The Effect of Work Environment, Compensation And Workload On Employee Performance Through Work Motivation At Pt. Tikhe Abiyyu Sejahtera, Tangerang Regency

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ABSTRACT

This thesis research aims to test and analyze the influence of Work Environment, Compensation and Workload on Employee Performance Through Work Motivation at PT. Tikhe Abiyyu Sejahtera Tangerang Regency. The type of research used is quantitative. The population of the study was all employees of PT. Tikhe Abiyyu Sejahtera totaling 126 employees. The sampling process used the saturated sample method to produce a sample of 126 respondents. The research data was further processed using Smart PLS 3.9. The analysis method used is SEM PLS (Structural Equation Modeling - Partial Least Squares). The conclusion of the research results found that the Work Environment has a significant positive effect on Work Motivation. Compensation has a significant positive effect on Work Motivation. Workload has a significant positive effect on Work Motivation. Work Environment has a significant positive effect on Employee Performance. Compensation has a significant positive effect on Employee Performance. Workload has a significant positive effect on Employee Performance. Work Motivation has a significant positive effect on Employee Performance at PT. Tikhe Abiyyu Prosperous.
Keywords: Work Environment, Compensation, Workload, Employee Performance, Work Motivation

INTRODUCTION

Human resources (HR) are the most important factor in an organization/company because they play the most dominant role in carrying out tasks or other operational activities. (Maswar et al., 2020) According to Every organization/industry will continue to strive to improve the quality of employee performance to be able to achieve common goals optimally. In the era of increasingly advanced and sophisticated digital technology, it is possible that organizations/companies still rely heavily on the performance of human resources because they are the main supporting factor in a series of operational activities. In a government agency that is oriented towards serving the community, the quality of public services is also very important, supported by the surrounding work environment that can influence employee performance and the existence of work motivation so that employees can further improve the quality of performance. Therefore, in order for employee performance to work optimally, it is important for companies/organizations to pay attention to a comfortable work environment and provide work motivation so that they can create good quality performance and can achieve maximum service quality, this will be an important indicator for achieving organizational/company goals.

Based on the legal basis, this research refers to laws and regulations that regulate employment relations, employee rights, and company obligations, including: Law No. 13 of 2003 concerning Manpower, this law regulates the rights and obligations of workers and employers, including compensation (wages, benefits), a decent work environment, and a reasonable workload (Articles 88-99). The next legal basis is Law No. 36 of 2009 concerning Health, which guarantees a healthy and safe work environment (Article 164), where companies are required to meet occupational health standards to prevent stress or fatigue due to excessive workload. The next legal basis is Government Regulation No. 78 of 2015 concerning Wages, which regulates a fair compensation structure as motivation for employees (Articles 5-7). The next legal basis is Law No. 11 of 2020 concerning Job Creation (Omnibus Law0 concerning the simplification of employment regulations, including flexibility of employment relations and compensation (Articles 81-82). Then the Regulation of the Minister of Manpower No. 5 of 2018 concerning Occupational Safety and Health (K3), which emphasizes the importance of a physical and non-physical work environment that supports productivity.

Based on the theoretical basis behind this research, including the Work Environment theory according to Herzberg's Theory (Two-Factor Theory) The work environment includes hygiene factors that influence job satisfaction (physical such as facilities, and non-physical such as social relationships). Then the theory of Gibson et al. (2012) A good work environment (ergonomic, safe, comfortable) increases employee productivity. The theories behind this research are Compensation Theory of Justice (Equity Theory - Adams, 1963), employees compare their compensation with coworkers or industry standards. Injustice can reduce motivation. Next Expectancy Theory (Vroom, 1964) Compensation affects motivation if employees believe good performance will be rewarded. The next theory behind this research is Workload, Job Demands-Resources Theory (JD-R Model - Bakker & Demerouti, 2007), where excessive workload (job demands) can cause stress and reduce performance if not balanced with resources. Yerkes-Dodson Theory (1908), optimal workload increases performance, but excessive workload actually decreases motivation. The next theory is Work Motivation, Hierarchy of Needs Theory (Maslow, 1943), motivation is influenced by the fulfillment of basic needs (salary/compensation) to self-actualization (supportive work environment). Goal-Setting Theory (Locke & Latham, 1990), motivation arises when employees have clear goals and receive support from the company. The next theory is Employee Performance, Performance Theory (Armstrong, 2006) performance is influenced by individual factors (motivation) and organizational (work environment, compensation). Employee Contribution Model (Robbins & Judge, 2017) Performance is the result of ability, motivation and environmental support.

