

The Influence of Work Motivation, Compensation, and Work Environment on Employee Performance at PT Prasetya Dwidharma Jakarta

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ABSTRACT

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This research aims to investigate the influence of work motivation, compensation, and work environment on employee performance at PT Prasetya Dwidharma Jakarta. The research method employed is quantitative, involving the distribution of questionnaires to 90 respondents from various divisions within the company. The collected data were analyzed using multiple linear regression with SPSS version 26. The results indicate that work motivation, compensation, and the work environment partially have a positive and significant impact on employee performance. Collectively, these three variables simultaneously have a significant influence on employee performance, with an adjusted R square value of 26.1%. Suggestions from the study are the company can pay attention to the individual needs of employees, enhance workplace safety, and continually monitor and improve these factors to achieve better work performance in the future.

Keywords: Work Motivation, Compensation, Work Environment, Employee Performance

1. INTRODUCTION

Human Resources (HR) serves as the nucleus of any company or organization, playing a pivotal role with a significant impact on all company activities. According to Jannah (2022), a company will not be able to add value or generate profits without its human resources. Therefore, company management must be able to optimize and maximize its resources, especially especially now that company competition is very fierce. Extra attention is needed for companies to plan resource strategies because planning and implementation must be supported by precise, careful analysis and objective performance assessment. PT Prasetya Dwidharma is a telecommunications and infrastructure contracting company that was established in 2008. It currently employs 90 individuals across various divisions. The company specializes in providing comprehensive construction services, encompassing planning, construction, mechanical, and electrical work. As a company that has been established for a long time and has high hopes in improving infrastructure in Indonesia, PT Prasetya Dwidharma expects qualified and committed employees in order to achieve goals. Therefore, PT Prasetya Dwidharma always measures and evaluates the performance of their employees through a Key Performance Indicator or KPI.

In Khaerana's study (2020), as cited by Fahmi, performance is defined as the outcome generated by organizations or companies, whether they are profit-oriented or non-profit-oriented, over a specific period. The company's success hinges on the efficiency and effectiveness of its employees in pursuit of predefined objectives. In line with this, according to Abeysinghe & Wijensinghe (2020), performance represents both the quality and quantity expected from employees in carrying out their assigned responsibilities. Consequently, performance denotes the results attained by employees within a company, aligning with their prescribed duties and obligations.

At the moment, employee performance at PT Prasetya Dwidharma is experiencing fluctuating conditions. Below are the performance evaluation results of employees from various departments at PT Prasetya Dwidharma presented in the table below :

Table 1.1 PT Prasatia Dwidharma's KPI for The Past 3 Years

No.	Departments	Average Score in 2021 Achievement	Average Score in 2022 Achievement	Average Score in 2023 Achievement
1	Administration	87,8%	85,2%	80%
2	Procurement	89%	80%	75%
3	Tax	94%	93,5%	90%
4	General Affairs	87%	89%	90,1%
5	Marketing	96,5%	97%	89%
6	Logistic	92%	90,6%	87%

(Primary data source: PT Prasatia Dwidharma 2023)

Based on the table above, it shows the average performance evaluation results of employees at PT Prasatia Dwidharma for the years 2021-2023. It can be seen from the table above that PT Prasatia Dwidharma has different employee performances across various departments, such as departments with good scores being General Affairs. Meanwhile, departments that received low scores are in the Administration, Procurement, Tax, Marketing, and Logistic department, which shows a consistent decline in performance evaluation over the years. And here are the performance evaluation results of employees in the production department presented in the table below:

Table 1.2 Employee Performance at PT Prasatia Dwidharma for The Past 3 Years

No	KPI	Average Score In 2021		Average Score in 2022		Average Score In 2023	
		Achievement	Score	Achievement	Score	Achievement	Score
1	Quality of the work	86%	82	89,5%	87	85%	81
2	Quantity of the work	89%	85	88%	88	88,5%	88
3	Dicipline	94%	91	92%	90	86%	85
4	Independence	88%	86	85%	83	80%	78
5	Integrity	91%	89	90%	89	90%	89
6	Responsibility	89%	85	86%	82	83%	80

