

## **ANALYSIS OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT GUNAWANGSA MANYAR APARTMENT IN SURABAYA**

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### **ABSTRACT**

*This study aims to analyse the influence of work environment and work motivation on employee performance at Gunawangsa Manyar Apartment in Surabaya. Work environment and motivation are considered strategic factors that determine the effectiveness and productivity of human resources, especially in the service industry which demands high quality service. This study uses a quantitative approach with a descriptive method. Primary data were collected through a questionnaire distributed to 27 permanent employees using total sampling technique. The research instruments were tested for validity and reliability, then analysed using multiple linear regression assisted by SPSS. The results show that the work environment and work motivation have a positive and significant effect on employee performance, both partially and simultaneously. The work environment is the most dominant factor influencing employee performance. This shows that creating a conducive work environment and maintaining employee motivation are essential to optimising performance in the organisation.*

**Keywords:** Capital work environment, Work motivation, Employee performance, Human resource management

### **INTRODUCTION**

Research related to the work environment, work motivation, and employee performance has become an important focus in human resource management studies. A number of previous studies have shown that a conducive work environment, both physically and non-physically, can increase comfort, reduce work stress, and encourage employees to achieve optimal productivity. Hermawan and Rahadi (2021) emphasise that lighting, room temperature, cleanliness, and harmonious interpersonal relationships contribute directly to increased work effectiveness. These findings are reinforced by Arfan (2021), who states that the work environment and motivation are significant factors that determine performance quality, especially in the service sector, which is highly dependent on human interaction.

On the other hand, work motivation is seen as the psychological energy that drives individuals to work with full commitment. Esisuarni et al. (2024) explain that motivation is influenced by intrinsic factors such as achievement, recognition, and a sense of responsibility, as well as extrinsic factors such as compensation and support from superiors. Various studies consistently show that increased motivation also

improves the quality and quantity of work output. Furthermore, performance indicators such as discipline, punctuality, and service quality are proven to be significantly influenced by an employee's level of motivation. The above studies show that the work environment and work motivation are important factors, but the organisational context and job characteristics can influence the strength of this relationship. A study conducted by Gazi et al. (2024) on job satisfaction and work behaviour shows that job conditions have a stronger influence on performance than individual characteristics. Meanwhile, Lukito et al. (2025) highlight the influence of leadership, job satisfaction, and reward systems on sustainable performance in family businesses. This means that the dynamics of the work environment and work motivation do not always follow the same pattern in every organisation.

Although many studies highlight the importance of the work environment and motivation on performance, studies that examine the relationship between these two variables in the context of the apartment service industry, particularly at Gunawangsa Manyar Apartments in Surabaya, are still very limited. Unlike the research by Hermawan and Rahadi (2021) or Arfan (2021), which examined the service sector in general, this study emphasises apartment employees who work in complex operational organisational structures, involving divisions such as tenant relations, engineering, finance, and general affairs. The uniqueness of this work structure is a research gap that has not been widely studied, especially regarding how the work environment and motivation contribute to influencing employee performance in the modern vertical housing sector.

Gunawangsa Manyar Surabaya Apartment is one of the large properties operating under the Gunawangsa Group, with permanent employees who play a strategic role in serving residents. Challenges in employee communication, suboptimal work facilities, and varying levels of motivation were identified during the initial observations. Therefore, this study was conducted to analyse the influence of the work environment and work motivation on employee performance and to provide strategic recommendations for improving organisational effectiveness.

The hypothesis is supported by the theory stating that a conducive work environment both physical and non-physical, directly affects employee comfort, focus, and behaviour, which in turn enhances performance. Furthermore, motivation theory explains that internal and external drives, including psychological needs and recognition, play a crucial role in determining employees' enthusiasm and quality of work outcomes. Performance theory also emphasises that employee performance is shaped by ability, motivation, and supportive work conditions, indicating that an effective work environment combined with adequate motivation logically leads to optimal performance within the organisation.

