

THE INFLUENCE OF WORK MOTIVATION, COMPETENCE, AND WORK ENVIRONMENT ON WORKER PERFORMANCE AT PT XYZ

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ABSTRACT

The purpose of this research is to find out and analyze the effect of work motivation, competence, and work environment on the performance of workers of PT XYZ Sales Office either simultaneously or partially. The research design uses descriptive and verification research methods. Sampling technique with saturated sampling method. The number of respondents was 55 people. The subjects of this research are workers of PT XYZ Sales Office and the objects of research are work motivation, competence, work environment, and worker performance. The tools used in this analysis are multiple linear regression analysis, multiple correlation analysis, analysis of the coefficient of determination, and hypothesis testing (F test and t-test). The results of the analysis show that partially or simultaneously, work motivation, competence, and work environment have a positive and significant influence on worker performance at PT XYZ Sales Office.

Keywords: Work Motivation, Competence, Work Environment, Workers Performance

Introduction

One of the most expensive assets for a company compared to other assets is Human Resources (HR), because it is an important component for companies to create competitiveness that provides more quality for shareholders and customers in general. One of the objectives of Human Resource Management (HR) is to assist companies in achieving their goals by providing highly trained and highly motivated human resources, developing the self-qualities of workers, and providing a healthy and safe work environment (Hamali, 2018). Every company requires its workers to produce optimal performance, but not a few companies face obstacles in achieving these

goals; with adequate human resources, it will produce output in the form of maximum worker performance, which can help the success of a company.

PT XYZ is one of the first packaged tea beverage companies in Indonesia and in the world. PT XYZ has distributed its products through sales branch offices throughout Indonesia. One of its distribution branches is PT XYZ Cibinong, Bogor, West Java 16914. In the company's operations, sales targets are set for the products owned by PT XYZ per month.

Based on data owned by PT XYZ Sales Office, in 2021, many sales targets were not achieved. The following is the sales target data for PT XYZ Sales Office in 2021.

Table 1. 1 Achievement of PT XYZ Sales Office in 2021

No.	Month	Product Sales Target (Pcs)	Realization of Product Sales (Pcs)	Achievement Target (%)	Information
1	January	100.000	93.000	93	Not achieved
2	February	97.000	99.000	102	Achieved
3	March	120.000	122.000	101	Achieved
4	April	135.000	99.900	74	Not achieved
5	May	110.000	115.000	104	Achieved
6	June	96.000	95.300	99	Not achieved
7	July	111.000	113.000	101	Achieved
8	August	109.000	100.000	92	Not achieved
9	September	99.000	95.000	96	Not achieved
10	October	125.000	110.000	88	Not achieved
11	November	108.000	108.950	101	Achieved
12	December	115.000	102.550	89	Not achieved
Average		110.416	104.475	95	Not achieved

Source: PT XYZ Sales Office, 2022

Based on Table 1.1 above, overall sales results for one year are only 95%, which means that the sales target of PT XYZ Sales Office in 2021 has not been achieved, allegedly caused by the low performance of workers in sales. To see the results of worker

performance. PT XYZ Sales Office always evaluates the implementation of Work periodically for each of its workers, and also aims to collect data and compare it with the standards of the company's goals to be achieved.

Table 1. 2 Data on the Results of Worker Performance Assessment of PT XYZ Sales Office in 2021

No.	Assessment Aspects	Score Rata-Rata	Category
1	Department duties	95	Very good
2	Sales Targets	65	Enough
3	Work Discipline	80	Good
Rate-rate		80	Good

Source: PT XYZ Sales Office, 2022.

PT XYZ Sales Office has set a target for achieving an worker performance appraisal that is worth 91-100 or right in the very good category.

Description of the assessment criteria:

- 91 – 100 = Very Good
- 76 – 90 = Fine
- 61 – 75 = Enough
- 51 – 60 = Less
- < 50 = Very Less

Table 1.2, it shows that the worker's performance does not reach the performance target. The average worker performance is 80 with good criteria, the highest is in the aspect of job duties (95) with very good criteria, and the lowest is in the sales target aspect (65)

with sufficient criteria. The results of the performance appraisal indicate that the problem of worker performance is in achieving sales targets, meaning that the performance of PT XYZ Sales Office is good but not optimal.