The work environment is a crucial aspect and has a significant impact on employee performance. A clean, healthy, safe, and enjoyable work environment will make employees feel secure and more enthusiastic about their work. Conversely, a less supportive work environment will make employees feel insecure and less motivated to complete their tasks (Supriyanto & Mukzam, 2018). (Sutrisno, 2016) defines the work environment as the totality of work facilities and infrastructure located near employees who are carrying out their work, which can influence the

implementation of work methods. The work environment includes the work area, facilities and equipment for work aids, cleanliness, lighting, comfort, and the interaction between the people present (Maswar et al., 2020). Widodo (2015) defines the work environment as the environment in which employees can carry out their daily tasks, complete with the tools and infrastructure needed to carry out those tasks (Ratnasari et al., 2020). To achieve workplace comfort, one way to achieve this is through maintaining physical infrastructure, such as cleanliness, adequate lighting, good ventilation, playing music, and creating a comfortable office space. A comfortable work environment can help strengthen working relationships among the individuals working there (Kinerja et al., 2011).

The work environment is a crucial factor that can influence individual employee performance. Creating a positive, inclusive, and supportive work environment can improve overall employee performance (Nissa & Amalia, 2018). Furthermore, work motivation is a crucial factor that can influence employee performance. Lack of employee motivation can lead to low performance. This can be due to a lack of enthusiasm in carrying out their work, resulting in less than optimal work results (Nissa & Amalia, 2018).

In addition to the work environment, employee placement is expected to provide adequate contributions to the organization in addition to being an effort to increase work motivation within the organization. The suitability of employee placement to their field greatly influences the performance of the employee concerned. The placement of each person in the organization needs to be based on their abilities, expertise, background experience and education. Determining the placement of employees in the right position is one of the important factors in efforts to arouse employee enthusiasm for work itself. With inappropriate placement, a person's performance will not be in accordance with management expectations and organizational demands, thus they display low work productivity which can result in saturation and boredom.

The placement process is crucial for securing the competent employees a company or institution needs. Proper placement in the right position will help a company or institution achieve its desired goals. Placement is a crucial aspect of human resource planning because it relates to efficiency and fairness (each employee is given equal opportunities for development and self-actualization).

Besides the work environment and employee placement, another factor that can increase employee motivation and performance is compensation. Employee compensation is all forms of payment given to employees arising from their work.

According to Mangkuprawira (2011), compensation is something employees receive in exchange for their service contributions to the company. Thus, compensation encompasses more than just financial rewards, such as direct salaries, wages, commissions, and bonuses, and indirect rewards such as insurance, social assistance, vacation pay, pensions, education, and so on. It also encompasses non-financial rewards. These rewards include work and the work environment. Work encompasses responsibility, attention, opportunity, and recognition, while the work environment encompasses working conditions, division of labor, status, and policies.

Table1. The results of the employee performance assessment average percentage for the last 3 years (2023-2025) at PT. Tikhe Abiyyu Sejahtera, Tangerang Regency

No	Employee performance variable statement	Average Percentage of the last 3 years
Effectiveness		
1	I prioritize tasks effectively to avoid wasting time.	13%
2	Employees are able to achieve the set work targets and goals	14%
Efficiency		
3	I avoid wasting resources in carrying out tasks.	12%
4	Employees minimize errors or rework that waste time and money.	11%
Quality		
5	I complete assignments accurately and with minimal errors.	15%
6	Employee work results meet the established quality standards	18%
Quantity		
7	I am able to produce the expected volume of work within a specified time.	9%
8	Employees are consistent in producing work output	8%
Amount		100%

Source: PT. Tikhe Abiyyu Prosperous (2025)

Based on the preliminary survey above with an average percentage of the last 3 years, it can be interpreted that from all the performance questionnaire statements, the quality of work results that meet the established standards (item 6) is the most dominant or most considered performance aspect at PT. Tikhe Abiyyu Sejahtera. This indicates a strong emphasis on achieving quality standards in every job. Conversely, consistency in producing work output (item 8) is the performance aspect with the lowest weight. This indicates potential problems or challenges in maintaining the stability and consistency of employee work output. This can be one of the main focuses in further analysis in thesis research, especially in relation to independent variables such as workload and work motivation.