## METHODS

This study was conducted using a quantitative approach with a descriptive-verificative design to examine the influence of the work environment and work motivation on employee performance. The research participants consisted of 27 permanent employees of Gunawangsa Manyar Apartments in Surabaya, who were selected using *total sampling* because the population was less than 100 people, covering various divisions such as Tenant Relations, Engineering, Finance, and General Affairs. The research

design used a survey with a 5-point Likert scale questionnaire instrument compiled based on the theoretical indicators of the variables of work environment, work motivation, and employee performance. The research instrument was tested for validity and reliability using statistical tests with the results of all items being valid ( $\text{sig} < 0.05$ ) and reliable (Cronbach's Alpha 0.962). The research procedure began with the preparation of instruments, preliminary testing, data collection through questionnaires, and data processing using SPSS version 20. Data analysis was carried out through validity and reliability tests, classical assumption tests, and multiple linear regression. The t-test was used to measure the partial effect of the independent variables, while the F-test was used to test the simultaneous effect, and the coefficient of determination ( $R^2$ ) was used to measure the contribution of work environment variables and work motivation to employee performance.

## RESULTS AND DISCUSSION

### Results

The results of the study show that the work environment and work motivation have a positive and significant effect on employee performance. The multiple linear regression analysis used in this study reveals that both independent variables contribute strongly to improving employee performance in various divisions at Gunawangsa Manyar Apartments in Surabaya. The main finding shows that the work environment is the most dominant factor in influencing performance, as indicated by a regression coefficient that is greater than that of work motivation. This dominance reflects that the comfort of the workspace, the completeness of facilities, and the social atmosphere in the work environment are more capable of encouraging increased employee productivity than internal or external motivational drives.

Furthermore, simultaneous test results show that the work environment and work motivation together have a very strong influence on employee performance. This is demonstrated by a coefficient of determination ( $R^2$ ) value of 0.901, which means that 90.1% of the variation in performance can be explained by these two variables. In other words, most of the increase or decrease in employee performance can be predicted through changes in the work environment and the level of motivation possessed by employees. This high determination value also confirms that the research model constructed has strong predictive capabilities for employee performance.

The findings of this study illustrate that employee performance is not only influenced by internal factors, but also greatly influenced by the working conditions they experience on a daily basis. The combination of a conducive work environment and adequate motivation is an important factor that supports work effectiveness in organisations. Overall, the research results show that improvements in the work environment, accompanied by strengthened motivation, have the potential to have a significant impact on the sustainable improvement of employee performance.

Prior to estimating the multiple linear regression model, a series of classical assumption tests were performed to verify the adequacy and reliability of the data. The normality test using the Kolmogorov–Smirnov procedure indicated that the residuals were normally distributed, thereby fulfilling the normality requirement. Multicollinearity

was examined through tolerance and Variance Inflation Factor (VIF) values, both of which met the accepted thresholds, confirming that no multicollinearity was present among the independent variables. The Glejser test was utilised to assess heteroscedasticity, and the results showed non-significant values, indicating that the residuals exhibited homoscedasticity. Moreover, the linearity assessment demonstrated a statistically significant linear relationship between each predictor and the dependent variable, validating the suitability of multiple linear regression for the analysis. Collectively, these diagnostic evaluations confirm that the dataset satisfies the classical assumptions required for the application of linear regression techniques.

**Table 1. Summary of Classical Assumption Tests**

Assumption Test	Method	Criteria	Result	Conclusion
Normality	Kolmogorov-Smirnov Test	Sig. > 0.05 → normal distribution	Sig. > 0.05	Normality assumption satisfied
Multicollinearity	Tolerance & VIF	Tolerance > 0.10; VIF < 10	Criteria met for all variables	No multicollinearity detected
Heteroscedasticity	Glejser Test	Sig. > 0.05 → no heteroscedasticity	Sig. > 0.05	Homoscedasticity assumption satisfied
Linearity	ANOVA Linearity Analysis	Sig. < 0.05 → linear relationship	Sig. < 0.05	Linearity assumption satisfied

**Table 2. Multiple Linear Regression Results**

Variable	Coefficient ( $\beta$ )	t-count	Sig.
Constant	2.314	—	—
Work Environment ( $X_1$ )	0.512	4.876	0.000
Work Motivation ( $X_2$ )	0.398	3.921	0.001
<b>R-Square</b>	<b>0.901</b>		
<b>F-calculated</b>	<b>108.214</b>		<b>0.000</b>

*Resource: Processed Data (SPSS)*

Based on the table, it can be seen that the significance values of both variables are less than 0.05, indicating that the work environment and work motivation both have a significant effect on employee performance. This finding confirms that changes in work environment conditions and motivation levels will directly impact the improvement or decline in employee performance. The fact that the workplace environment coefficient is greater than the work motivation coefficient indicates that the workplace environment is the strongest and most dominant variable influencing performance.

