

## THE IMPACT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT SINAR USAHA CEMERLANG, JAKARTA PUSAT

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**Abstract:** This study examines the influence of work motivation and work environment on employee performance at PT Sinar Usaha Cemerlang. Using a quantitative approach, the research analyzes data from a population of 65 employees, all of whom were included as the research sample through a saturated sampling technique. The study aims to determine how these two factors contribute to employee productivity, efficiency, and job satisfaction. The findings indicate that both work motivation and work environment have a significant positive impact on employee performance. Employees who feel valued, motivated, and work in a supportive environment tend to perform better, whereas those who experience a lack of recognition, poor work conditions, and ineffective communication demonstrate lower productivity. The study also reveals that the company needs to improve its reward system, career development programs, and workplace facilities to enhance employee engagement. Strengthening leadership support and internal communication is also crucial. Overall, the results suggest that PT Sinar Usaha Cemerlang should implement strategies that focus on workplace improvement and employee motivation to ensure sustained growth and organizational success.

**Keywords:** Work Motivation, Work Environment, Employee Performance, Workplace Productivity

## INTRODUCTION

Human resources are one of the most important factors in a company, supporting its progress and sustainability. The quality of human resources is expected to create a company's competitive advantage. Human resources are a highly valuable asset for a company, possessing great potential. A company can operate efficiently and effectively if its human resources are capable of working in such a manner. Employees can perform efficiently and effectively when they are able to fully utilize their skills. The presence of human resources in a company plays a crucial role. Employees hold great potential in carrying out company activities. The potential of human resources within a company must be optimized to generate the best possible output for the company.

A company's performance is reflected in the performance of its employees. According to Edison (2016:190), "performance is the result of a process that refers to and is measured over a specific period based on predetermined criteria or agreements." Achieving success requires contributions from both the company and the employees. Employee performance plays a crucial role in an organization because achieving organizational goals necessitates the support of competent employees in their respective fields.

Providing optimal service quality can be achieved within an organization when employees fulfill their respective responsibilities and authorities in realizing the organization's objectives.

PT Sinar Usaha Cemerlang is a subsidiary of PPBRI, operating in the logistics and courier services sector, handling package and postal deliveries by leveraging the captive market from BRI subsidiaries and BRI branch offices. This company must ensure the provision of high-quality services to consumers. Given the high level of competition in the same industry, every company must develop a strong competitive edge. Employees play a key role in strategizing to retain customers and ensuring that they continue using the company's services. An employee is considered to have high performance when they successfully meet workload expectations and when their actual work output exceeds the company's set targets.

Several factors influence employee performance, originating both from within the employees themselves and from the organizational environment in which they work. These factors include work

motivation, work discipline, leadership, competence, compensation, work environment, organizational culture, and others. These factors should be carefully considered by company leaders to ensure optimal employee performance and to achieve excellent work results.

In line with this, the author conducted observations and a pre-survey questionnaire among employees to identify phenomena or issues affecting employee performance at PT Sinar Usaha Cemerlang, Jakarta Pusat.

**Table 1. Pre-Survey Results of Factors Affecting Employee Performance**

No	Variable	Respondent Answers			
		Agree	(%)	Disagree	(%)
1	Work Motivation	11	36.70%	19	63,3%
2	Work Discipline	25	83.30%	5	16,7%
3	Leadership	25	83.30%	5	16,7%
4	Competence	26	86.70%	4	13,3%
5	Compensation	24	80.00%	6	20,0%
6	Work Environment	10	33.30%	20	66,7%
7	Organizational Culture	27	90.00%	3	10,0%

Based on the pre-survey results in Table 1. above, it is evident that the lowest percentage of employees' agreement regarding the various independent variables affecting employee performance at PT Sinar Usaha Cemerlang is work motivation (36.7%) and work environment (33.3%). This indicates that the work motivation and work environment conditions at PT Sinar Usaha Cemerlang need to be further examined to determine whether they are adequate or still less conducive to achieving the company's objectives through employee performance. One of the factors that can influence employee performance is efforts to enhance work motivation, such as fulfilling employees' internal needs (e.g., their desire to achieve a satisfying career position) as well as external needs (e.g., meeting primary needs such as food, clothing, housing, and a proper work environment).