(Primary data source: PT Prasatia Dwidharma 2023)

According to PT Prasatia Dwidharma's KPI over the past 3 years, it shows that the performance evaluation of employees in various departments has been experiencing suboptimal performance from year to year. The quality of work experienced an increase in 2022 but saw a significant decline in 2023. Meanwhile, the increase in the employees' performance indicator for work quantity from 2021 to 2023 was not substantial. However, the indicators for discipline, independence, and responsibility saw a significant decrease, decreasing by 3% - 5% each year. Research conducted by (Trisna & Guridno, 2021) identifies several factors that significantly contribute to the enhancement of employee performance, which include providing appropriate compensation, fostering motivation, and establishing a conducive work environment.

According to Noor in (Jufrizen & Sitorus, 2021.) work motivation is a mental or emotional state that propels or excites an individual to carry out their assigned tasks, enabling them to achieve their organizational objectives. Then according to Sitorus (2020) work motivation is a person's desire that can arouse enthusiasm and desire to help direct and maintain behavior in order to achieve goals or desires in accordance with the scope of work. According to table 1.2 It can be observed that KPI's indicator of discipline, independence, and responsibility have experienced a significant decline, although an employee is expected to maintain their discipline, independence, and responsibility towards their work. This data supported by interview findings conducted by the researcher with one of the managers at PT Prasatia Dwidharma Jakarta. Employees tend to slack off at work, arrive late, and feel a lack of motivation to perform their tasks. Based on Table 1.2. Employee Performance at PT Prasatia Dwidharma for The Past 3 Years, the quality of work produced by employees experienced an increase in 2022 but a rather decline in 2023. The discipline KPI indicator experienced a

significantly larger decline compared to other assessment indicators, amounting to 8% from 2021 to 2023. Lack of motivation is one of the reasons for employees to improve and maintain their performance so they can achieve the KPI's indicators.

Compensation, which is the second factor under examination, represents a vital component of the company's policies in the form of rewards for employees' demonstrated performance. Hasibuan (2019) stated that compensation is all income in the form of money, and goods, directly received by employees in return for services provided to the company.

Table 1.4. Average Salary Data PT Prasatia Dwidharma Jakarta

Position	Average Salary
Supervisor	Rp. 7,000,000 - 7,500,000
Assistant Supervisor	Rp. 6,000,000 - 6,500,000
Senior Staff	Rp. 5,500,000 (Max)
Staff	Rp. 4,750,000 (Max)

(Primary data source: PT Prasatia Dwidharma)

The data presented above illustrates that employee compensation at PT Prasatia Dwidharma Jakarta primarily takes the form of salaries. This study indicates that PT Prasatia Dwidharma tends to offer salaries to its employees at conventional standards. According to Fai (2023), the DKI Jakarta Provincial Government set the 2023 regional minimum wage at Rp. 4,901,789. The basis for setting the Jakarta Provincial Minimum Wage (UMR) in 2023 is Minister of Manpower Regulation Number 18 of 2022 concerning the determination of the Provincial Minimum Wage (UMP). Given that PT Prasatia Dwidharma Jakarta operates in the telecommunications and contracting industry, one might expect employees to receive relatively higher salaries. For instance, the average salary for supervisory-level employees in the telecommunications industry is reported to be Rp. 8,000,000 per month, according to Karnadi (2022).