This means that improvements in the workplace environment, both physical and social, contribute more to performance improvement than improvements in motivation alone. The dominance of this variable also shows that employees are more responsive to real and situational conditions in the workplace, such as the comfort of the workspace, the availability of facilities, the layout of the space, and the social atmosphere created among colleagues.

These findings also confirm that work environment factors, both physical and non-physical, play an important role in improving work quality, discipline, and employee effectiveness. An adequate physical work environment, such as good lighting, comfortable room temperature, cleanliness of the work area, and availability of proper equipment, has a direct impact on employees' readiness and concentration in carrying out their duties. Meanwhile, non-physical aspects such as inter-employee relationships, mutual respect, support from superiors, and smooth internal communication contribute to the creation of a harmonious working atmosphere, which ultimately encourages employees to work more optimally. These conditions make employees feel more valued, more comfortable, and more confident in fulfilling their responsibilities. Thus, workplace comfort, the completeness and quality of facilities, and positive social relationships are the most decisive aspects in supporting the success of daily tasks and improving overall performance.

## DISCUSSION

The research findings show that the work environment has a dominant influence on employee performance. This is in line with the findings of Hermawan and Rahadi (2021), who stated that the quality of the physical environment and harmonious social relationships increase work effectiveness and encourage productivity. A well-organised, clean work environment with good lighting, controlled temperature, and positive relationships between colleagues creates a sense of comfort and reduces work pressure. In the context of Gunawangsa Manyar Apartments in Surabaya, these conditions are highly relevant given that employees work within an organisational structure characterised by high inter-departmental coordination.

The significant influence of work motivation on performance supports the findings of Esisuarni et al. (2024), who argue that intrinsic motivation, such as opportunities for development, recognition, and a sense of responsibility, can substantially improve performance. However, the dominance of the work environment shows that motivation cannot function optimally without supportive working conditions. In other words, increased motivation will only be effective when the facilities, work atmosphere, and social relationships within the organisation are conducive.

The results of this study also reinforce Gazi et al. (2024), who found that work condition factors have a greater influence than individual factors in determining performance. At Gunawangsa Manyar Apartments, the performance of employees in divisions such as Tenant Relations, Engineering, and Finance requires a stable and supportive work environment so that they can provide optimal service to apartment residents.



From a theoretical perspective, this study expands the study of the work environment in the modern vertical housing sector, where work dynamics are more complex than in other service sectors. In practical terms, these findings have implications for management to improve the quality of work facilities, improve internal communication systems, and create harmonious working relationships in order to increase employee productivity in a sustainable manner.

## CONCLUSION

The results of this study conclude that the work environment and work motivation have a positive and significant effect on the performance of employees at Gunawangsa Manyar Apartments in Surabaya, so that all hypotheses proposed in the study can be accepted. The work environment has been proven to be the most dominant variable in influencing performance, indicating that working conditions, the availability of adequate work facilities, and relationships between employees contribute more to performance improvement than motivational factors.

These findings confirm that employee performance in service organisations, particularly in the vertical housing sector, is greatly influenced by the quality of the work environment interactions that employees experience directly every day. Scientifically, this study reinforces the literature on the importance of situational factors in increasing productivity and provides empirical evidence that the role of the work environment is stronger than motivation in the context of modern apartment operations. Thus, this study not only answers the research objectives but also adds value to the development of human resource management theory by emphasising that understanding performance cannot be separated from the specific context of the work environment.

This study has important practical implications for the management of Gunawangsa Manyar Apartments in Surabaya. Improving the quality of the work environment, both physical and non-physical, needs to be a strategic priority as it has been proven to have the greatest influence on performance. Management needs to pay attention to aspects of work comfort, the completeness of supporting facilities, safe and orderly room conditions, and a conducive work climate to encourage employee engagement and productivity. In addition, strategies to increase work motivation must still be carried out through recognition, opportunities for self-development, and communication patterns that value employee contributions so that the positive effects on performance can be maximised. These theoretical and practical implications show that successful employee performance requires synergy between improving the work environment and strengthening motivation so that the organisation can achieve optimal efficiency, effectiveness, and service quality.

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