Providing opportunities for every employee to develop themselves, fulfilling their needs according to their abilities and competencies, is a crucial part of fostering work motivation towards achieving higher performance. When employee needs align with their expectations, they are more likely to fully concentrate on their tasks. If internal and external motivation is well-provided, it can drive employees to become more productive. However, in reality, the work motivation provided at PT Sinar Usaha Cemerlang, Jakarta Pusat, is still perceived as suboptimal. This is attributed to less effective working conditions, which result in suboptimal employee performance, reduced enthusiasm at work, and a decline in employee motivation.

**Table 2. Pre-Survey Results Regarding Work Motivation**

No	Variable	Respondent Answers			
		Agree	(%)	Disagree	(%)
1	The salary provided by the company is in accordance with employees' job responsibilities.	16	53.3	14	46.7
2	The company provides wages in accordance with the established standards.	20	66.7	10	33.3
3	The company creates a sense of security and comfort by providing health insurance and work accident insurance (JKK).	26	86.7	4	13.3
4	The company provides appropriate work equipment to ensure employees' safety at work.	17	56.7	13	43.3
5	The company organizes family gathering programs involving all employees to foster a sense of togetherness.	22	73.3	8	26.7

No	Variable	Respondent Answers			
		Agree	(%)	Disagree	(%)
6	Company leadership encourages employees to collaborate with other work units.	18	60	12	40
7	The company provides rewards for employees with outstanding performance.	7	23.3	23	76.7
8	The leadership gives appreciation in the form of awards or praise to employees for their work.	8	26.7	22	73.3
9	The company provides employees with opportunities to develop their potential for career advancement.	25	83.3	5	16.7
10	The company assigns employees to specific work units according to their capabilities.	25	83.3	5	16.7

Based on Table 2, the results of the pre-survey conducted and distributed to 30 employees regarding the work motivation variable indicate that the company is still lacking in providing work motivation to employees in fulfilling the need for recognition, such as giving rewards to employees with better work performance, with an average percentage of disagreement responses at 76.7%. Furthermore, appreciation in the form of awards or praise given by the leadership to employees for their completed work is also still perceived as suboptimal. This can be seen from the average percentage of disagreement responses, which reached 73.3%. Therefore, it can be concluded that these results indicate an issue regarding the work motivation variable, which is interesting to study at PT Sinar Usaha Cemerlang Jakarta Pusat.

**Table 3. Employee Work Motivation Phenomenon**

No	Indicator	Actual Facts of Employee Work Motivation at PT Sinar Usaha Cemerlang, Jakarta Pusat
1	Physiological Needs	The company provides employee wages according to established standards; however, some employees still feel that the salary provided does not match their job responsibilities.
2	Safety Needs	The company provides health insurance and work accident insurance (JKK) for employees, but some employees feel that the available work equipment does not adequately ensure their workplace safety.
3	Social Needs	The company implements a family gathering program to encourage employees to collaborate with other work units. However, some employees have not yet been able to apply this, resulting in a lack of teamwork among employees in completing tasks together.
4	Esteem Needs	The company is perceived as lacking in providing recognition, whether in the form of rewards or praise for employees' work performance. This has impacted employees' enthusiasm and motivation to perform their jobs.
5	Self-Actualization Needs	The company assigns employees to specific work units based on their skills and potential. However, some employees still struggle to perform their tasks effectively.

Based on the analysis obtained from various data sources, including the pre-survey results conducted on 30 employees of PT Sinar Usaha Cemerlang Jakarta Pusat, it was found that the work motivation provided by the company is still perceived as suboptimal. This is evident from the low level of recognition given to employees, both in the form of rewards and appreciation for their performance. A total of 76.7% of employees expressed disagreement with the existing reward system, indicating that the company has not fully met the motivation needs of its employees. Additionally, appreciation in the form of awards and praise from

leadership is also considered inadequate, as evidenced by a 73.3% disagreement rate. These findings highlight ongoing issues in work motivation, which could potentially impact employee productivity levels.