Based on the preliminary survey conducted, researchers managed to identify several problems found, including the current work environment is not optimal in motivating employees of PT. Tikhe Abiyyu Sejahtera, of course it will impact employee performance. Compensation given to employees is not optimal with the current level of employee needs. The current workload is able to create good employee performance. There needs to be an evaluation of the workload in order to increase work motivation. There needs to be an evaluation of the workload in order to improve Employee Performance. Companies should pay attention to kinjera motivation in order to create good employee performance. The lack of company attention is there is

employee competency development both in the form of education or training, so that employee work motivation is reduced because what is done is focused on the main task. Companies need to review what things are able to increase work motivation. Companies need to hold job training that will have an impact on employee performance. Companies need to review what things are able to improve Employee Performance.

Based on the preliminary survey in table 1.1, the results of employee performance assessments are measured by Effectiveness, Efficiency, Quality, and Quantity. Work effectiveness is defined as employees working on time, adjusting to working hours. The implementation of work activities is in accordance with planned needs. The results achieved are proportional to the amount of sacrifice made. Work efficiency means that individuals or companies produce as much output as possible with as little input as possible, the implementation of work activities is attempted at low costs, so as to minimize company expenses. The quality of employee work can complete tasks assigned by the leader well, employees can maintain the quality of work that satisfies the leader, employees want to do the work as expected. Work quantity is: the work results produced meet formal performance requirements in the company, employees are able to achieve what the leader targets.

From the several definitions above, the author has a strong assumption that the Work Environment, Compensation and Workload on Employee Performance through Work Motivation. Not only that, from observations it turns out that many companies are sensitive to the three factors that influence work motivation. One of the applications of the variables that have been explained previously, the researcher tried to test empirically at the company PT. Tikhe Abiyyu Sejahtera, which is a supplier and fabricator company specializing in the field of toilet cubicles. PT. Tikhe Abiyyu Sejahtera was founded with the aim of providing high-quality and innovative solutions for the needs of functional and aesthetic toilet spaces. PT. Tikhe Abiyyu Sejahtera, provides standard toilet cubicles with modern and functional designs. Products are available in various colors and high-quality materials, such as phenolic, wooden, PVC, and glass. Based on the description contained in the background above, the author is interested in conducting research with the title "the influence of the Work Environment, Compensation and Workload on work motivation that has implications for employees of PT. Tikhe Abiyyu Sejahtera".

METHODS

This research was conducted at PT. Tikhe Abiyyu Sejahtera, focusing on the variables of work environment, compensation, and workload on work motivation, which impact employee performance. The research was conducted over a six-month period, from the proposal development stage to final completion.

The approach used in this research is quantitative, focusing analysis on numerical data processed using statistical methods. This research falls into the category of correlational research, which aims to examine the relationship between two or more variables and to test predetermined hypotheses. This correlational research will provide an overview of the extent to which variations in one variable are related to variations in another variable, using the correlation coefficient as a measure.

This research design includes planning that ensures the internal and external validity of the study. The researcher formulates a problem, which is then answered using various relevant theories, generating hypotheses to guide the research. Data collection is carried out by identifying a specific population and, if necessary, drawing samples from that population. The instruments used in this study are first tested for validity and reliability to ensure they can be relied upon to measure the variables studied. After data collection, analysis is conducted to answer the proposed hypotheses, and the research results are then discussed to draw conclusions and provide recommendations.

The population in this study consists of objects or subjects that possess certain qualities and characteristics relevant to the research. If the population is too large, a sample can be used, and in this study, a saturated sampling technique was used, involving all 126 members of the population. Saturated sampling was chosen because the population size is relatively small, making it possible to use all members of the population as a sample.

Research variables consist of several types. The independent variables in this study include the work environment, compensation, and workload. The work environment is defined as everything around workers that can influence them in carrying out their duties, while compensation refers to the remuneration provided by the company to employees as a form of appreciation for their contributions. Workload, on the other hand, is the tasks assigned to employees that utilize their skills and potential. Work motivation, as an intervening variable, is the force that drives employees to achieve expected results, and employee performance, as the dependent variable, describes work results achieved based on the quality and quantity of work performed.