According to (Sutrisno, 2016), performance is the result of work that can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals that have been set. Factors that can affect employee performance according to (Kasmir, 2016) are knowledge, personality, abilities and expertise, work design, work motivation, leadership, leadership style,

organizational culture, loyalty, surrounding work environment, commitment, discipline and job satisfaction.

Work motivation is a stimulus for every worker to carry out their work activities; with good motivation, workers can work enthusiastically to produce a satisfactory performance for the company at PT XYZ Sales Office workers receive compensation

through salaries, incentives, holiday allowances, and insurance. Compensation in the form of incentives is only given to sales division workers (*sales*) in accordance with the fulfillment of sales targets achieved by workers, while the criteria for providing incentives to workers of PT XYZ Sales Office can be seen in Table 1.3 as follows:

Table 1. 3 Criteria for Giving Incentives

No.	Category (%)	Incentives (IDR)
1	0-60	-
2	61-80	750/Time
3	81-100	1000/Time
4	>100	2000/Time

Source: PT XYZ Sales Office, 2022.

Human Resources (HR) who are motivated to work can also be seen in the level of attendance which will affect the

course of company activities. The following is the worker attendance data of PT XYZ Sales Office in 2022

Table 1. 4 Worker Attendance Data PT XYZ Sales Office in 2021

No	Month	Work day	Number of workers	Presence Should	Absence (Days)				
					present	permi t	Alps	Amoun t	Percentage (%)
1	Jan	25	55	1.375	7	6	2	15	1
2	Feb	23	55	1.265	19	6	2	27	2.1
3	Mar	26	55	1.430	22	5	2	29	2
4	Apr	25	55	1.375	13	10	2	25	1.8
5	May	22	55	1.210	15	10	0	25	2
6	June	25	55	1.375	16	25	1	41	2.9
7	July	26	55	1.430	15	2	0	17	1.1
8	Aug	23	55	1.265	30	10	1	41	3.2
9	Sept	26	55	1.430	15	12	0	27	1.8
10	Octo	24	55	1.320	11	2	5	18	1.3
11	Nov	26	55	1.430	33	6	0	39	2.7
12	Dec	26	55	1.430	28	10	0	38	2.6
Rate-Rata									2

Source: PT XYZ Sales Office, 2022.

Based on Table 1.4 above, it is known that monthly worker absences fluctuate; the average percentage of worker absences in 2021 is 2%. PT XYZ Sales Office has set a tolerance limit for an average worker absence per month of 2%. While it can be seen that there were absences in several months that exceeded the tolerance limit, namely in February (2.1%), June (2.9%), August (3.2%), November (2.7%), and December (2.6%). In this case, it means that workers are

not fully motivated at Work. Therefore, companies must increase worker motivation which will affect performance.

The second factor that is thought to influence the low performance of workers is the inadequate competence of workers. Competence possessed by workers is so important for the company because competence will be able to affect the level of worker performance; if the competence possessed by workers is high, then

performance will also increase. To find out the competencies possessed by workers. SS Sales Office, the company has conducted a competency assessment; the company has set a target for achieving worker competency

assessment, with a score of 91-100, which is in the very good category. The following is the worker competency assessment of PT XYZ Sales Office.

Table 1. 5 Worker Competency Assessment of PT XYZ Sales Office in 2021

No.	Assessment Aspects	Score Rata-Rata	Category
1	Teamwork	85	Good
2	Solution to problem	85	Good
3	Initiative	60	Less
4	Responsibility	80	Good
Rate-Rata		77,5	Good

Source: PT XYZSales Office, 2022

Description of the assessment criteria:

91 – 100= Very Good

76 – 90 = Fine

61 – 75 = Enough

51 – 60 = Less

< 50 = Very Less

Based on table 1.6 above, shows that the results of the worker competency assessment, in general, amounted to 77.5 in the good category, the highest in the teamwork and problem-solving aspects (85), and the lowest in the initiative aspect (60). This condition indicates that the lack of

worker initiative at Work can affect the low performance of workers.

Worker competence can be seen from the level of education because education can increase the knowledge and abilities of each worker, which leads to an increase in worker performance. The following is the worker attendance data of PT XYZ Sales Office in 2021.

Table 1. 6 Characteristics of Workers Based on Education

Education (Year)	Number of people	Percentage (%)
S1	8	15
D3	2	4
SMA/SMK	45	82
Amount	55	100

Source: Field survey data, processed, 2022.