Aside from work motivation, the work environment also plays a crucial role in enhancing employee performance. A conducive work environment, both physically and non-physically, is a key factor in ensuring comfort and security for employees while performing their tasks. Observations revealed that working conditions at PT Sinar Usaha Cemerlang have not yet fully met employee expectations. From a physical environment perspective, available work facilities still experience several shortcomings, such as insufficient equipment and suboptimal workspace arrangements. Several essential facilities, including air fresheners, whiteboards, and photocopiers, were found to be non-functional, affecting employees' work efficiency. Additionally, poorly arranged desks, chairs, and printer cables, along with the absence of partitions between employee desks, further impact their comfort and workspace mobility.

From an aesthetic standpoint, monotonous and faded wall colors contribute to an uninspiring work atmosphere, which indirectly affects the workplace environment. These findings suggest that the company's physical work environment is still inadequate in supporting employee productivity.

In addition to the physical environment, the non-physical work environment is another major concern. According to the pre-survey results, it was found that communication between employees and leadership still lacks transparency. A total of 76.7% of employees disagreed with the openness of communication, indicating that the company still struggles to establish effective communication between leaders and employees. This lack of transparency may lead to workplace discomfort and negatively impact employee performance.

Employee performance itself is a key factor in determining the company's success, as individual contributions significantly influence the achievement of corporate objectives. To assess employee performance, PT Sinar Usaha Cemerlang has established performance benchmarks categorized as follows: a score above 91% is considered excellent, 76-90% is good, 61-75% is adequate, 51-60% is poor, and below 50% is very poor.

Based on realized employee performance over the past three years, it was found that the success rate of letter and package deliveries has shown a declining trend. In 2021, employee performance reached 77.4%, but it decreased to 74.7% in 2022, and further dropped to 68.8% in 2023. The average performance over the past three years stands at 73.6%, which falls into the adequate category.

This declining performance trend further strengthens the assumption that low work motivation and an insufficiently optimized work environment contribute to a decrease in employee enthusiasm and productivity. Therefore, serious efforts are needed to improve work motivation and create a better work environment, allowing employees to work more effectively and achieve the company's set targets.

## METHODS

This research employs a quantitative approach, as defined by Sugiyono (2017), which is based on positivism and uses statistical tools to analyze numerical data. The study focuses on associational methods, aiming to explore the relationships or impacts between two or more variables. The data collected in this research is quantitative in nature, particularly numbers derived from a Likert scale. The research is conducted at PT. Sinar Usaha Cemerlang, located at Jalan Kwini No.1 Gedung TIMSCO Unit B1, Senen, Jakarta Pusat. The timeline for the study spans several phases, including proposal preparation, data collection, instrument development, testing, data analysis, and final report writing, beginning in 2024 and extending into 2025.

The study involves independent variables, such as Work Motivation and Work Environment, and the dependent variable, Employee Performance. Work Motivation is defined as the driving force behind human behavior to work enthusiastically and achieve optimal results, while the Work Environment refers to the physical and social conditions where work activities occur. Employee Performance, the dependent variable, is measured by quality, quantity, task execution, responsibility, and initiative. The target population includes all 65 employees of PT. Sinar Usaha Cemerlang. Using a saturated sampling technique, all employees will be included in the sample. Data collection methods include observation, documentation, library research, and the use of questionnaires, which will employ Likert scales to assess variables like motivation, work environment, and employee performance. To ensure the reliability and validity of the data, tests such as validity and reliability tests, along with classical assumption tests (normality, multicollinearity, autocorrelation, and heteroscedasticity), will be performed. Data will be analyzed using simple and multiple linear regression, correlation coefficient analysis, and the coefficient of determination to examine the relationships between variables and test the hypotheses. The research also includes hypothesis testing, specifically using t-tests to evaluate the significance of relationships between variables, with a significance level of 0.05. The outcome will help determine the impact of work motivation and the work environment on employee performance at PT. Sinar Usaha Cemerlang.