RESEARCH RESULTS
Outer Model Measurement
a. *Reliability Indicator (Outer Loading Factor)*

The first testing step is to measure indicator reliability by examining the outer loading factor, which describes the correlation between the indicator and its construct. If the data processing results using Smart PLS 3.9 show that each indicator has an outer loading factor value > 0.70, it is considered ideal, indicating that the indicator is valid in measuring its construct.
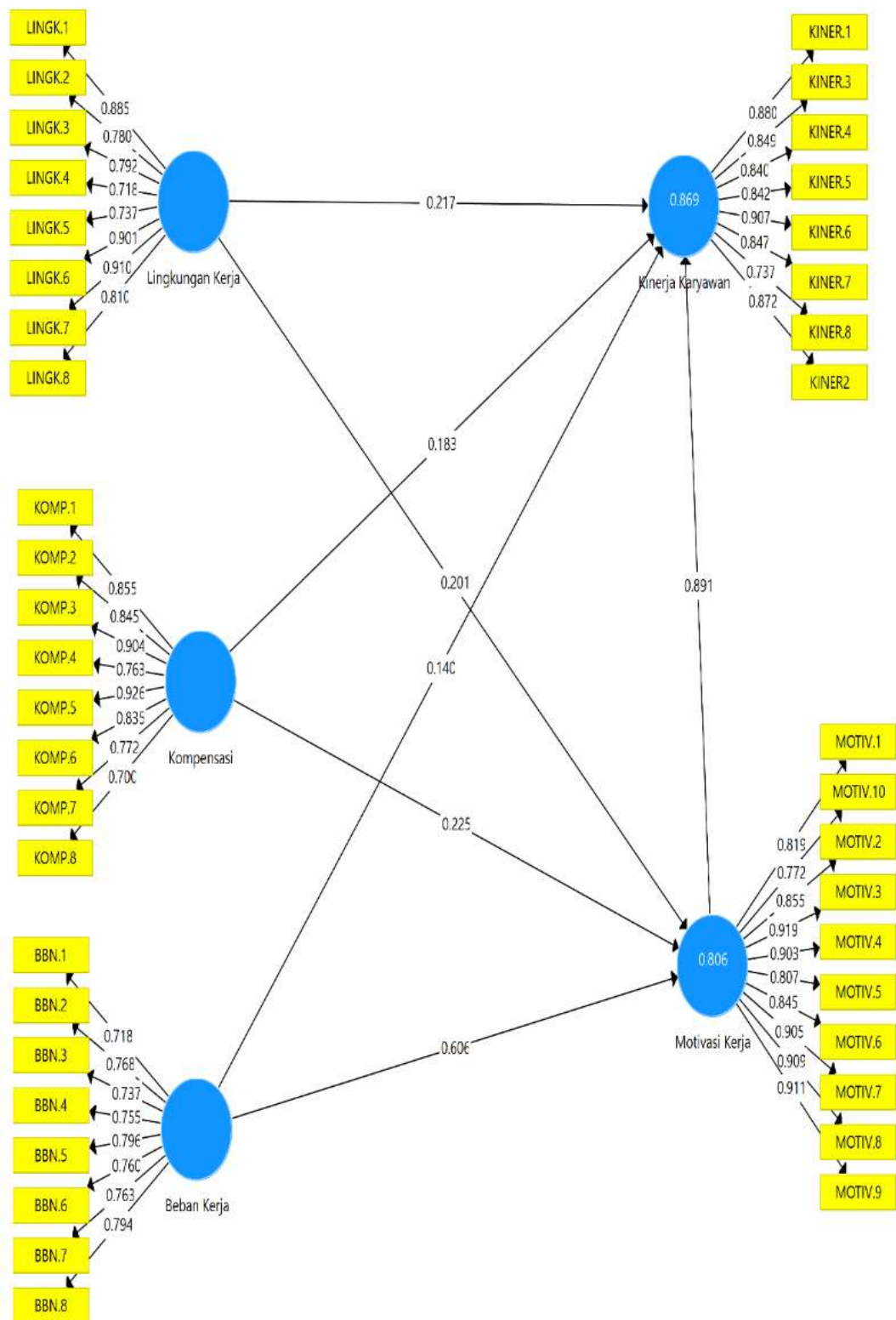
Figure 4.1. Outer Loading Factor

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measuring its construct. Data processing results showed that all indicators had outer loading factors > 0.70.

b. *Internal Consistency (Construct Reliability)*with Composite Reliability

The next test uses internal consistency or construct reliability, namely by looking at the results of the Composite Reliability and Cronbach's Alpha, Cronbach's Alpha assesses construct reliability lower than Composite Reliability. The limits of Composite Reliability and Cronbach's Alpha values that are considered ideal are values > 0.7, and satisfactory with values > 0.8, with a value limit of 0.7 to 0.9.

