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The Influence Of Work Environment And Work Motivation On The Performance Of Employees Of The Cirebon City Manpower Office

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Abstract

This study aims to examine the effect of work environment and work motivation on employee performance at the Department of Manpower of Cirebon City. The research used a quantitative approach with data collected through questionnaires distributed to employees. The data were analyzed using multiple linear regression analysis. The results show that work environment has a positive and significant effect on employee performance. A supportive work environment helps employees perform their duties more effectively. Work motivation also has a positive and significant effect on employee performance, indicating that motivated employees tend to achieve better work outcomes. Furthermore, work environment and work motivation simultaneously influence employee performance and contribute substantially to improving employee productivity. The study concludes that improving workplace conditions and enhancing employee motivation are important efforts to increase employee performance and support the achievement of organizational goals.

Keywords: Work Environment, Work Motivation, Employee Performance

INTRODUCTION

Employee performance is one of the important factors that determine the success of the organization in achieving the goals that have been set. In government agencies, employee performance has a strategic role in realizing effective, efficient, and quality public services. The Cirebon City Manpower Office as one of the regional apparatus organizations that have duties in the field of employment is required to be able to provide

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optimal services to the community. However, in its implementation, there are still several indications that show that employee performance has not fully reached the expected target. This condition can be seen from the untimely completion of administrative services, differences in service quality between sections, and variations in the level of employee discipline. This phenomenon shows the need to identify factors that affect employee performance, especially the work environment and work motivation.

The work environment is one of the factors that can affect the comfort and productivity of employees in carrying out their work. The work environment includes physical and non-physical aspects, such as work facilities, spatial planning, relationships between employees, organizational communication, and support from leaders. A conducive work environment will provide opportunities for employees to work optimally, while a less supportive work environment can hinder performance achievement. At the Cirebon City Manpower Office, several obstacles are still found, such as limited workspaces, less ergonomic layouts, noise levels from public service spaces, and uneven work facilities. This condition has the potential to affect the comfort and effectiveness of employees' work.

In addition to the work environment, work motivation is also an important factor in improving employee performance. Work motivation is an internal and external drive that affects a person's enthusiasm, perseverance, and willingness to carry out tasks. Employees who have high motivation tend to show better performance than employees who have low motivation. However, there is still a variation in work motivation among employees of the Cirebon City Manpower Office which is shown through uneven levels of initiative, fluctuations in attendance and punctuality, and lack of innovation in the implementation of tasks. This phenomenon indicates that the need for awards, career development opportunities, and organizational support has not been fully met.

Various previous studies have shown that the work environment and work motivation have an influence on employee performance. Research by Ahmed et al. (2022) found that the physical and psychological work environment has a significant effect on the performance of public sector employees. Meanwhile, Wright and Pandey (2021) prove that work motivation can improve employee performance through increasing organizational commitment. However, research that examines the influence of the work environment and work motivation simultaneously on the Cirebon City Manpower Office is still limited. Therefore, this research is important to fill the research gap as well as provide an empirical picture of the factors that affect the performance of employees in the agency.

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This study aims to analyze the conditions of the work environment, the level of work motivation, and the performance of employees at the Cirebon City Manpower Office, as well as to examine the influence of the work environment and work motivation both partially and simultaneously on employee performance. The results of the research are expected to contribute to the development of human resource management science and become a consideration for the Cirebon City Manpower Office in formulating policies to improve employee performance and the quality of public services

METHOD

This study uses a quantitative approach with a type of causal associative research. The quantitative approach was chosen because the research aims to examine the relationship and influence between work environment variables and work motivation on employee performance through numerical data processing using statistical analysis. Causal associative research is used to explain the cause-and-effect relationship between independent variables and dependent variables so that the magnitude of the influence of the work environment and work motivation on employee performance at the Cirebon City Manpower Office can be known.

The research was carried out at the Cirebon City Manpower Office. The selection of the research location was based on the existence of phenomena related to variations in employee performance, work environment conditions, and the level of work motivation that became the focus of the research. The implementation of research includes the preparation of research instruments, data collection through the distribution of questionnaires, data processing, data analysis, and the preparation of research reports.

The population in this study is all employees of the Cirebon City Manpower Office which totals 61 people consisting of 47 State Civil Apparatus (ASN) employees and 14 Non-ASN employees. Given the relatively limited population, the study used a probability sampling technique with a simple random sampling method. This technique was chosen because every member of the population has an equal chance of being selected as a research respondent. The number of samples was determined using the Slovin formula with an error rate of 5 percent so that a representative sample number was obtained to describe the condition of the study population.