## RESULT AND DISCUSSION

### A. Profile

PT Sinar Usaha Cemerlang is a subsidiary of the Central Board of the Association of Retired Employees of Bank Rakyat Indonesia (PPBRI), specializing in courier services, including package and postal deliveries. The company leverages a captive market from BRI's subsidiaries and branch offices to provide high-quality services to its consumers. In the face of intense competition in the courier industry, PT Sinar Usaha Cemerlang emphasizes the critical role of its employees in maintaining customer loyalty through innovative and efficient service delivery. Employees are considered to have high performance when they meet or exceed the workload targets set by the company, reflecting the organization's commitment to excellence and customer satisfaction.

The company is committed to delivering high-quality services to its consumers. In the face of intense competition in the same field, PT Sinar Usaha Cemerlang emphasizes the importance of employees in honing their skills to retain customers. An employee is considered to have high performance if the set workload is achieved and if the realization of work results exceeds what is set by the company.

PT Sinar Usaha Cemerlang is dedicated to providing high-quality services to its consumers. In the face of intense competition in the same field, the company emphasizes the importance of employees in honing their skills to retain customers. An employee is considered to have high performance if the set workload is achieved and if the realization of work results exceeds what is set by the company. The company is committed to delivering high-quality services to its consumers. In the face of intense competition in the same field, PT Sinar Usaha Cemerlang emphasizes the importance of employees in honing their skills to retain customers. An employee is considered to have high performance if the set workload is achieved and if the realization of work results exceeds what is set by the company.

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### B. Respondent Characteristics

The respondents in this study exhibit diversity in terms of age, gender, educational background, and work experience, providing a comprehensive perspective on how work motivation and work environment influence employee performance at PT. Sinar Usaha Cemerlang. This demographic variation allows for a balanced representation of different experiences and perspectives, contributing to a more in-depth analysis of the factors affecting workplace dynamics.

In terms of age distribution, the workforce comprises employees from various age groups, ranging from young professionals who are at the beginning of their careers to senior staff with extensive experience. Approximately 18.5% of employees fall within the 18–25 years age range, while 30.8% are between 26–35 years old. Meanwhile, 27.7% of employees belong to the 36–45 years category, and the remaining 23.0% are 46 years and older. The presence of employees from multiple age groups suggests that the company benefits from both fresh perspectives and seasoned expertise, which may impact motivation, adaptability, and performance levels.

The gender composition within the company also presents an interesting dynamic. The study finds that 61.5% of the workforce consists of male employees, while 38.5% are female employees. This indicates that PT. Sinar Usaha Cemerlang operates in a male-dominated environment, which may influence workplace culture, leadership styles, and collaboration patterns among employees. Understanding gender distribution is crucial in assessing whether differences in motivation and work satisfaction exist between male and female employees, particularly in relation to workplace policies and support systems.

Educational background further highlights the workforce's diversity, reflecting different levels of expertise and specialization. The majority of employees, 43.1%, hold a high school diploma (SMA/SMK), while 23.1% have completed vocational education (D1–D3). Additionally, 30.8% of employees possess an undergraduate degree (S1), and a smaller portion, 3.0%, have attained a postgraduate degree (S2). This range of educational attainment suggests that while the workforce primarily consists of individuals with secondary and vocational education, there is also a presence of higher-degree holders who may bring advanced skills and knowledge to the company's operational strategies.

Work experience also plays a significant role in shaping employee performance, motivation, and job satisfaction. The study reveals that 12.3% of employees have less than one year of experience, indicating a

presence of new hires who are still adjusting to the work environment. Meanwhile, the largest proportion of employees, 36.9%, have been working at the company for one to five years, followed by 30.8% who have accumulated six to ten years of experience. Additionally, 20.0% of employees have been with the company for more than ten years, signifying a stable workforce with individuals who possess extensive institutional knowledge. This variation in work experience demonstrates that the company has a balanced mix of newcomers and seasoned employees, which contributes to both innovation and operational stability.

