |                | Valid dan reliable |
|          | X1.4       | 0,632        |                | Valid dan reliable |
|          | X1.5       | 0,504        |                | Valid dan reliable |
|          | X1.6       | 0,373        |                | Valid dan reliable |
|          | X1.7       | 0,370        |                | Valid dan reliable |
|          | X1.8       | 0,362        |                | Valid dan reliable |
|          | X2.1       | 0,415        | 0,746 > 0,6    | Valid dan reliable |
|          | X2.2       | 0,527        |                | Valid dan reliable |
|          | X2.3       | 0,396        |                | Valid dan reliable |
|          | X2.4       | 0,471        |                | Valid dan reliable |
|          | X2.5       | 0,624        |                | Valid dan reliable |
|          | X2.6       | 0,499        |                | Valid dan reliable |
|          | X2.7       | 0,578        |                | Valid dan reliable |
|          | X2.8       | 0,726        |                | Valid dan reliable |
| Y        | Y1         | 0,500        | 0,760 > 0,6    | Valid dan reliable |
|          | Y2         | 0,633        |                | Valid dan reliable |
|          | Y3         | 0,498        |                | Valid dan reliable |
|          | Y4         | 0,509        |                | Valid dan reliable |
|          | Y5         | 0,482        |                | Valid dan reliable |
|          | Y6         | 0,693        |                | Valid dan reliable |
|          | Y7         | 0,730        |                | Valid dan reliable |
|          | Y8         | 0,633        |                | Valid dan reliable |

Source: Primary Data Processing Results 2024

**Table 2. Regression Coefficient Results**

| Model                              | Unstandardized Coefficients (B) | Std. Error | Beta  | t-value | Sig.  |
|------------------------------------|---------------------------------|------------|-------|---------|-------|
| (Constant)                         | 7.477                           | 5.911      | —     | 1.265   | 0.216 |
| Work Environment (X <sub>1</sub> ) | 0.187                           | 0.151      | 0.195 | 1.242   | 0.224 |
| Work Motivation (X <sub>2</sub> )  | 0.591                           | 0.175      | 0.531 | 3.387   | 0.002 |

Source: SPSS Output, 2024

The positive coefficients for both independent variables suggest a direct relationship with employee performance. However, the t-test results show that only work motivation ( $\text{sig.} = 0.002 < 0.05$ ) has a statistically significant individual effect. In contrast, the work environment ( $\text{sig.} = 0.224 > 0.05$ ) does not significantly affect performance when assessed independently.

**Table 3. Coefficient of Determination**

| R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|----------|-------------------|----------------------------|
| 0.643 | 0.413    | 0.374             | 2.649                      |

Source: SPSS Output, 2024

The adjusted  $R^2$  value of 0.374 indicates that 37.4% of the variation in employee performance can be explained by the combined influence of work environment and work motivation. The remaining 62.6% is attributable to other factors not included in the model. This moderate explanatory power highlights the importance of motivational factors, while also suggesting that future research could explore additional variables such as leadership style, job satisfaction, or organizational culture.

These findings align with previous studies, such as Hanafie (2023), who emphasized the dominant influence of motivation on performance outcomes. In practical terms, organizations should prioritize motivational strategies—such as recognition systems, career development, and intrinsic goal setting—while maintaining a supportive but flexible physical environment.

## Conclusion

This study examined the influence of the work environment and work motivation on employee performance at PT. Andhika Celebes Transportama in Makassar City using a quantitative approach. The findings revealed that work motivation had a significant and positive effect on employee performance, while the work environment did not demonstrate a significant effect when assessed independently. However, when both variables were analyzed simultaneously, they were found to have a significant combined influence on performance outcomes. This suggests that while a supportive environment alone may not drive performance, it plays a synergistic role when paired with strong motivational drivers.

The results highlight the importance of prioritizing employee motivation in organizational strategies. Efforts to improve performance should focus on enhancing both intrinsic and extrinsic motivational factors, such as recognition, responsibility, personal growth opportunities, and achievement. Although the work environment did not show a direct impact, maintaining a physically and socially supportive workplace may strengthen the influence of motivation and prevent performance decline over time. These insights provide valuable guidance for HR managers and policymakers in designing employee development programs and workplace policies.

This study is limited by its sample size and scope, as it focuses on a single organization within a specific sector. Future research is encouraged to explore additional variables—such as leadership style, organizational culture, or job satisfaction—and to conduct comparative analyses across industries and regions. Such studies could offer deeper insight into the mechanisms by which internal organizational factors affect employee performance and help refine strategic interventions in human resource management.

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