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Table 1. Operational Variable

Variable	Dimensions	Indicator	Source
Work Environment (X1)	Lighting	1. Sufficiency of Light 2. Light Intensity Determination 3. Evenly Distributed Light	Sedarmayanti (2017)
	Room Temperature and Air Circulation	1. Comfortabele room temperature 2. Good ventilation and air circulation 3. Does not cause excessive heat or cold	
	Noise	1. Low noise level 2. Does not interfere with concentration 3. Controlled sound source	
	Room Layout	1 Neatness and availability of movement space 2 Ergonomic table and chair arrangement 3 Does not hinde work activities	
	Cleanliness and Neatness	1. Clean and tidy room 2. Work equipment hygiene 3. Odor/garbage free	
Work Motivation (X2)	Intrinsic Motivation	1. Desire to achieve 2. Job satisfaction 3. Responsibilities 4. Self-development	Vroom (1964); Maslow;

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	Motivasi Ekstrinsik	1. Appreciation 2. Promotions 3. Support 4. Organitation 5. Compensation	
Employee Performance (Y)	Quality of Work	1. Precision in work 2. Comformity of work result with standards 3. Minimal errors 4. Professionalism in carrying out duties	Bernardin & Russell (2013)
	Working Quantitity	1. Number of jobs completed 2. Output volume as target 3. Effectiveness of working time use	
	Punctuality	1. Timely completion of tasks 2. Not delaying work 3. Time management ability	
	Initiatives	1. Ability to take actions without commands 2. Creativity in finding solutions 3. Proactive	
	Cooperation	1. Ability to work in a team 2. Wilingness to help colleagues	

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		3. Adaption to the working group	

The research data was obtained through the distribution of questionnaires to predetermined respondents. The questionnaire was compiled based on indicators from each research variable, namely work environment, work motivation, and employee performance. In addition, the research is also supported by data and documents relevant to the research object to strengthen the results of the analysis carried out.

Data analysis was carried out using multiple linear regression analysis to determine the influence of work environment and work motivation on employee performance. Hypothesis testing is carried out through a partial test (t-test) to determine the influence of each independent variable on the dependent variable, a simultaneous test (F test) to determine the influence of the two independent variables together on employee performance, and a determination coefficient (R^2) to measure the amount of contribution of independent variables in explaining the variation in employee performance

RESULT

1. Instruments Test

Validity Test

Table 2. Validity Test Result

Variable	Statement	R-Calculate	R- Table	Remarks
Work Environment	X1.1	0.830	0.2521	Valid
	X1.2	0.851	0.2521	Valid
	X1.3	0.887	0.2521	Valid
	X1.4	0.890	0.2521	Valid
	X1.5	0.887	0.2521	Valid
	X1.6	0.885	0.2521	Valid
	X1.7	0.863	0.2521	Valid
	X1.8	0.820	0.2521	Valid
Work Motivation	X2.1	0.816	0.2521	Valid
	X2.2	0.870	0.2521	Valid
	X2.3	0.824	0.2521	Valid
	X2.4	0.861	0.2521	Valid
	X2.5	0.755	0.2521	Valid

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Variable	Statement	R-Calculate	R- Table	Remarks
	X2.6	0.868	0.2521	Valid
	X2.7	0.790	0.2521	Valid
	X2.8	0.820	0.2521	Valid
Emloyee Performance	Y1.1	0.730	0.2521	Valid
	Y1.2	0.787	0.2521	Valid
	Y1.3	0.776	0.2521	Valid
	Y1.4	0.812	0.2521	Valid
	Y1.5	0.863	0.2521	Valid
	Y1.6	0.792	0.2521	Valid
	Y1.7	0.693	0.2521	Valid
	Y1.8	0.784	0.2521	Valid
	Y1.9	0.744	0.2521	Valid
	Y1.10	0.787	0.2521	Valid
	Y1.11	0.779	0.2521	Valid
	Y1.12	0.730	0.2521	Valid

Sources: Data Processed by Authors (2026)

Based on the table of validity test results, all statement items in the variables Work Environment (X1), Work Motivation (X2), and Employee Performance (Y) show a calculated r value that exceeds the r of the table (0.2521) with a significance level below 0.05, so that all indicators can be declared valid.