Based on table 1.7 shows the educational level of workers at PT XYZ Sales Office, which is different. The majority of workers' education is SMA/SMK, with 45 people or 82%, and the education minority is D3, with 2 people or 4%. Workers with high school/vocational school education are more numerous than workers with D3 and S1 education. This is because companies need a lot of energy in the operational field that can be done by workers with educational levels/SMK.

The work environment has a direct influence on workers, whether it has a positive or negative impact on worker performance activities. A satisfying work environment for workers can improve performance, and vice versa, an inadequate work environment will reduce performance. The work environment at PT XYZ Sales Office, in terms of security aspects, pays special attention to checking the body temperature of each worker, providing vehicle parking lots for both motorbikes and cars and goods storage facilities to store worker equipment so that workers can work with focus and calm in Work. Based on the Author's observations, PT XYZ Sales Office

Another factor that is suspected to be the cause of low worker performance is the environmental conditions in the company.

has less light intensity it can cause disruption to worker work focus, equipment, and work equipment that is no longer compatible with current use, which can hinder the completion of worker work, utilization, and storage space for finished goods products that have not been well organized; this can cause workers to feel tired more quickly so that worker performance is not optimal. Based on the background description, the authors are interested in developing research aimed at further study.

1.1. Problem Formulation

From the background above, the formulation of the problem is formulated as follows: 1. How do employees respond to work motivation, competence, work environment, and workers performance?:

1. How do workers respond to work motivation, competence, work environment, and worker performance at PT XYZ Sales Office?
2. How does the influence of work motivation, competence, and work environment simultaneously on the performance of workers at PT XYZ Sales Office?
3. How does the influence of work motivation, competence, and work environment partially on the performance of workers at PT XYZ Sales Office ?

1.2. Research purposes

The purpose of this study is in accordance with the formulation of the problem that has been explained, is as follows:

1. To find out the work motivation, competence, and work environment of workers at PT XYZ Sales Office.
2. To find out and analyze whether work motivation, competence, and work environment simultaneously on worker performance at PT XYZ Sales Office.
3. To find out and analyze whether work motivation, competence, and work environment partially affect the performance of workers at PT XYZ Sales Office?

Method

This research uses two approaches, namely descriptive research and explanatory research. A quantitative research approach to explain the description and influence of competency, work motivation, and work environment variables on worker performance variables at PT XYZ Sales Office. The types of data used by researchers are qualitative and quantitative data originating from primary and secondary data. Total population of PT XYZ Sales Office. Data collection techniques through observation, interviews, questionnaires, and documentation. The testing technique used is testing the validity and reliability as well as testing the classical assumptions, hypothesis testing, f-testing, and t-testing, and R-square.

Research results and discussion

1. Characteristics of Respondents

The dominant characteristics of the workforce are based on gender, age, educational level, and years of service

Table 4. 1 Summary of Worker Characteristics of PT XYZ Sales Office

No	Criteria	Dominant Characteristics	Number of people)	Percentage (%)
1	Gender	Man	52	95
2	Age	30-50 Years	31	56
3	Educational level	SMA/SMK	45	82
4	Working time	5-10 Years	19	35

Source: Field survey data, processed, 2022

From the Table 4.1, it can be seen that the majority of workers at PT XYZ Sales Office is male, namely 52 people or 95%, aged 30-50 years, 31 people or 56%, and has the last education, namely SMA/SMK, 45 people or 82% with years of service ie, 5-10 years as many as 19 people or by 35%.

2. Worker responses to the variables of work motivation, competence, and work environment. Recapitulation of response scores regarding indicators of work motivation variables:

Table 4. 2 Recapitulation of Worker Response Scores on Work Motivation Variables (X1)

No.	Indicator	Mean	Criteria	Interpretation
1	Motif	4,27	Very high	The motivation of workers to work is very high to get wages, achievement, and a good work environment.
2	Hope	4,52	Very high	Worker expectations are very high for good working conditions, incentives, and health insurance.
3	Incentives	3,97	Height	The incentives that workers get are high in the form of salaries, benefits, and allowance.
Work Motivation Variables		4,25	Very high	The average response of workers to motivation with indicators of motives, expectations, and incentives is in the very high category.

Source: Field survey data, processed, 2022

Table 4.2 above it shows that workers' responses to work motivation are in the very high category (4.25). The highest rating on the hope indicator is 4.52, with very high criteria. The lowest rating on the incentive indicator is 3.97, with high standards.

