

# The Influence of Motivation and Work Environment towards Employee Performance in the Marketing Division PT. United Motors Center Suzuki Surabaya

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## Abstract

*Employee performance is the result of work both quantity and quality produced by employees or real behavior that is displayed in accordance with the duties and responsibilities assigned to him. This study aims to determine the importance of motivation and work environment on employee performance in the marketing division of PT. united motors center suzuki surabaya. The population used in this study was a total of 110 employees. The sample used is a saturated sample, that is, all members of the population are used as samples. The data analysis technique used in this research is the partial least squares (PLS) analysis method. Based on the results of the research conducted, it can be concluded that motivation contributes to employee performance and the work environment contributes to employee performance.*

## Keywords

motivation; work environment;  
employee performance



## I. Introduction

The level of competition in today's business and industry is becoming increasingly high. The company must be able to survive and develop its business in order to achieve its goals under these conditions, the company must be able to process and make good use of various resources owned by the company such as money or capital, materials for production materials, technology for the production process, and most importantly sources of income. human resources, namely employees. Employees are one of the most important assets in the company's business continuity, employees can improve the company's competitiveness, provide creativity in the form of new innovations for the company, and also maintain the company's image by establishing good relations with external parties of the company. Handoko (2001) The most important resource for a company or organization is human resources, namely people who have given their energy, talent, creativity and effort to the organization. To create positive results for organizational development, it is necessary to increase optimal work and be able to utilize the potential of human resources owned by employees in order to create high performance results. In creating high performance results can be influenced by several factors including: motivation and work environment that will affect and impact on the performance of employees in the company. The object of this research is PT. United Motors Center Suzuki Surabaya is located at Jalan Akhmad Yani No. 40 – 44 Surabaya 60231 – Indonesia. PT. United Motors Center Suzuki Surabaya is the main dealer in East Java, a company engaged in trading of motor vehicles, especially four-wheeled vehicles. Based on the initial survey, it is known that the company faces fluctuating employee absenteeism problems.

**Table 1.** Employee Attendance Data PT. UMC SUZUKI SURABAYA

Month	Reason for Absence			Amount	Percentage
	I	S	A		
July	3	6	3	12	11%
August	4	8	2	14	13%
September	4	4	2	10	9%
October	4	5	1	10	9%
November	2	14	2	18	16%
December	10	5	7	22	20%
January	4	3	2	9	8%
February	1	4	2	7	6%
March	2	5	3	10	9%
April	4	3	5	12	11%
May	6	7	1	13	12%
June	5	2	2	9	8%
July	3	5	4	12	11%

Source: PT UMC Suzuki Surabaya

PT. UMC SUZUKI SURABAYA also had problems with sales targets that did not reach the target.

**Table 2.** Car sales data in 2019

Month	Sales Target	Sales Realization
January	100 Units	77 Units
February	100 Units	81 Units
March	100 Units	102 Units
April	100 Units	98 Units
May	100 Units	100 Units
June	100 Units	89 Units
July	100 Units	92 Units
August	100 Units	103 Units
September	100 Units	76 Units
October	100 Units	75 Units
November	100 Units	78 Units
December	100 Units	87 Units

Source: PT UMC Suzuki Surabaya

Based on the phenomenon that is being experienced by the company based on the listed theory, a research entitled The Effect of Motivation and Work Environment on Employee Performance in the Marketing Division of PT. United Motors Center Suzuki Surabaya is carried out.

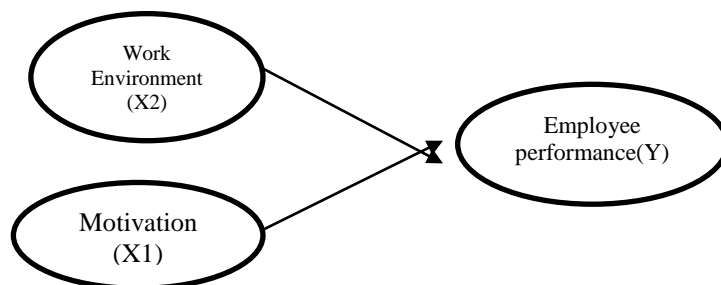
## II. Review of Literature

Almost the same meaning, namely the completion of a task with the application of knowledge, skills and abilities. Mangkunegara (2009) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Motivation comes from the Latin word "movere" which means "push" or driving force. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives. (2003).