Reliability Test

Table 2 Reliability Test Result

Variable	Cronbach's Alpha	N of Items	Remarks
Work Environment	0.951	Valid	0.951
Work Motivation	0.933	Valid	0.933
Employee Performace	0.939	Vaild	0.939

Sources: Data Processed by Authors (2026)

According Yusup (2018), The reliability value that is acceptable and considered valid is when Cronbach's Alpha and Composte Realability (rho_c) values are greater than

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0.7. Thus, based on the results of the above reality test table, it shows that Cronbach's Alpha value for Work Environment Variables is 0.951, Work Motivation is 0.933, and Employee Performance is 0.939. Thus, this research instrument is declared realistic and can be used in the next stage of analysis.

2. Classic Assumption Test

Table 3 Classic Assumption Test

Classic Assumption Test	Result	Remarks
Normality Test	Sig =0.200 > 0.05	Normaly distributed data
Multicollinearity Test	Tolerance = 0.81 > 0.10	There is no multicollinearity
Heteroscedasticity Test	X1 = 0.597 > 0.05 X2 = 0.399 > 0.05	There is no Heteroscedasticity

Sources: Data Processed by Authors (2026)

The results of the classical assumption tests indicate that the regression model satisfies all required assumptions and is therefore appropriate for further analysis. The normality test produced a significance value of 0.200, which is greater than 0.05, indicating that the data are normally distributed. Furthermore, the multicollinearity test showed a tolerance value of 0.81, exceeding the minimum threshold of 0.10, which confirms that there is no multicollinearity among the independent variables. The heteroscedasticity test also demonstrated satisfactory results, with significance values of 0.597 for Work Environment (X_1) and 0.399 for Work Motivation (X_2), both of which are greater than 0.05. These findings indicate the absence of heteroscedasticity in the regression model. Therefore, it can be concluded that the data meet the assumptions of normality, multicollinearity, and heteroscedasticity, and the regression model is suitable for hypothesis testing and further statistical analysis.

3. Multiple Linear Regression Analysis

Table 4 Multiple Linear Regression Equations

Variabel	Unstandardized B
Constant	1.965
Word of mouth (X1)	0.719
Product Quality (X2)	0.671

Source: Data processed by Authors (2026)

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Based on the calculations carried out through SPSS software version 29, the results were obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$
$$Y = 1.965 + 0.719X_1 + 0.671X_2$$

The regression value constant in the equation above has a value of 1.965, which interprets that if the Work Environment and Work Motivation value is assumed to be 0, then the Employee Performance value is 1.965. The value of the regression coefficient of the Work Environment variable has a positive value of 0.719, interpreting that if there is a 1% increase in the Work Environment variable, it can increase the increase in Employee Performance worth 0.719. The regression coefficient value of the Work Motivation variable has a positive value of 0.671, interpreting that if there is a 1% increase in Work Motivation, it can increase the increase in Job Satisfaction worth 0.671.

4. Coefficient Determination

Table 5 Coefficient Determination Test Result

R Square
0.938

Source: Data processed by Authors (2026)

The Determination Coefficient (R2) is used to assess the extent to which independent variables are able to explain variations in independent variables. The value ranges from 0 to 1, where the closer to 1 shows the regression model, the better it is at describing the variation of dependent variables. Based on table 5 above, the Adjusted R Square is 0.938, which means that the Work Environment and Work Motivation Variables are able to explain the Employee Performance Variable by 93.8%, while the remaining 6.2% is explained by other variables.

5. Partial Test (T Test)

Table 6 Partial Test Result

Variabel	Sig.	Status	Remarks
Word of Mouth (X1)	0.310	Sig > 0.05	H1 Rejected
Product Quality (X2)	0.000	Sig < 0.05	H2 Accepted

Source: Data processed by Authors (2026)

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The T test is an evaluation conducted by researchers to assess the partial influence between independent variables and dependent variables. In this test, the researcher used a significance level of 5% to assess whether or not the partially independent variable had a significant impact on the dependent variable. If the significance value is less than 0.05, then it is concluded that the independent variable has a significant effect on the dependent variable.

Based on the table, the Work Environment variable (X1) has a significance value of 0.00 < (0.05), so it is concluded that the Work Environment Variable has a significant effect on the Employee Performance variable, (H1 Accepted). The Work Motivation variable has a significance value of 0.00 < (0.05), so it is concluded that the Work Motivation variable has a significant effect on the Employee Performance variable.