Additionally, another issue arises from excessive working hours and days, which affects the quality of employee performance. There is an issue of overtime work where employees are forced to work on holidays, resulting in a decrease in the quality of work due to the lack of rest days. Based on the problem, the working hours for employees at PT Prasatia Dwidharma in Jakarta are as follows:

Table 1.3. Working Day and Hours

Day	Time	Hours
Weekday	09.00 – 12.00 (Office Hour)	7 Hours (a day)
(Monday – Friday)	12.00 – 13.00 (Break)	35 Hours (a week)
	13.00 – 17.00 (Office Hour)	

(Primary data source: PT Prasatia Dwidharma 2023)

Based on the table above, employees work for 7 hours per day and 35 hours per week, starting from 9:00 AM to 5:00 PM with a 1-hour break. This in line with the law but employees are required to work outside their regular working hours, such as in the procurement and marketing divisions. Sometimes, they are required to meet clients and attend meetings outside the office, which can take up a considerable amount of time. The logistics department must monitor and wait for progress updates on shipping, which sometimes requires them to work longer hours, even on holidays. Similarly, other departments face similar situations. This can lead to a lack of rest days and can affect the physical and mental health of employees, thereby impacting their performance quality. With all the tasks assigned as employees' responsibilities, the company is also expected to provide equal reciprocation to employees by offering compensation in all forms as an appreciation for their performance.

The work environment constitutes the third focal factor under investigation, recognized for its substantial impact on employee performance. According to Andriany (2019), the work environment encompasses the physical surroundings where work activities transpire, including facilities, the ambiance, and the equipment available. Based on interviews conducted with PT Prasatia Dwidharma employees prior to the commencement of this study, it was revealed that some employees expressed discomfort associated with the work atmosphere. This discomfort was attributed to factors such as noise, room dimensions, and lighting, which had varying effects. With a significant number of employees, the workspace tends to be more cramped and can have relatively high noise levels. This can affect the concentration of employees and result in a decline in the quality of their performance.

Table 1.5. The Physical Environmental Conditions of PT Prasetya Dwidharma's office

NO	The Type of Facility	Condition	
		Good	Bad
1	Table	50	20
2	Chair	58	32
3	AC	10	5
4	Fire Extinguisher	3	2
5	Alarm	5	3

(Primary data source: PT Prasetya Dwidharma 2023)

Based on the table above, it can be explained that PT Prasetya Dwidharma has 70 desks and 90 chairs. The desks used are large desks, so most staff members share desks with others, but there are some desks and chairs that are in poor condition, which can create discomfort for employees while working. Additionally, there are only 10 functioning air conditioners for the 90 employees at PT Prasetya Dwidharma Jakarta, with 5 air conditioners in poor condition, leading to inadequate air circulation. Furthermore, in terms of workplace safety, there are 3 functioning fire extinguishers, but 2 of them are in poor condition, and some alarms are also damaged. This can increase employees' feelings of insecurity about the work environment. Additionally, For some employees who are required to attend meetings outside the office and in locations that change every day, this can affect their ability to maintain focus and their performance in completing tasks, also due to project requirements, some employees were obligated to visit project sites for surveys and coordination, often in locations that were less safe due to ongoing construction activities.

Considering the issues outlined, this research will be conducted under the title 'The Effect of Work Motivation, Compensation, and Work Environment on Employee Performance at PT Prasetya Dwidharma Jakarta'.

2. LITERATUR REVIEW

a. Work Motivation

Work motivation is the provision of motion that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2019). Lack of motivation from the company for its employees will hinder employee performance and also make the work atmosphere not conducive. So if employees have high motivation, they tend to be able to improve their individual performance. According to Gagné et al, there is a scale that can measure work motivation, namely the Multidimensional Work Motivation Scale (MWMS) scale (Theofilus, 2022). The MWMS scale consists of :

- 1) Motivation: lack of motivation for the work activity or activities.
- 2) Extrinsic Regulation - Social: engagement in activities for social reasons, such as being respected and not criticized by others.
- 3) Introjected Regulation: internally suppressive behaviors, such as guilt, shame, and ego involvement.
- 4) Identified Regulation: an individual will to perform activities with their own values and meanings.
- 5) Intrinsic Motivation: performing work activities with the aim of self-interest, such as being interesting and fun to do.

b. Compensation

According to Sedarmayanti (2019), Compensation is everything that employees receive in return for their services. Then according to Enny (2019), compensation is a form of reward given to employees as a form of appreciation for their contribution and work to the company, which can be in the form of direct or indirect rewards. The above opinion is closely related to the financial rewards given to someone on the basis of the employment relationship. Based on the opinions that have been expressed by experts, it can be concluded that compensation is a form of reward or appreciation by the company given to its employees. Compensation differs between individuals according to what each individual does for the company. According to Sedarmayanti (2019), there are six indicators for assessing compensation, which include:

- 1) Wage is a working wage that is paid regularly within a specified period of time or a reward received by a worker in the form of money based on a certain period of time.
- 2) Additional income given by the company to employees beyond the basic salary or wage as a reward for good performance is called an incentive or bonus.
- 3) Incentives are a form of reward in the form of money or objects of value for employee achievement.