In life, motivation has a very important role because motivation is an entity causing, channelling, and supporting human behaviour, so that they want to work hard and enthusiastically to achieve the optimal results. Likewise, in the world of work, motivation plays an important role in achieving the organizational goals. Motivation is important because, by having this motivation, it is expected that each individual of employee is willing to work hard and enthusiastically to achieve high work productivity. (Kuswati, Y. 2019)

The work environment is everything that is around the employee at the time of work, both physical and non-physical that can affect him in carrying out and completing the tasks assigned to him. If the work environment is conducive then employees can be safe, comfortable and if the work environment is not supportive then employees cannot work optimally. According to Basuki and Susilowati (2005) the work environment is everything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out their activities. Meanwhile, according to Saydam (2000) who defines the work environment as the entire work infrastructure that are around employees who are carrying out work that can affect the implementation of the work itself.



### Hypothesis

In relation to the influence of work motivation and work environment on employee performance above, the formulation of the hypothesis in this study is:

H1 : Work motivation has an influence on employee performance in the marketing division of PT. United Motors Center Suzuki Surabaya.

H2 : The work environment has an influence on the performance of employees in the marketing division of PT. United Motors Center Suzuki Surabaya.

The measurement scale in this study is an ordinal measuring scale which is a measurement scale that states not only categories, but also states the construct rating being measured. This study uses a questionnaire that uses a scoring technique on a Likert scale technique which is usually used to measure attitudes, opinions and perceptions of a person or group of people about the phenomena that occur, Sugiyono (2014). The following is a detailed score in this study:

1) Answer Strongly Agree :5

- 2) Answer Agree :4
- 3) Neutral Answer :3
- 4) Answer Disagree :2
- 5) Answer Strongly Disagree :1

Sources of data used in this study are primary data and secondary data. Primary data was obtained from questionnaires and interviews, while secondary data was used to support the interpretation of the results of primary data analysis. The analytical method in this study uses Partial Least Square (PLS) which is a method of building an example model, which can be activated when there are too many factors. PLS is a factor in analyzing the full power analysis method because it does not use small sample size measurements to assume data.

### III. Results and Discussion

Analysis of the characteristics of the respondents is divided into 3, namely based on age, gender and length of work. From the results of the distribution of questionnaires obtained 110 respondents with details of the age of 20-30 years totaling 34 people, ages 31-40 years totaling 39 people, 41-50 years totaling 31 people and those aged more than 51 years totaling 6 people, based on gender, it was found the data of male respondents are 44 people, female sex is 66 people and based on the length of work respondents with less than 1 year of work amounted to 12 people, 1-2 years totaled 37 people, long worked 3-5 years totaled 31 people and long working more than 5 years totaling 30 people.

Description of motivational variables and their indicators

**Table 3.** Frequency of Respondents' Answers Regarding Motivation (X1)

No.	Question	Answer Score					Total
		1	2	3	4	5	
1	If I get a boost from work I feel motivated to work hard	0	3	6	79	22	110
		0%	2.7%	5.5%	71.8%	20%	100%
2	I feel excited to work if supported by family, colleagues and superiors	0	3	6	86	15	110
		0%	2.7%	5.5%	78.2%	13.6%	100%
3	I do the work on my own initiative not the encouragement of others	1	2	7	86	14	110
		0.9%	1.8%	6.4%	78.2%	12.7%	100%
4	Responsibility is priority in my work	1	3	18	71	17	110
		0.9%	2.7%	16.4%	64.5%	15.5%	100%

Description of work environment variables and their indicators

**Table 4.** Frequency of Respondents' Answers Regarding the Work Environment (X2)

No.	Question	Answer Score					Total
		1	2	3	4	5	
1	The working atmosphere in the office is comfortable and clean so that it has a good effect on my work	0	6	15	69	20	110
		0%	5.5%	13.6%	62.7%	18.2%	100%
2	My relationship with other employees is very harmonious and mutual respect.	0	5	19	71	15	110
		0%	4.6%	17.3%	64.5%	13.6%	100%
3	The available facilities are good and can support my smooth work.	0	4	19	65	22	110
		0%	3.6%	17.3%	59.1%	20%	100%

Description of performance variables and their indicators

**Table 5.** Frequency of Respondents' Answers Regarding Performance (Y)

No	Question	Answer Score					Total
		1	2	3	4	5	
1	All the work given has been completed by this employee according to the target time given and on the same day.	0	6	21	74	9	110
		0%	5.5%	19.1%	67.2%	8.2%	100%
2	The quality of the work completed by these employees is in accordance with existing standards.	0	6	22	73	9	110
		0%	5.5%	20%	66.3%	8.2%	100%
3	This employee never delays in completing work.	1	6	15	76	12	110
		0.9%	5.5%	13.6%	69.1%	10.9%	100%