Increasing work motivation can be done through the fair distribution of incentives to all workers.

Recapitulation of response scores regarding indicators of competency variables is seen in Table 4.3 below:

Table 4. 3 Recapitulation of Worker Response Scores on Competency Variables (X2)

No.	Indicator	Mean	Criteria	Interpretation
1	Knowledge	4,29	Very good	Workers can understand the theory and procedures in their field of Work and have a very high desire to increase their knowledge in their field of Work
2	Skills	4,19	Good	Workers have good expertise in their field of Work and are able to solve and find solutions to the problems they face
3	Attitude	4,23	Very good	Workers have very high morale and are friendly towards their co-workers, but workers lack initiative at Work

Competency Variables	4,24	Very good	The average worker response to competencies with indicators of knowledge, skills, and attitudes is in the very good category.
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Source: Field survey data, processed, 2022

Based on Table 4.3 shows that workers' responses to competence are in the very good category (4.24). The highest rating on the knowledge indicator is 4.29, with very good criteria. The lowest rating on the skill indicator is 4.19, with good criteria.

Increasing competence can be done through training for workers so that they can improve their skills in completing assigned Work.

Recapitulation of response scores regarding indicators of work environment variables is seen in Table 4.4 as follows:

Table 4. 4 Recapitulation of Worker Response Scores to Work Environment Variables (X3)

No.	Indicator	Mean	Criteria	Interpretation
1	Availability of Work Facilities	3,76	Good	The worker's assessment of the availability of work facilities is good, but the existing work tool facilities are not suitable for current use, so they can hinder workers from completing their duties
2	Work environment	3,78	Good	The worker's assessment of the work atmosphere is good, but there is a workspace with less light intensity so that it can disrupt the focus of workers at Work
3	Job Security	4,02	Good	The worker's assessment of work safety is good; the company has provided work safety guarantees
4	Colleague Relations	4,45	Very good	There is a very good relationship between workers so as to create comfort and harmony between workers.
Work Environment Variables		4,00	Good	The average response of workers to the work environment with indicators of the availability of work facilities, work atmosphere, work security, and co-worker relations is in a good category.

Source: Field survey data, processed, 2022

Table 4.18 shows that workers' responses to the work environment are in a good category (4.00). The highest rating on the co-worker relationship indicator is 4.45, with very good criteria. The lowest rating on the indicator of the availability of work facilities is 3.76, with good criteria. Improving the work environment can be done by updating the facilities currently available, such as

computers, printing machines, and file cabinets. Because the work environment has a direct influence on worker performance, if workers like the work environment, workers can work comfortably to complete assigned tasks.

Recapitulation of response scores regarding variable indicators of worker performance can be seen in Table 4.18 as follows:

Table 4. 5 Recapitulation of Worker Response Scores on Worker Performance Variables (Y)

No.	Indicator	Mean	Criteria	Interpretation
1	Quality	4,36	Very high	Workers have tried to do their job very well
2	Quantity	4,18	Height	Workers work well according to the given load
3	Task execution	4,27	Very high	Workers try very well to complete their Work on Time
4	Responsibility	4,10	Height	Workers try their best to complete all forms of Work assigned

Worker Performance Variables	4,22	Very high	The average worker response to performance with indicators of quality, quantity, and implementation of tasks and responsibilities is in the very high category.
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Source: Field survey data, processed, 2022

Based on Table 4.5, it shows that workers' responses to performance are in the very high category (4.22). The highest rating on quality indicators is 4.36, with very high criteria. The lowest rating on the indicator of responsibility is 4.10, with high criteria.

Performance improvement can be done through the leader's supervision of his workers at Work. The following Table 4.6 Recapitulation of the overall response or worker answers to each variable

Table 4. 6 Recapitulation of Worker Responses

No	Variable	Score Average Value	Information
1	Work Motivation (X ₁)	4,23	Very high
2	Competency (X ₂)	4,24	Very good
3	Work Environment (X ₃)	3,99	Good
4	Worker performance	4,22	Very high

Source: Field survey data, processed, 2022

Based on the table above, it can be concluded that workers' answers to the work motivation variable have an average value of 4.23 in the very high category, worker answers to the competence variable have an average value of 4.24 in the very good category, worker answers to the variable work environment has an average value of 3.99 in the good category, and while the workers' answers to the performance variable have an average value of 4.22 in the very high category. So it

can be concluded that the variables of work motivation, competence, and work environment are several important factors to improve worker performance.