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- 4) Insurance is a protection provided as a form of responsibility if an employee falls ill, is injured, or dies while working.
 - 5) Security is a sense of freedom from fear and freedom from all possible work accidents.
 - 6) Working holidays are a form of providing rest time for employees within a certain period of time which aims to ensure physical and spiritual freshness.

c. Work Environment

A work environment can be said favorable when it is characterized by health, comfort, safety, and overall pleasantness for employees as they carry out their assigned tasks within the company. In essence, the work environment encompasses the physical, social, and psychological aspects of life within a company, all of which significantly influence employee performance and productivity. This definition aligns closely with the viewpoint of Enny (2019) the work environment is everything that is around employees which includes the physical and non-physical work environment which can affect employee job satisfaction in carrying out their work so that they will get maximum work results. According to Sedarmayanti (2019), factors that impact the work environment, concerning employee capabilities, includes :

Physical Work Environment Factors :

- 1) Lighting in the Workplace: Adequate lighting in the workplace is highly beneficial for employees to facilitate smooth work operations.
- 2) Temperature in the workplace is an important factor, as human limbs naturally have varying temperatures. The human body continually strives to maintain a state of equilibrium, equipped with a sophisticated system that can adapt to external temperatures.
- 3) Humidity in the workplace, expressed as a percentage, results from the presence of moisture in the air.
- 4) Air Circulation in the Workplace: Oxygen is a vital gas necessary for the survival of living organisms and the metabolic process.
- 5) Noise in the Workplace: Noise pollution, often overlooked, refers to unwanted sounds that can disrupt the tranquility at work, impair hearing, and lead to miscommunication.
- 6) Mechanical Vibrations in the Workplace: Mechanical vibrations are oscillations generated by mechanical equipment, and in some instances, these vibrations may transmit to an employee's body, causing disruptions.
- 7) Odors in the Workplace: Unpleasant odors within the work environment can be regarded as a form of pollution, as they can disrupt concentration and productivity.
- 8) Color Management in the Workplace: Properly managing and studying color in the workplace is essential. The arrangement of colors is closely linked to workplace decoration.
- 9) Decoration in the Workplace: Decoration is intricately tied to the appropriate arrangement of colors. It involves the organization of layout, color schemes, equipment, and other elements used in the work environment.
- 10) Security in the Workplace: Workplace security is of utmost importance for maintaining a sense of safety and peace while working.

In addition to the factors of the physical work environment, there are factors related to the non-physical work environment, namely:

- 1) The Relationship Between Superiors and Subordinates: This pertains to the dynamic between supervisors and their subordinates, involving the assignment of tasks and the communication of information from leaders to their teams. This information can encompass tasks, organizational policies, goals to be achieved, and changes in company policies.
- 2) Relationship Between Employees: The work environment within a company is closely linked to the interactions between employees.

d. Employee Performance

Employee performance fundamentally has a significant impact on the success of a company. Good employee performance is also a positive contribution to the progress and development of the company. A company can be considered developed when it has good performance in it. Performance can be defined as the outcome or output of work, both in terms of quality and quantity, that an employee accomplishes while fulfilling their responsibilities (Purba and Silalahi, 2020). The definition collectively emphasize that employee performance is synonymous with their efforts to complete their tasks and achieve high-quality results. Human resources play a pivotal role within a company, and an employee's ability to deliver quality outcomes directly impacts overall performance and improvement within the organization. According to Bernadine, employee performance can be assessed using the following indicators (Windawan and Melfin, 2019) :