6. Simultaneous Test (F Test)

Table 7 Simultaneous Test Result

Sig.	Status	Remarks
0.00	Sig < 0.05	H3 Accepted

Source: Data processed by Authors (2026)

The F test or simultaneous test is used to evaluate the overall ability of independent variables, namely Work Environment (X1) and Work Motivation (X2) on Employee Performance (Y). The condition is that if the probability value of F (sig) in the table , less than 0.05 can be said to be significant. So, based on the table above, the significant value produced is 0.00 < 0.05, so it is concluded that the variables of Leadership Style and Work Life Balance together (simultaneously) have a significant effect on Job Satisfaction.

DISCUSSION

Effect of Work Environment on Employee Performance

The findings indicate that work environment plays an important role in enhancing employee performance at the Department of Manpower of Cirebon City. This result supports the Human Resource Management Model (AMO Theory), which emphasizes that employee performance is influenced by the opportunities provided by the organization. A supportive work environment enables employees to perform their duties effectively by creating conditions that facilitate productivity and efficiency.

The findings are also consistent with Work Environment Theory, which suggests that both physical and non-physical workplace conditions influence employee behavior and performance. Adequate facilities, a comfortable workspace, effective communication,

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and positive interpersonal relationships can improve employee concentration and job satisfaction. Consequently, employees are more likely to demonstrate higher levels of productivity and commitment to organizational goals. In the context of the Department of Manpower of Cirebon City, improving workplace conditions may help employees perform their responsibilities more efficiently. Therefore, organizational efforts to create a supportive and comfortable work environment are essential for sustaining employee performance and improving public service quality.

Effect of Work Motivation on Employee Performance

The study confirms that work motivation is an important factor influencing employee performance. This finding is in line with Expectancy Theory, which explains that employees are more likely to exert greater effort when they believe their performance will lead to desirable outcomes and rewards. Employees who are motivated tend to show stronger commitment, initiative, and responsibility in completing their tasks.

The result also supports Maslow's Hierarchy of Needs, which argues that individuals are motivated when their needs are fulfilled. In organizational settings, employees are more likely to perform effectively when they receive recognition, career development opportunities, and adequate organizational support. These factors encourage employees to achieve both personal and organizational objectives. From a managerial perspective, strengthening employee motivation through fair reward systems, training programs, and career advancement opportunities can contribute to improved performance. Therefore, organizations should continuously develop strategies that enhance both intrinsic and extrinsic motivation among employees.

Simultaneous Effect of Work Environment and Work Motivation on Employee Performance

The findings demonstrate that work environment and work motivation complement each other in shaping employee performance. This supports the AMO Theory, which highlights the importance of providing employees with both opportunities and motivation to achieve optimal performance. Employees are more likely to perform effectively when they work in a supportive environment and possess sufficient motivation to accomplish their responsibilities.

The interaction between these two factors creates a positive organizational climate that encourages employees to contribute more effectively to organizational objectives. A conducive work environment can strengthen employee motivation, while motivated

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employees are more capable of utilizing available resources and opportunities to improve their performance. This relationship suggests that employee performance should not be viewed as the result of a single factor but rather as the outcome of multiple interconnected organizational and individual factors. Therefore, organizations should adopt an integrated human resource management approach that simultaneously improves workplace conditions and employee motivation. Such an approach is expected to support sustainable performance improvement and enhance the effectiveness of public service delivery.

CONCLUSION

This study concludes that work environment and work motivation are important factors influencing employee performance at the Department of Manpower of Cirebon City. A supportive work environment provides employees with favorable conditions to perform their duties effectively, while work motivation encourages them to demonstrate greater commitment, responsibility, and productivity in achieving organizational goals. These findings support the Human Resource Management Model (AMO Theory), which emphasizes the importance of opportunity and motivation in enhancing employee performance. Furthermore, the results confirm that both factors contribute significantly to improving employee effectiveness in carrying out their responsibilities.

The study also demonstrates that work environment and work motivation jointly play a substantial role in determining employee performance. This finding indicates that performance improvement efforts should not focus on a single factor but rather on a comprehensive approach that simultaneously enhances workplace conditions and employee motivation. Therefore, the Department of Manpower of Cirebon City is encouraged to improve workplace facilities, strengthen organizational communication, provide fair recognition and rewards, and create opportunities for employee development. Such initiatives are expected to enhance employee performance and support the achievement of organizational objectives as well as the delivery of high-quality public services.

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