Table 4.1. Construct Reliability Test

	Cronbach's Alpha	rho _A	Composite Reliability	Average Variance Extracted (AVE)
Workload	0.823	0.865	0.828	0.631
Employee performance	0.938	0.946	0.949	0.702
Compensation	0.907	1,038	0.922	0.609
Work environment	0.935	0.819	0.922	0.603
Work motivation	0.963	0.964	0.968	0.750

The test results in table 4.4. Construct Reliability show that Cronbach's Alpha is above 0.7.

c. *Internal Consistency (Construct Reliability)*with Convergent Validity

The next test after internal consistency or construct reliability is to use convergent validity, which measures whether each indicator represents and underlies the latent variable through the Average Variance Extracted (AVE) test. If the minimum AVE value is 0.5, it means the latent variable can interpret half of each indicator, and its convergent validity can be interpreted as good (Hair et al., 2017).

Table 4.2Convergent Validity Test

	Cronbach's Alpha	rho _A	Composite Reliability	Average Variance Extracted (AVE)
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Work motivation	0.963	0.964	0.968	0.750

The test results in table 4.10. Construct Reliability using convergent validity show that the Average Variance Extracted (AVE) value of all independent variables is above 0.5.

d. *Discriminant Validity – Forner – Larcker Criterion*

The next test uses the Forner-Larcker Criterion for discriminant validity. The assessment criterion is that if the square root of the variable's AVE is greater than its correlation value, then the discriminant validity test has been met.

Table 4.3. Discriminant validity - Forner-Larcker criterion

	Workload	Employee performance	Compensation	Work environment	Work motivation
Workload	0.794				
Employee performance	0.544	0.838			
Compensation	0.445	0.208	0.780		
Work environment	0.432	0.132	0.664	0.777	
Work motivation	0.530	0.725	0.122	0.682	0.866

The next test uses the Discriminant Validity - Forner-Larcker Criterion. Based on the results of the Discriminant Validity test - Forner-Larcker Criterion, it shows that the Average Variance Extracted (AVE) value is greater than the correlation value, so it can be concluded that the requirements for the discriminant validity test have been met.

5. Measurement of Inner Model (Structural Model)

After testing the outer model, the next step is to test the inner model (structural model). This aims to test the research hypothesis.

a. Coefficient of Determination Test

The first step is to test the coefficient of determination. The assessment used is the R-square test to measure the overall contribution of all exogenous (independent) latent variables to the endogenous (dependent) latent variable.

Table 4.4. Coefficient of Determination Test Results

	R Square	R Square Adjusted
Employee performance	0.869	0.865
Work motivation	0.806	0.791

Based on the results of the Coefficient of Determination test on the Work Motivation model, the R-square value is 0.806, which means that the contribution of the Work Environment, Compensation, and Workload to Work Motivation is 80.6%, while the remaining 19.4% is the contribution of other variables outside the study. Furthermore, the Coefficient of Determination on the Employee Performance model shows an R-square value of 0.869, which means that the contribution of the Work Environment, Compensation, Workload, and Work Motivation to Employee Performance is 86.9%, while the remaining 13.1% is the contribution of other variables outside the study.

b. Path coefficients test

The second step in the structural model (Inner Model) is to look at the Path Coefficient value.

Table 4.5. Path coefficients test results – Matrix

	Workload	Employee performance	Compensation	Work environment	Work motivation
Workload		0.140			0.606
Employee performance					
Compensation		0.183			0.225
Work environment		0.217			0.201
Work motivation		0.891			

The second step in the structural model (Inner Model) is to examine the Path Coefficient value. This value measures the strength of the path relationship within the structural model, with a range of 0 to 1, indicating that the exogenous latent variable has an influence on the model (Hair et al., 2017). Based on the Path Coefficient test, we can see that all paths have values between 0 and 1, thus concluding that all paths have a positive influence.

c. T statistical test (Bootstrapping)

The third step is to conduct a T-statistic test (Bootstrapping) in the structural model. According to Hair et.al., (2017) In this test, the level of significance is with a T-statistic value > 1.96 and using a significance of 5%. In addition to the T statistic, also with p-values with the provision that p-value < 0.05 level of significance of the path relationship is 5%, p-value < 0.01 level of significance of 1%.