- 1) Quality: this relates to how closely the results of activities align with perfection, as in conforming to an ideal way of performing tasks or meeting the expected goals of an activity.
- 2) Quantity: it is produced in terms of the number of units, and the number of cycles of activity completed.
- 3) Timeliness: This indicator gauges how well an activity is completed within the desired starting time, considering coordination with the output and making the most of available time for other activities.
- 4) Effectiveness: It assesses the degree to which the organization's human resources are optimized, aiming to maximize gains or minimize losses for each unit of resource utilization.
- 5) Independence: This indicator measures an employee's ability to carry out their job functions without the need for constant guidance from a supervisor or intervention to prevent adverse outcomes.

3. RESEARCH METHOD (10 PT)

a. Research Object

In this research, the researcher determined the object of this research at PT Praselia Dwidharma with 90 employees in various divisions.

b. Types of Data

- 1) Primary Data
According to Sujarweni (2019) primary data is data obtained from respondents through questionnaires, focus groups, and panels or also data from researcher interviews with sources. In this study, researchers used questionnaires and interviews as primary data collection techniques
- 2) Secondary Data
According to Sujarweni (2019) secondary data is data obtained from records, books, and magazines such as company publications financial reports, government reports, articles, and books that don't need to be processed again. In this study, researchers used literature study as a secondary data collection technique.

c. Data Collection Technique

The data collection techniques in this study are as followed :

- 1) Questionnaires
The questionnaire was distributed online to sales and workshop employees at PT Praselia Dwidharma to obtain answers and employee perspectives regarding work environment, compensation, work environment, and employee performance
- 2) Interview
In this study, researchers utilized interviews to obtain data regarding the problems that occurred at PT Praselia Dwidharma.
- 3) Literature Study
According to Sugiyono (2022), literature study is a theoretical analysis and references related to the values, culture, and norms that exist in the social context being investigated. In this study, researchers chose the literature study technique by collecting references from books, journals, and articles related to work motivation, compensation, work environment, and employee performance.

d. Hypothesis Test

This study uses the t-test and f-test to analyze existing hypotheses. The t-test is a hypothesis test that assesses whether a statistically significant difference exists between two sample means. The t-test is used to determine how much influence the independent variable has in explaining the dependent variable (Sugiyono, 2022). If the significant t value < 0.05 then there is a significant influence between the independent variable on the dependent variable. This means H_0 is rejected and H_1 is accepted. Then according to Sugiyono (2022), the F test aims to determine the effect of independent variables simultaneously. The basis for the decision according to Sugiyono (2022) are H_1 is accepted if $F_{count} > F_{table}$ at the 5% significance level.

e. Multiple Linear Regression

The analysis method that will be used in this research is the multiple linear regression model. According to Sugiyono (2022), multiple linear regression analysis is used to forecast the potential changes (either increases or decreases) in the dependent variable (criterion) based on the manipulation of two or more independent

variables acting as mediator factors. Therefore, multiple regression analysis is used when there are a minimum of two independent variables in the study (Sugiyono, 2022).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

4. RESULTS AND ANALYSIS

a. Validity Test

In this research, validity testing is performed for each study variable, including work motivation, compensation, work environment, and employee performance. Afterward, the acquired data will be processed and analyzed using SPSS version 26. Each statement item for every variable is tested by comparing the r count with the r table. Here, the r table is set at 0.2072 (df = N – 2, with N = 90, thus df = 88) at a significance level of 5 percent or 0.05. The research instrument is considered valid if the r count is greater than the r table (r count > r table). Conversely, if the r count is smaller than the r table, the research instrument is considered not valid and is deemed inadequate.