Multiple Linear Regression Analysis

The form of the equation is calculated using multiple regression analysis. The equation shows the effect of work motivation, competence, and work environment, on the performance of workers of PT XYZ Sales Office. Regression results can be seen in Table 4.7 below:

Table 4. 7 Significant test and Regression Coefficients

Model	Coefficients				Collinearity Statistics		
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Tol	VIF	
	b	Std. E	beta				
1 (Constant)	4,268	3,798		1,124	,266		
Work motivation	,471	,143	,329	3,296	,002	,447 2,236	
Competence	,514	,102	,456	5,032	,000	,542 1,846	
Work environment	,184	,091	,216	2,023	,048	,390 2,564	

a. Dependent Variable: Worker Performance

Source: Primary Data (2022)

The table above show that a regression equation is obtained with the estimated

model as follows: $Y = 4,268 + 0,471X_1 + 0,514X_2 + 0,184X_3 + \text{and}$

A regression coefficient is a number that shows the magnitude of the influence of each independent variable on the dependent variable. The magnitude of the influence of each of these variables is explained as follows:

1. The constant value is 4.263, which is positive, meaning that if the work motivation, competence, and work environment variables are constant or do not change, then the performance is positive.
2. The regression coefficient of work motivation (X_1) of 0.471 is positive, meaning that the motivation variable has a positive effect on performance. This shows that any increase in motivation is thought to be followed by an increase in worker performance (Y), assuming the competency variable (X_2) and work environment variables (X_3) still.
3. The competency regression coefficient (X_2) of 0.514 is positive, meaning that the competency variable has a positive effect on performance. This shows that

any increase in competency is expected to be followed by an increase in worker performance (Y), assuming the variable work motivation (X_1) and work environment variables (X_3) still.

4. The work environment regression coefficient (X_3) of 0.184 is positive, meaning that the work environment variable has a positive effect on performance. This shows that every increase in the work environment is expected to be followed by an increase in worker performance (Y) with the assumption that the variable work motivation (X_1) and competency variables (X_2) still.

Multiple Correlation Analysis

Multiple correlation analysis is used to determine the relationship between work motivation, competence, and work environment variables with worker performance. The results of multiple correlation analysis can be seen in Table 4.26 below:

Table 4. 8 Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,879 ^a	,773	,760	3,346

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

b. Dependent Variable: Worker Performance

Source: Field survey data, processed, 2022

As for the relationship between work motivation, competence, and work environment, worker performance shows a correlation number of 0.879, indicating that there is a very strong relationship (0.800-1.000). This means that the higher the value of work motivation, competence, and work environment, the higher the performance of workers of PT XYZ Sales Office.

Analysis of the Coefficient of Determination

Table 4.26, show that it can also be seen that the R square is 0.773 or 77.3%. This shows that the percentage of the influence of work motivation, competence, and work

environment on performance is 77.3%, while the remaining 22.7% is influenced by other variables not included in this research model, such as work design, personality, leadership, style leadership, organizational culture, job satisfaction, loyalty, commitment, and work discipline. (Kasmir, 2016)

Test hypothesis

Before using the basic conclusions, the regression equation obtained and having met the regression assumptions through the test needs to be tested for the regression coefficients both simultaneously and partially.

1. F Test (Simultaneous Test)

The F test is used to see the effect of the independent variables (*independent*), namely work motivation (X_1), competency (X_2), and work environment (X_3), simultaneously on

the dependent variable (*dependent*), namely worker performance (Y). Testing the hypothesis used F-Test statistics, which can be seen in Table 4.27

Table 4. 9 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	1944,049	3	648,016	57,893	,000 ^b
	Residual	570,860	51	11,193		
	Total	2514,909	54			

a. Dependent Variable: Worker Performance

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

Source: Field survey data, processed, 2022

Based on the calculated F value in the table, it is known that the calculated F is 57.893, and the F table value for $\alpha = 0.05$ with degrees of freedom $V1 = n-1 = 3-1 = 2$ and $V2 = n-k-1 = 55-3-1 = 51$ of 3.18. So the F count is greater than the F table ($57.893 > 3.18$), it can be concluded that H_0 is rejected and H_a is accepted. That is, with a 95% confidence level, simultaneously the work motivation variable (X_1), competency (X_2), and work environment (X_3) have a significant effect and positive on worker performance (Y). This shows that the higher the motivation, the better competence, and the creation of a good work environment can improve worker performance. The importance of improving worker performance because it can affect company performance because workers are directly related to company operational activities; workers who have high performance are workers who have the very strong motivation or drive to Work, have sufficient competence to complete their Work, and have a good work environment. Support in their daily Work. This research is in line with research conducted by (Bukhari, 2019), which states that the variables of work motivation, competence, and work environment simultaneously have a positive and significant effect on performance.