**3.1. Data Analysis**

**a. Outer Model (Measurement Model and Indicator Validity)**

**Table 6.** Outer Loadings (Mean, STDEV, T-Values)

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
<b>X1.1 &lt;- Motivation</b>	0.709213	0.694069	0.070049	0.070049	10.124557
<b>X1.2 &lt;- Motivation</b>	0.705704	0.702588	0.060557	0.060557	11.653589
<b>X1.3 &lt;- Motivation</b>	0.818845	0.821596	0.038011	0.038011	21.542205
<b>X1.4 &lt;- Motivation</b>	0.703225	0.682379	0.081341	0.081341	8.645378
<b>X2.1 &lt;- Work Environment</b>	0.779387	0.767794	0.058388	0.058388	13.348368
<b>X2.2 &lt;- Work Environment</b>	0.900150	0.901998	0.012785	0.012785	70.408713
<b>X2.3 &lt;- Work Environment</b>	0.837612	0.831943	0.038698	0.038698	21.644803
<b>Y1 &lt;- Employee performance</b>	0.815833	0.819654	0.034460	0.034460	23.674839
<b>Y2 &lt;- Employee performance</b>	0.864445	0.865288	0.025356	0.025356	34.092551
<b>Y3 &lt;- Employee performance</b>	0.744576	0.740725	0.080112	0.080112	9.294231

Source: Processed Data

Based on the outer loading table above, all reflective indicators on the variable **Motivation and Work environment as well as variables Employee performance** , indicating factorloading (*original sample*) is greater than 0.50 and or significant (T-Statistic value is more than the value of  $Z = 0.05 (5\%) = 1.96$  ), thus the estimation results of all indicators have met Convergent validity or good validity.

**b. Average Variance Extracted (AVE)**

**Table 7.** Average Variance Extracted (AVE)

	<b>AVE</b>
<b>Motivation</b>	0.541509
<b>Work environment</b>	0.706436
<b>Employee performance</b>	0.655747

*Source: Processed Data*

AVE test results for the variable **Motivation** as big as 0.541509, variable **Work environment** as big as 0.706436, and **Employee performance** as big as 0.655747, the three variables show a value of more than 0.5, so overall the variables in this study can be said to have good validity.

**c. Composite Reliability**

**Table 8.** Composite Reliability

	<b>Composite Reliability</b>
<b>Motivation</b>	0.824666
<b>Work environment</b>	0.877965
<b>Employee performance</b>	0.850599

*Source: Processed Data*

Reliability test show that the variable s **motivation** big 0.824666, variable **Work environment** as big as 0.877965, and **Employee performance** as big as 0.850599, The three variables show Composite Reliability values above 0.70 so it can be said that all variables in this study are reliable.

**d. Latent Variable Correlations**

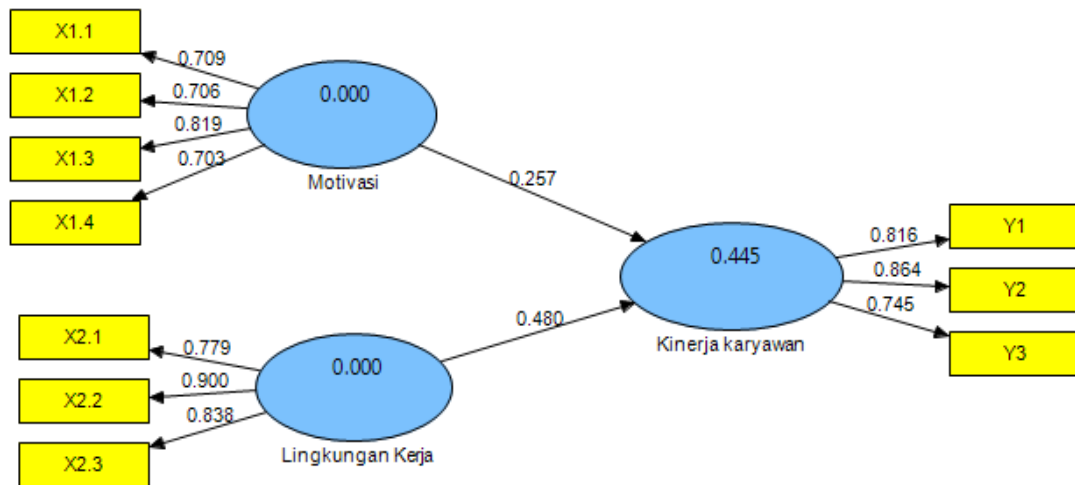
**Table 9.** Latent Variable Correlations