Table 4.6. Path coefficients – T statistic, p value

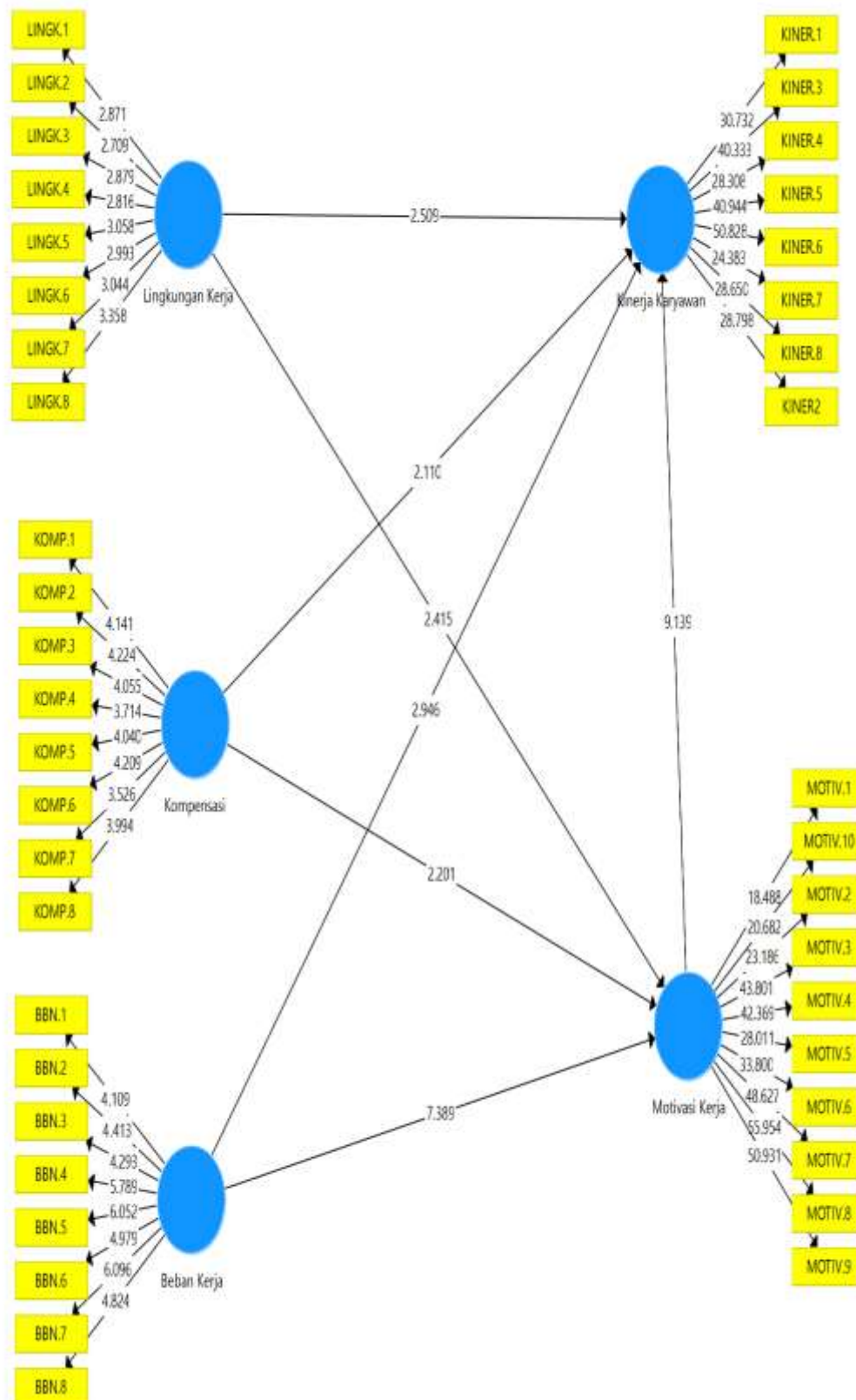|	Workload	Employee performance	Compensation	Work environment	Work motivation
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with p-values with the provision of p-value < 0.05, the level of significance of the path relationship is 5%, p-value < 0.01, the level of significance is 1%. Based on the results of the t-statistic and p-value tests, we can see that only all paths show a significant positive influence and meet the requirements.

1). The Influence of the Work Environment on Work Motivation

The results of the study indicate that the Work Environment has a significant positive effect on Work Motivation because the analysis results with a t-test of 2.415 > T table (1.968) and a significance value of 0.018 < 0.05. This means that improving the Work Environment will be able to significantly increase Work Motivation. Likewise, a decrease in the Work Environment will be able to significantly decrease Work Motivation.