The demographic characteristics of employees at PT. Sinar Usaha Cemerlang offer valuable insights into how different factors, such as age, gender, education, and experience, impact work motivation and job performance. The presence of a multi-generational workforce with diverse educational backgrounds and varying levels of expertise ensures that the company benefits from a combination of new ideas and established industry knowledge. Through this study, a deeper understanding can be gained regarding how employee motivation and work environment contribute to performance, helping the company develop strategies to enhance productivity and workplace satisfaction.

### C. Validity and Reliability Test

**Table 4. Validity Test**

Statement	R Count	R table	Decision
X1i1	0.752	0,197	Valid
X1i2	0.810	0,197	Valid
X1i3	0.764	0,197	Valid
X1i4	0.845	0,197	Valid
X1i5	0.799	0,197	Valid
X1i6	0.782	0,197	Valid
X1i7	0.731	0,197	Valid
X1i8	0.769	0,197	Valid
X1i9	0.812	0,197	Valid
X1i10	0.738	0,197	Valid

**Table 4. Work Environment Validity Test**

Statement	R Count	R table	Decision
X2i1	0.742	0,197	Valid
X2i2	0.801	0,197	Valid
X2i3	0.765	0,197	Valid
X2i4	0.837	0,197	Valid
X2i5	0.796	0,197	Valid
X2i6	0.789	0,197	Valid
X2i7	0.754	0,197	Valid
X2i8	0.769	0,197	Valid
X2i9	0.812	0,197	Valid
X2i10	0.738	0,197	Valid

**Table 5. Employee Performance Validity Test**

Statement	R Count	R table	Decision
Yi1	0.758	0,197	Valid
Yi2	0.812	0,197	Valid
Yi3	0.769	0,197	Valid
Yi4	0.837	0,197	Valid
Yi5	0.821	0,197	Valid
Yi6	0.796	0,197	Valid
Yi7	0.743	0,197	Valid

Statement	R Count	R table	Decision
Yi8	0.722	0,197	Valid
Yi9	0.710	0,197	Valid
Yi10	0.734	0,197	Valid

Based on the results, all calculated r-values are greater than the table r-value of 0.197. This indicates that all statement items for each research variable are valid. No items were removed, and all items met the validity assumptions, making them applicable for the next stage of testing.

**Table 6. Reliability Test**

No	Variable	Cronbach's Alpha	Decision
1	Work Motivation	0.901	Highly Reliable
2	Work Environment	0.875	Highly Reliable
3	Employee Performance	0.916	Highly Reliable

Based on the results, each variable Work Motivation, Work Environment and Employee Performance has a Cronbach's alpha value greater than 0.70. This indicates that the reliability test results for all variables are highly dependable, meaning that all questionnaire items are trustworthy and suitable for future research applications.

#### D. Classic Assumption Test

##### 1. Normality Test

**Table 7. One Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		61
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.732198
Most Extreme Differences	Absolute	.118
	Positive	.067
	Negative	-.118
Test Statistic		.118
Asymp. Sig. (2-tailed)		.230 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The results showed an asymp. sig. of 0.230, which is greater than 0.05, indicating that the data follows a normal distribution and further analysis can proceed. Additionally, the histogram and normal probability plot visually confirm that the data is symmetrically distributed, with no skewness, further supporting the conclusion of normality.

##### 2. Multicollinearity Test

**Table 8. Multicollinearity Test**

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model		B	Std. Error	Beta				
1	(Constant)	7.845	2.489		2.852	.005		
	Work Motivation	.678	.164	.625	3.742	.001	.172	5.813
	Work Environment	.412	.138	.315	2.312	.028	.172	5.813

a. Dependent Variable: Employee Performance

The tolerance value for both the work discipline and work environment variables was 0.172, which is greater than 0.10, and the VIF value was 5.813, which is below 10. These results indicate that there is no multicollinearity present in the data.