Table 4.1 Validity Test Result

Research Variables	Item	r Count	r Table	Result
Work Motivation (X1)	X1.1	0.622	0.207	Valid
	X1.2	0.684	0.207	Valid
	X1.3	0.651	0.207	Valid
	X1.4	0.715	0.207	Valid
	X1.5	0.579	0.207	Valid
	X1.6	0.586	0.207	Valid
	X1.7	0.535	0.207	Valid
	X1.8	0.318	0.207	Valid
	X1.9	0.334	0.207	Valid
	X1.10	0.377	0.207	Valid
Compensation (X2)	X2.1	0.685	0.207	Valid
	X2.3	0.559	0.207	Valid
	X2.4	0.713	0.207	Valid
	X2.5	0.692	0.207	Valid
	X2.6	0.708	0.207	Valid
	X2.7	0.740	0.207	Valid
	X2.8	0.676	0.207	Valid
	X2.9	0.617	0.207	Valid
	X2.10	0.522	0.207	Valid
	X2.11	0.564	0.207	Valid
	X2.12	0.293	0.207	Valid
	X2.13	0.632	0.207	Valid
	X2.14	0.446	0.207	Valid
	X2.15	0.573	0.207	Valid
	X3.1	0.628	0.207	Valid
Work Environment (X3)	X3.2	0.604	0.207	Valid
	X3.4	0.765	0.207	Valid
	X3.5	0.692	0.207	Valid
	X3.6	0.660	0.207	Valid
	X3.7	0.553	0.207	Valid
	X3.8	0.473	0.207	Valid
	X3.9	0.643	0.207	Valid
	X3.10	0.575	0.207	Valid
	X3.11	0.598	0.207	Valid
	X3.12	0.492	0.207	Valid
	X3.13	0.581	0.207	Valid
Employee Performance (Y)	Y1	0.536	0.207	Valid
	Y2	0.408	0.207	Valid
	Y3	0.578	0.207	Valid
	Y4	0.590	0.207	Valid
	Y5	0.634	0.207	Valid

Y6	0.621	0.207	Valid
Y7	0.528	0.207	Valid
Y8	0.558	0.207	Valid
Y9	0.551	0.207	Valid
Y10	0.572	0.207	Valid
Y11	0.538	0.207	Valid
Y12	0.497	0.207	Valid
Y13	0.356	0.207	Valid

(Source: Processed Data by SPSS Ver 26, 2023)

Based on Table 4.1, it is evident that all questionnaire items for all the variables are proven to be valid as they exhibit r count values greater than the r table ($r_{\text{count}} > r_{\text{table}}$).

Reliability Test

In this study, Cronbach's Alpha is utilized to assess the reliability of indicators. The reliability of an indicator or statement is considered adequate if the Cronbach's Alpha value exceeds 0.60 or 60%, indicating that the instrument is reliable (Sugiyono, 2022).

Table 4.2 Reliability Test Results

No	Variable	Cronbach's Alpha Value	Sig.	Remark
1	Work Motivation (X1)	0,742	> 0,60	Reliable
2	Compensation (X2)	0.896	> 0,60	Reliable
3	Work Environment (X3)	0.882	> 0,60	Reliable
4	Employee Performance (Y)	0.795	> 0,60	Reliable

(Source: Processed Data by SPSS Ver 26, 2023)

Based on Table 4.2, it can be observed that all variables in this study are considered reliable since the Cronbach's Alpha values are greater than the significance level of 0.6.

Hypothesis T-Test

The t-test is a hypothesis test that assesses whether a statistically significant difference exists between two sample means. To determine whether there is a partial effect on two variables, it is necessary to observe whether the significance value (sig) < 0.05 (Sugiyono, 2022). Hypothesis testing with the help of the Statistical For Social Sciences (SPSS) Program can be seen in the following table below:

**Table 4.3
Partial Test (t Test)**

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	32.043	3.898		.000
	Work Motivation	.174	.083	.171	.039
	Compensation	.127	.074	.286	.025
	Work Environment	.163	.110	.300	.023

a. Dependent Variable: Employee Performance

(Source: Processed Data by SPSS Ver 26, 2023)

H1: Work Motivation Has a Positive And Significant Influence on Employee Performance

Result :

The result of hypothesis test shows a significant value of $0,039 < 0,05$, this means that the H1 is accepted and the influence is positive, this means that the higher the motivation of the employees, the higher their

performance will increase as well. Based on the results of the hypothesis test, it can be concluded that H1, which states "Work Motivation Has a Positive and Significant influence on Employee Performance," has a partial and significant positive influence. This in line with the previous research conducted by Susanti (2022), Jufrizen & Sitorus (2021), Hustia (2020), Hasibuan & Silvya (2019), and Suhardi (2019) which states that work motivation has a significant positive influence on employee performance.