	<b>Employee performance</b>	<b>Work environment</b>	<b>Motivation</b>
<b>Employee performance</b>	1.0000000		
<b>Work environment</b>	0.635238	1.0000000	
<b>Motivation</b>	0.546948	0.604606	1.0000000

*Source: Processed Data*

From the table of latent variable correlations above, the average correlation value between one variable and another shows the average correlation value above 0.5. The highest correlation value is between the variables **Work environment** with **Employee performance** as big as 0.635238, it can also be stated that among the variables in the research model, the relationship between variables **Work environment** with **Employee performance** showed a stronger relationship than the relationship between other variables, it can also be interpreted that in this research model the level of employee performance is high and low more influenced by the **Work Environment** variable than the **Motivation** variable.

**e. Model Analysis PLS**



Source: Data Processing, Output SmartPLS

Figure 1. Outer Model with Factor Loading, Path Coefficient and R-Square

From the PLS output image above, it can be seen the magnitude of the factor loading value of each indicator which is located above the arrow between the variables and indicators, it can also be seen the magnitude of the path coefficient which is above the arrow line between exogenous variables and endogenous variables. In addition, it can also be seen the size of the R-Square which is right in the circle of endogenous variables (variable **Employee performance**).

**e. Evaluation of Structural Testing Model (Inner Model)**

Testing of the structural model is carried out by looking at the R-Square value which is a goodness-fit test model. The inner model test can be seen from the R-square value in the equations between latent variables. explain the endogenous variables (dependent/bound).

Table 10. R-Square

	R Square
<b>Motivation</b>	
<b>Work environment</b>	
<b>Employee performance</b>	0.445342

Source: Processed Data

R2 value = 0.445342. It can be interpreted that the model is able to explain the phenomenon Performance

Employee who is influenced by the independent variables, among others Motivation and Work environment variance of 44.53%. While the remaining 55.47% is explained by other variables outside of this study (besides Motivation and Work environment).

**f. Results of Inner Weights**

The T-statistic value of the inner model in the following table

**Table 11.** Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
<b>Motivation -&gt; Employee Performance</b>	0.256725	0.259036	0.091164	0.091164	2.816083
<b>Work Environment -&gt; Employee Performance</b>	0.480020	0.478869	0.077377	0.077377	6.203693

Source: Processed Data

1. **Motivation** positive effect to **Employee performance** acceptable, with path coefficients of 0.256725 and the T-statistic value is 2.816083 greater than the value of  $Z = 0.05$  (5%) = 1.96, then significant (positive).
2. **Work environment** positive effect to **Employee performance** acceptable, with path coefficients of 0.480020 and the T-statistic value is 6,203693 greater than 1 value  $Z = 0.05$  (5%) = 1.96, then significant (positive).

### 3.2. PLS Result Interpretation

#### a. The Effect of Motivation on Employee Performance

Based on the test results indicate that motivation has a significant positive effect on employee performance. This means that the stronger the motivation in the company, the higher the employee's performance. On the other hand, the weaker the motivation in the company, the lower the employee's performance.

The results of this study are consistent with the results of research conducted by Muchamad Ressa Farizki (2017), where work motivation has a positive and significant effect on employee performance. If the company can apply work motivation well, the employee's performance will increase. This is also in line with research conducted by Agus Wijaya (2017), which concludes that motivation has a significant and positive effect on employee performance because the company provides good motivation, the better the employee's performance.

#### b. The Effect of Work Environment on Employee Performance

Based on the test results indicate that the work environment has a significant positive effect on employee performance. This means that the better the quality of the employee's work environment, the better the performance produced by the employee.

The results of this study are consistent with the results of research conducted by AA Gede Oka Pramadita & Ida Bagus Ketut Surya (2015) where the work environment has a significant and positive effect on employee performance. If the company can create a good work environment, employee performance will increase. This is because the work environment is the atmosphere, circumstances and daily conditions where employees work, with the company providing a good work environment for its employees, employees will improve maximum performance and can obtain the expected results.



## V. Conclusion

Based on the test results using PLS to test the effect of variables on employee performance at PT. United Motors Center Suzuki Surabaya, it can be concluded as follows:

1. Motivation can contribute to the performance of employees at PT. United Motors Center Suzuki Surabaya. This identifies that the greater the motivation provided by the company will have a good impact on all employees and be able to provide a significant influence on employees so that it has a positive impact on employee performance and employee performance increases.
2. Work environment can contribute to the performance of employees at PT. United Motors Center Suzuki Surabaya. This identifies that the better the work environment provided by the company will have a positive impact on employees and be able to improve employee performance.

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