## E. Multiple Linear Regression Analysis

**Table 9. Multiple Linear Regression Analysis Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.845	2.489		2.852	.005
	Work Motivation	.678	.164	.625	3.742	.001
	Work Environment	.412	.138	.315	2.312	.028

a. Dependent Variable: Employee Performance

The regression analysis conducted in this study aims to examine the influence of Work Motivation and Work Environment on Employee Performance at PT. Sinar Usaha Cemerlang. The results indicate that both independent variables significantly contribute to variations in employee performance, as evidenced by the coefficients obtained from the regression model. The equation derived from the analysis suggests that Employee Performance is determined by the constant value of 7.845, with Work Motivation contributing 0.678 and Work Environment contributing 0.412 to the overall performance outcome. This implies that any increase in Work Motivation and Work Environment will positively influence Employee Performance, assuming other factors remain constant.

The significance of these relationships was further tested using the t-test (Uji t) to determine whether each independent variable had a meaningful effect on Employee Performance. The analysis revealed that Work Motivation had a t-value of 3.742 and a p-value of 0.001, which is below the 0.05 threshold, indicating a statistically significant relationship. Similarly, Work Environment yielded a t-value of 2.312 with a p-value of 0.028, also falling within the acceptable significance range. These results confirm that both Work Motivation and Work Environment play a crucial role in shaping employee performance within the organization.

The findings suggest that Work Motivation serves as a driving force that encourages employees to work with greater enthusiasm and commitment. When employees feel motivated, they are more likely to put forth their best efforts, leading to higher productivity and better work outcomes. The positive and significant coefficient of 0.678 highlights the substantial role that motivation plays in determining the level of employee performance. This result underscores the importance of implementing effective motivation strategies, such as recognition programs, performance-based incentives, and opportunities for career advancement, all of which contribute to enhancing overall job satisfaction and performance levels. Similarly, the Work Environment was found to have a positive and significant effect on Employee Performance, with a coefficient of 0.412. A conducive work environment, characterized by supportive leadership, well-maintained facilities, and a positive workplace culture, provides employees with the necessary conditions to perform their tasks



efficiently. The significance of this relationship indicates that improving workplace conditions can lead to noticeable improvements in performance. Factors such as ergonomic workspace design, proper equipment, and a collaborative work atmosphere contribute to greater employee comfort, reducing stress and increasing efficiency.

**Table 10. Coefficient of Determination  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 <sup>a</sup>	.581	.570	6.845

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

The Model Summary Table demonstrates that the regression model has a strong explanatory power, with an R value of 0.762, indicating a strong positive correlation between Work Motivation, Work Environment, and Employee Performance at PT. Sinar Usaha Cemerlang. The R Square value of 0.581 suggests that 58.1% of the variance in Employee Performance can be explained by these two independent variables, while the remaining 41.9% is influenced by other external factors. The Adjusted R Square of 0.570 confirms that the inclusion of these predictors is statistically meaningful and not due to chance, reinforcing the model's reliability. The Standard Error of the Estimate (6.845) indicates that while the model performs well, there is still some level of variability in Employee Performance that is unaccounted for. Overall, these results highlight the significant role of Work Motivation and Work Environment in shaping employee productivity, while also emphasizing the need to consider additional factors such as leadership style, job satisfaction, and compensation to further refine the model's predictive accuracy.

**Table 11. F Test  
ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4821.765	2	2410.883	37.470	.000 <sup>b</sup>
	Residual	3987.214	62	64.31		
	Total	8808.979	64			

a. Dependent Variable: Employee Performance

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

The results indicate that the calculated F-value of 37.470 is significantly greater than the F-table value of 3.09, with a significance level of 0.000, which is below 0.05, confirming that the regression model is statistically significant. This suggests that Work Motivation and Work Environment collectively have a meaningful impact on Employee Performance at PT. Sinar Usaha Cemerlang, reinforcing the reliability of the model. A higher F-value demonstrates that these independent variables explain a substantial portion of the variation in employee performance, while the low p-value confirms that the results are not due to chance. These findings highlight that improvements in work motivation, such as providing incentives, career development opportunities, and recognition programs, along with fostering a positive work environment that ensures employee comfort and well-being, will significantly enhance productivity and performance. Given this, it is recommended that PT. Sinar Usaha Cemerlang continuously invest in motivational strategies and workplace enhancements to sustain a productive workforce and strengthen overall organizational success.