2). The Influence of Compensation on Work Motivation

The results of the study indicate that compensation has a significant positive effect on work motivation because the analysis results with a t-test of 2.201 > T table (1.968) and a significance value of 0.024 < 0.05. This means that increasing compensation will be able to increase work motivation significantly. Likewise, decreasing compensation will be able to decrease work motivation significantly.

3). Workload on Work Motivation

The results of the study show that workload has a significant positive effect on work motivation because the results of the analysis with a t-test result of 7.389 > T table (1.968) and a significance value of 0.000 < 0.05. This means that increasing workload will be able to significantly increase work motivation. Conversely, decreasing workload will be able to significantly decrease work motivation.

4). The Influence of the Work Environment on Employee Performance

The results of the study show that the work environment has a significant positive effect on employee performance because the results of the analysis with a t-test result of 2.509 > T table (1.968) and a significance value of 0.010 < 0.05. This means that improving the work environment will be able to significantly improve employee performance. Conversely, a decrease in the work environment will be able to significantly reduce employee performance.

5). The Influence of Compensation on Employee Performance

The results of the study show that compensation has a significant positive effect on employee performance because the results of the analysis with a t-test result of 2.110 > T table (1.968) and a significance value of 0.036 < 0.05. This means that increasing compensation will be able to significantly improve employee performance. Conversely, decreasing compensation will be able to significantly reduce employee performance.

6). Workload on Employee Performance

The results of the study show that workload has a significant positive effect on employee performance because the results of the analysis with a t-test result of 2.946 > T table (1.968) and a significance value of 0.000 < 0.05. This means that increasing workload will be able to significantly improve employee performance. Conversely, decreasing workload will be able to significantly reduce employee performance.

7). Work Motivation on Employee Performance

The results of the study show that Work Motivation has a significant positive effect on Employee Performance because the results of the analysis with a t-test result of 9.139 > T table (1.968) and a significance value of 0.000 < 0.05. This means that increasing Work Motivation will be able to significantly improve Employee Performance. Likewise, decreasing Work Motivation will be able to significantly reduce Employee Performance.

d. Goodness of Fit Test

The fourth step in testing the structural model is to jointly validate whether the measurement model and the structural model in the hypothesis are appropriate or fit. This test is conducted using Goodness of Fit, with interpretation values of small with a value of 0-0.25, moderate with a value of 0.25-0.36, and large with a value above 0.36.

Table 4.7. Goodness of Fit Test Results

	Saturated Model	**Estimated Model**
SRMR	0.121	0.121
d_ULS	13,248	13,248
d_G	8,554	8,554
Chi-Square	3,803,816	3,803,816
NFI	0.515	0.515

Based on the results of the goodness of fit test, the NFI interpretation value was large, namely 0.515.

DISCUSION

1. The Influence of the Work Environment on Work Motivation at PT. Tikhe Abiyyu Sejahtera

The results of the study indicate that the work environment has a significant positive influence on work motivation at PT. Tikhe Abiyyu Sejahtera. A conducive work environment can increase employee enthusiasm and productivity, while a less supportive environment can decrease motivation. Several aspects that influence work motivation are the physical work environment, relationships between employees, leadership, and recognition and appreciation. A comfortable physical environment, such as a clean, ergonomic workspace with adequate facilities, makes employees feel more at home and focused on their work. In addition, positive relationships between colleagues and support from leaders also increase motivation. Transparent, fair, and rewarding leadership can encourage employees to work better. These findings are in line with previous research by Azmi, U (2024) and Ratmono, R., Nasikah, D., & Achmad, SF (2024).

2. The Influence of Compensation on Work Motivation at PT. Tikhe Abiyyu Sejahtera

Research shows that compensation has a significant positive effect on work motivation. Fair and appropriate compensation can boost employee morale and productivity. Direct compensation such as salary, benefits, bonuses, and incentives provide immediate motivation, while indirect compensation such as facilities, insurance, and pension plans are also important for creating a sense of security for employees. At PT. Tikhe Abiyyu Sejahtera, a transparent and fair compensation system can motivate employees to work harder and be more productive. These

findings support previous research by Sholeh, AA, Kristiawati, I., GS, AD, Dewi, R., Susanti, R., & Hidayat, R. (2024) and Syahreza, MI, & Purnomo, BR (2024).