t-test (Partial Test)

The t-test is done by comparing t-count and t-table. If the t-count is greater or equal to the t-table ($t_{count} \geq t_{table}$), then it shows that the independent variable has a partial effect on the dependent variable.

a) Effect of work motivation on worker performance

To see whether or not there is an influence of work motivation on worker performance, statistically, the following hypothesis will be tested:

$H_{01}: b_1 \leq 0$: Work motivation has no positive and significant effect on worker performance.

$H_{a1}: b_1 > 0$: Work motivation has a significant effect and positive on worker performance

Based on table 2.5, work motivation obtains a value of t_{count} of 3.296, and the value of t_{table} for $\alpha = 0.05$ with degrees of freedom $55-3-1 = 51$ of 1.675, means $t_{count} > t_{table}$ ($3.296 > 1.675$) so that H_a is accepted and H_0 is rejected. This means that work motivation has a significant effect and positive on worker performance. So the higher the work motivation, the higher the worker's performance because work motivation is a potential strength that exists in workers who can encourage worker passion for working hard to provide the best performance for the company so that the company can realize its goals. This research is in line with the research of (Erni Yuningsih, 2020), which states that work motivation partially has a

positive and significant effect on worker performance

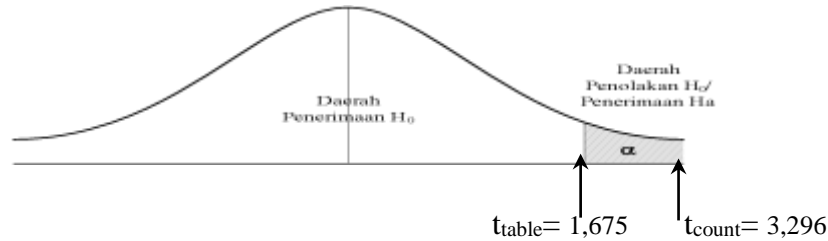


Figure 4. 9 Work Motivation Variable t-test results (X_1)

Source: Field survey data, processed, 2022

b) The Effect of Competence on worker performance

To see whether or not competence has an influence on worker performance, statistically, the following hypotheses will be tested:

$H_{O2}: b_2 \leq 0$: Competence has no positive and significant effect on worker performance.

$H_{a2}: b_2 > 0$: Competence positively and significantly affects worker performance.

Based on Table 2.5, competence gets a value of t_{count} of 5.032 and the value of t_{table} for $\alpha = 0.05$ with degrees of freedom $55-3-1 = 51$ of 1.675, which means $t_{count} > t_{table}$ ($5.032 > 1.675$), so that H_a is accepted and H_o is rejected. That is, competence has a

significant effect and positive on worker performance. So the higher the competence of workers, the higher the performance of workers; competence is a picture of a person's self-quality. Workers completing their Work can be determined by their competence; competent workers, when they encounter problems, can quickly overcome the problems they face and realize that the Work assigned to them is an obligation and responsibility. This research is in line with the research of (Rizki Afri Mulia, 2021), which states that competency partially has a significant effect and positive on worker performance.

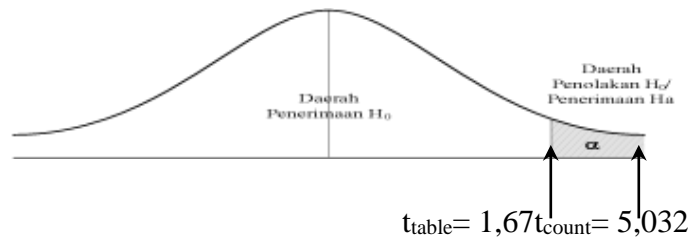


Figure 4. 10 Competency variable t-test results (X_2)

Source: Field survey data, processed, 2022

c) the influence of the work environment on worker performance

To see whether or not there is an influence of the work environment on worker performance, statistically, the following hypotheses will be tested:

$H_{O3} : b_3 \leq 0$: Work environment has no positive and significant effect on worker performance.