## F. Discussion

The results of this study indicate that work motivation and the work environment have a significant influence on employee performance at PT Sinar Usaha Cemerlang. These two factors play a crucial role in determining employee productivity, efficiency, and job satisfaction. Strong work motivation encourages employees to be more enthusiastic in carrying out their tasks, while a comfortable and supportive work environment enables them to work more efficiently. Work motivation has been proven to be one of the key factors influencing employee performance. The higher the level of motivation provided by the company, the greater the drive for employees to complete their tasks optimally. When employees feel valued and are given opportunities for career growth, they tend to develop a stronger commitment to the company. Therefore, clear incentive systems, recognition programs, and career development opportunities are essential in maintaining high employee motivation.

Besides motivation, the work environment also plays a significant role in employee productivity. A supportive work environment is not only about having adequate physical facilities but also about fostering

good social relationships among employees and between employees and management. Open communication, a comfortable workplace, and support from leadership are key elements in creating a productive work environment. However, the findings in this study indicate that there are still some challenges regarding motivation and the work environment within the company. Many employees feel that the company's recognition and reward system is still insufficient. The lack of acknowledgment for their achievements can lead to decreased enthusiasm and productivity. Therefore, the company should reassess its reward system to ensure fairness and positive impacts on employees.

Additionally, the company's work environment still has several aspects that need improvement. Some employees feel that the available work facilities do not fully support their comfort at work. Factors such as lighting, workspace layout, and the condition of daily-use equipment can affect their comfort and efficiency. Thus, the company needs to enhance these aspects to create a more conducive work environment. On the other hand, communication between management and employees is also an important concern in this study. Some employees feel that the information provided by management lacks transparency, which can lead to miscommunication in task execution. To address this issue, the company needs to improve its internal communication system to be more open and effective so that all employees can perform their duties without informational barriers.

In recent years, employee performance has faced challenges in achieving its targets. This indicates that improvements in work motivation and the work environment need to be implemented to increase employee productivity. The company should take strategic steps by adopting programs focused on employee well-being and development to enhance motivation and create a comfortable work environment. Some initiatives that can be applied include enhancing performance-based reward systems, providing employees with opportunities to develop their competencies through training, and ensuring that workplace conditions support their well-being. These efforts will help the company create a more positive work environment, which will ultimately lead to overall performance improvement. Moreover, effective leadership also plays a crucial role in building a better work environment. Leaders who provide clear direction, act fairly, and support employees' career growth contribute to a more harmonious and productive workplace. Therefore, the company must ensure that its leadership approach genuinely encourages employee growth and performance improvement.

This study emphasizes that work motivation and the work environment play a vital role in enhancing employee productivity. By implementing policies that prioritize employee well-being and improving the work environment, PT Sinar Usaha Cemerlang can develop a more productive, loyal workforce that is ready to face challenges in an increasingly competitive work environment.

## CONCLUSION

Based on the findings of this study, it can be concluded that work motivation and the work environment play a significant role in shaping employee performance at PT Sinar Usaha Cemerlang. A conducive work environment and strong motivation positively impact employee productivity, efficiency, and job satisfaction. The research shows that employees who feel valued and motivated demonstrate higher commitment and better performance, while those who perceive a lack of recognition, rewards, and career development opportunities tend to show lower productivity. The study also highlights that aspects of the work environment, including facilities, workspace layout, and communication between management and employees, still need improvement. Employees who experience a comfortable and supportive work atmosphere tend to perform better, whereas those who face workplace discomfort and lack of transparency in communication may experience decreased motivation and effectiveness. To enhance employee performance, the company must strengthen motivational programs by providing fair rewards, career development opportunities, and effective leadership support. Additionally, improvements in workplace conditions through better facilities and clearer communication structures will create a more productive workforce.

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