3. **The Influence of Workload on Work Motivation at PT. Tikhe Abiyyu Sejahtera**

    The results of the study indicate that workload has a significant positive effect on work motivation. Excessively heavy or unbalanced workloads can lead to fatigue and decrease motivation. Conversely, challenging workloads that are appropriate to employee capacity can increase motivation and productivity. At PT. Tikhe Abiyyu Sejahtera, providing a realistic workload and supporting a balance between personal and professional life are crucial for maintaining motivation. These findings align with research by Attawab, F.A., Handaru, A.W., & Wolor, C.W. (2025).

4. **The Influence of the Work Environment on Employee Performance at PT. Tikhe Abiyyu Sejahtera**

    Research shows that the work environment has a significant positive influence on employee performance. A comfortable, clean, and ergonomic work environment can improve concentration and productivity. Furthermore, a positive work atmosphere with open communication and good relationships between employees, as well as supportive leadership, can motivate employees to deliver their best performance. PT. Tikhe Abiyyu Sejahtera, which pays attention to physical and social environmental aspects, will have more productive and high-performing employees. This finding is supported by research by Husna, LU, & Prasetya, BP (2024) and Afriyeni, A., & Utami, K. (2024).

5. **The Effect of Compensation on Employee Performance at PT. Tikhe Abiyyu Sejahtera**

    Compensation has a significant positive effect on employee performance at PT. Tikhe Abiyyu Sejahtera. Competitive salaries, adequate benefits, and performance-based bonuses and incentives can motivate employees to work harder and more efficiently. Furthermore, work support facilities, career development opportunities, and recognition for employee achievements also contribute to improved performance. A fair and transparent compensation system can reduce turnover, increase loyalty, and encourage employees to give their best. These findings align with research by Hartin VF (2024) and Ramadhan, V., & Sunarsi, D. (2024).

6. **The Effect of Workload on Employee Performance at PT. Tikhe Abiyyu Sejahtera**

    Workload has a significant positive effect on employee performance at PT. Tikhe Abiyyu Sejahtera. An optimal workload can encourage employees to stay focused, engaged, and motivated. A challenging but appropriate workload can improve their abilities and skills, which in turn improves performance. Conversely, a workload that is too heavy or too light can reduce productivity and work quality. This finding is consistent with research by Mutiah, V., & Suryani, RE (2024) and Zulkarnaen, NA, Ismail, GD, Wijaya, F., Mubarok, DAA, & Herlinawati, E (2024).

7. 7.The Influence of Work Motivation on Employee Performance at PT. Tikhe Abiyyu Sejahtera

The results of the study indicate that work motivation has a significant positive effect on employee performance. Highly motivated employees tend to be more productive, innovative, and dedicated. They not only meet expectations but strive to exceed set targets. Work motivation encourages employees to think creatively, seek new solutions, and improve the quality of their work. At PT. Tikhe Abiyyu Sejahtera, creating a work environment that supports motivation through fair compensation, development opportunities, and inspirational leadership will contribute to significant performance improvements. This finding is in line with research by Yuliawati, E., & Oktavianti, N. (2024) and Safitri, IR, & Martono, A. (2024).

CONCLUSION

Based on the analysis presented in the previous chapter, it can be concluded that the work environment has a significant positive influence on work motivation at PT. Tikhe Abiyyu Sejahtera. Good work environment conditions, such as adequate facilities and a conducive atmosphere, can increase employee enthusiasm and productivity. Furthermore, compensation also has a significant positive influence on work motivation. Fair compensation commensurate with employee contributions can encourage them to work harder and more efficiently. An appropriate workload also has a significant positive influence on work motivation. A workload that is appropriate to employee capacity can increase their engagement and productivity.

The work environment not only influences work motivation but also has a significant positive effect on employee performance. A supportive environment, both physically and socially, can improve individual and team performance within a company. Compensation also has a significant positive effect on employee performance. A transparent and fair compensation system can increase employee motivation and performance by providing rewards commensurate with their contributions. A balanced and challenging workload also has a significant positive effect on employee performance. An appropriate workload can encourage employees to continuously develop and improve their work output.

Finally, work motivation has a significant positive influence on employee performance. Motivated employees tend to be more productive, innovative, and committed to giving their best in their work. Therefore, it can be concluded that factors such as the work environment, compensation, workload, and work motivation play a crucial role in improving employee performance at PT. Tikhe Abiyyu Sejahtera..

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