$H_{a3} : b_3 > 0$: Work environment has a significant effect and positive on worker performance.

Based on table 2.5, the work environment obtains a value of t_{count} of 2.023 and the value of t_{table} for $\alpha = 0.05$ with degrees of freedom $55-3-1 = 51$ of 1.675, means $t_{count} > t_{table}$ ($2.023 > 1.675$) so that H_a is accepted and H_o is rejected. This means that the work environment has a significant effect and positive on worker performance. So the better the worker's environment, the higher the worker's performance; the work environment is everything that exists around the worker that can directly affect the worker's work

activities. The work environment that workers get varies depending on the company's ability to provide it, but companies need to pay attention and create a work environment that is able to motivate workers to work well so as to improve

company performance. This research is in line with (Kartika Yuliantari, 2020), which states that the work environment has a significant effect and positive on worker performance.

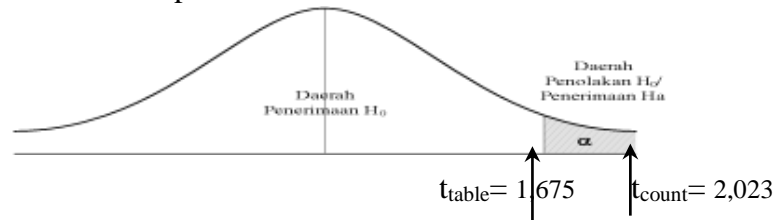


Figure 4. 11 Work Environment Variable t-test results (X_3)

Source: Field survey data, processed, 2022

From the results of the t, the following is a partial test recapitulation of work

motivation, competency, and work environment variables:

Table 4. 10 Partial Testing Recapitulation

No	Variable	count	Say.	Conclusion
1	Work motivation	3,296	0,002	Positive and significant influence
2	Competence	5,032	0,000	Positive and significant influence
3	Work Environment	2,023	0,048	Positive and significant influence

Source: Field survey data, processed, 2022

Based on Table 4.10, it can be concluded that the effect of competence on the performance of workers of PT XYZ Sales Office is greater than the influence of work motivation and work environment. Therefore, it is better for the company to further improve worker competence, such as conducting workforce training for all workers so that they can bring out the potential that exists in workers.

Conclusion

The following is a conclusion from the results of research and hypothesis testing that has been done:

1. The following is the worker's response to work motivation, competence, work environment, and worker performance:
 - a. Work motivation is included in the very high category; the highest rating is on the expectation indicator, and the lowest is on the incentive indicator.
 - b. Competence is included in the very good category, with the highest rating

on the attitude indicator and the lowest on the skill indicator.

- c. The work environment is included in the good category; the highest rating is on the indicator of co-worker relations, and the lowest is on the indicator of the availability of work facilities.
 - d. Worker performance is in the very high category, with the highest rating on the quality indicator and the lowest on the responsibility indicator.
2. Simultaneously work motivation, competence, and work environment have a significant effect and positive on the performance of workers of PT XYZ Sales Office.
 3. Influence partially
 - a. Work motivation has a positive and significant influence on the performance of workers of PT XYZ Sales Office.

- b. Competence has a significant effect and positive on the performance of workers of PT XYZ Sales Office.
- c. The work environment has a significant effect and positive on the performance of workers of PT XYZ Sales Office

Suggestion

From the research results and conclusions obtained, the suggestions given are as follows:

1. The variable of work motivation on the incentive indicator has the lowest value; therefore, to increase motivation, the company should provide incentives in the form of fair bonuses to all workers who have completed their duties properly so that workers give their best performance to the company.
2. The competence variable on the skills indicator has the lowest value; therefore, to improve worker skills, companies should provide training programs for their workers so that they can produce the best performance for the company.
3. The work environment variable on the indicator of the availability of work facilities has the lowest value. Therefore, the company should provide good and usable facilities so that workers can easily and quickly complete their workload.

The worker performance variable on the responsibility indicator has the lowest value; therefore, to increase worker responsibility in completing assigned Work, it is better if the leadership can supervise workers at Work.

Future researchers can use other variables that affect worker performance such as work design variables, leadership variables, personality variables, leadership style variables, organizational culture variables, job satisfaction variables, physical and non-physical work environment variables, worker loyalty variables, worker commitment variables and work discipline.

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