H2: Compensation Has a Positive And Significant Influence on Employee Performance

Result :

The result of hypothesis test shows a significant value of $0,25 < 0,05$, this means that the H2 is accepted and the influence is positive, this indicates that higher compensation can elevate employee performance. Based on the results it can be concluded that H2, which states "Compensation Has a Positive and Significant Influence Employee Performance," has a partial and significant positive influence. This result in line with previous research by Rianda & Winarno (2022), Khotimah (2021), Jufrizen & Sitorus (2021), Pragiwani et al, (2020), and Sugiarti (2020) which states that compensation has a significant positive influence on employee performance.

H3: Work Environment Has a Positive And Significant Influence on Employee Performance

Result :

The result of hypothesis test shows a significant value of $0,23 < 0,05$, this means that the H3 is accepted and the influence is positive, which means that if the work environment is good, the employee performance will increase also. Based on the results it can be concluded that the H3, "Work Environment Has a Positive and Significant influence Employee Performance," has a partial and significant positive influence. This in line with the previous research conducted by Sugiarti (2020), Pragiwani et al, (2020), Trisna & Guridno (2021), Khotimah (2021), and Rianda & Winarno (2022) which states that work environment has a significant positive influence on employee performance.

Hypothesis F- Test

The F-test is conducted to determine whether independent variables collectively (simultaneously) have a significant impact on the dependent variable. This test aims to observe the combined influence of all independent variables on the dependent variable. With comparing the F count $>$ F table at the 5% or 0,05 significant level.

Table 4.4
Simultaneous Test (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	647.707	3	215.902	11.472	.000 ^b
	Residual	1618.515	86	18.820		
	Total	2266.222	89			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Motivation, Compensation

(Source: Processed Data by SPSS Ver 26, 2023)

Based on the results of the F-test calculation above, the obtained F count value is 11.472. While the value of the provisions of the F table from the value of the provisions $df = N - 2 - 1 = 90 - 2 - 1 = 86$, so that the value of the F table is 2.71. When compared with the F table at the 5% or 0,05 significant level, it can be concluded that F count $>$ F table, which is $11.472 > 2.71$.

H4: Work Environment, Compensation, Work Environment Simultaneously Has a Positive and Significant Influence on Employee Performance

Result :

Based on the result of simultaneous Test (F-Test) show the F count $>$ F table, which is $11.472 > 2.71$ it means that H4 is accepted. In conclusion, the Work Motivation, Compensation, Work Environment Has a Positive and Significant Influence Employee Performance. This is in line with the results of the previous research conducted by Trisna & Guridno (2021) and Khotimah (2019) also states that Work Motivation, Compensation, and Work Environment significant positive influence employee performance.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to forecast the potential changes (either increases or decreases) in the dependent variable (criterion) based on the manipulation of two or more independent variables acting as mediator factors

Table 4.5
Multiple Linear Regression Result

		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	32.043	3.898	
	Work Motivation	.174	.083	.201
	Compensation	.127	.074	.248
	Work Environment	.163	.110	.220

a. Dependent Variable: Employee Performance

(Source: Processed Data by SPSS Ver 26, 2023)

From table 4.5, the results of the multiple linear regression equation test in this study are as follows:

$$Y = 32,043 + 0,174 X_1 + 0,127 X_2 + 0,163 X_3 + e$$

This means that in this model:

- Constant (a): Has a value of 32.043. This indicates that the employee performance when all independent variables (work motivation, compensation, and work environment) are 0 or have not changed, then the value of employee performance is 32.043. In other words, the value of 32.043 are the baseline performance level without the contribution of other variables at PT Prasetia Dwidharma
- Motivation Variable (X1): The positive coefficient of 0.174 suggests a positive relationship between work motivation and employee performance. With an increases by 1 in the motivation variable, employee performance will increase by 0.174 at PT Prasetia Dwidharma
- Compensation Variable (X2): The positive coefficient of 0.127 indicates a positive relationship between compensation and employee performance. With an increase of 1 in the compensation variable, employee performance will also increase by 0.127 at PT Prasetia Dwidharma
- Work Environment Variable (X3): Work Environment has a positive value of 0.163 this indicates a positive relationship between the work environment and employee performance. With an increase of 1 in the work environment variable, employee performance will also increase by 0.163 at PT Prasetia Dwidharma

Determination Coefficient R^2

The determination of coefficient (R) used to measure how well the model explains the variation in the dependent variable. The magnitude of determination coefficient is between zero and one. A low value of adjusted R square indicates that the ability of independent variables to explain the variation in the dependent variable is quite limited. Conversely, an adjusted R value are high this indicates that the independent variables provide almost all the necessary information to predict the variation in the dependent variable (Ghozali, 2020). The determination coefficient test result can be seen in the table below:

Table 4.6 Determination Coefficient Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.286	.261	4.33820

a. Predictors: (Constant), Work Environment, Work Motivation, Compensation

b. Dependent Variable : Employee Performance

(Source: Processed Data by SPSS Ver 26, 2023)

According to table 4.6, It can be said that the Adjusted R value is 0.261. This means that the independent variable contributes 26.1% to the dependent variable, while the remaining 73.9% is influenced by other variables.

5. CONCLUSION

Based on the results of research and discussion of the influence of work motivation, compensation, and work environment on employee performance, it can be concluded as follows:

- a. The influence of work motivation on employee performance has been tested, and it is found that work motivation (X1) has a significant effect on employee performance (Y). It proves that the higher the work motivation, the higher employee performance will be. In conclusion by improving employees' work motivation can enhance employee performance at PT Prasetya Dwidharma Jakarta.
- b. The results of the test conducted on the influence between compensation (X2) and employee performance (Y) and it is reveal that compensation (X2) has a significant effect on employee performance (Y). It can be conluded that the research also demonstrates the positive and significant influence of compensation on employee performance at PT Prasetya Dwidharma Jakarta.
- c. The influence of the work environment (X3) on employee performance (Y) is evident from the test results, where it is known that the work environment (X3) significantly affects Employee Performance (Y). In conclusion, this research indicates a significant positive influence of the work environment on employees. If the work environment at PT Prasetya Dwidharma Jakarta is adequate, employee performance will improve.
- d. The influence of Work Motivation, Compensation, and Work Environment on Employee Performance is revealed from the test results, where it is known that the work motivation (X1), compensation (X2), and work environment (X3) has a significant effect on Employee Performance (Y). It can be concluded that the result of the adjusted R value is 0.261, which means that the independent variable in this research contributes 26.1% to the dependent variable, while the remaining 67.2% is influenced by other variables to improve employee performance.

The managerial implications for employee in this research that can be applied are as follow :

- a. It is crucial for employees to perform their tasks properly to achieve the company's goals. Therefore, employees should consider every assigned job desk is important. Employees must obey the rules and complete their tasks according to PT Prasetya Dwidharma standards.
- b. Learn how to maintain relationship with customers. Employees should learn how to interact with customers, as customers are a crucial aspect for the continuous operation of the company.

The managerial implications for company in this research can be applied are as follow:

- a. Acknowledging the employees about responsibility and collaboration within the company for improving the employee performance. The company can delegate tasks to employees, and in these assignments, employees can engage in projects, group brainstorming sessions, and decision-making processes. Through involving employees in these processes, it is hoped that their potential can be unleashed and enhanced.
- b. Evaluation. Conducting a gradual evaluation for employees so that the company can understand what the employees need and how they give feedback regarding company policies in terms of compensation and working environment.

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