

The Influence of Employee Welfare, Work Environment and Work Motivation on Employee Performance

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ARTICLE INFO

Keywords:

employee well-being;
work environment;
work motivation;
employee performance

Article history:

Received 2025-04-09

Revised 2025-05-13

Accepted 2025-06-10

ABSTRACT

This study aims to analyze the influence of employee well-being, work environment, and work motivation on employee performance at PT. Indospring Tbk Plant 2 Gresik. The background of the research is based on the importance of human resource management as a key factor in enhancing the company's competitiveness. The research method used is a quantitative approach with purposive sampling technique involving 100 male employees. Data were collected through observation, literature study, and questionnaires using a Likert scale. Data analysis was conducted using multiple linear regression preceded by validity, reliability, and classical assumption tests. The results show that employee well-being, work environment, and work motivation have a significant partial and simultaneous effect on employee performance. The coefficient of determination (R^2) value of 0.967 indicates that the three independent variables explain 96.7% of the dependent variable. Therefore, improving employee well-being, enhancing the work environment, and increasing work motivation can directly contribute to improving employee performance.

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1. INTRODUCTION

In the era of globalization, the business world faces increasingly competitive competition. Companies are required to be able to adapt quickly to the dynamics of market and technological changes. In this situation, human resources (HR) are the strategic element that determines the success and sustainability of the organization. Not only financial strength, the success of a company also depends heavily on the ability to manage and motivate its human resources (Julianty et al., 2022).

Employee welfare is one of the important aspects in human resource management that often does not receive optimal attention, especially in Indonesia. Employees who feel well-off physically, psychologically, and socially will tend to show high loyalty and optimal performance (Hidayat &

Sungkono, 2023). Conversely, a lack of attention to employee well-being can lead to decreased motivation, increased absenteeism, and low productivity.

In addition to welfare, the work environment also has an important role in influencing employee performance. A safe, comfortable, and equipped work environment with adequate facilities can increase morale and work effectiveness (Sihaloho & Siregar, 2019). This factor includes not only physical aspects, such as the condition of the workspace and equipment, but also the relationships between individuals in the organization (Halizah, Wisudaningsih, & Aqidah, 2023). A sense of comfort in the work environment can increase employee motivation and job satisfaction (Asmini & Masyadi, 2022).

Work motivation is also a determining factor in improving employee performance. Motivation can be interpreted as the drive from within an individual to achieve a certain goal. Motivated employees tend to be more responsible and committed in carrying out their duties (Halizah et al., 2023). Previous research has shown that work motivation has a positive effect on employee performance (Syamsir et al., 2018).

Employee performance itself is the main indicator in assessing the success of an organization. Companies that have high-performance employees will find it easier to achieve targets and maintain their competitiveness in the market (Silaen et al., 2021). Therefore, a deep understanding of the factors that affect performance, such as well-being, work environment, and motivation, is crucial (Hartini et al., 2021).

PT. Indospring Tbk, located in Gresik and part of the Indoprima Group, is the largest automotive spring manufacturer in Asia. Although the company has an established operational and production system, various employment problems are still found at Plant 2 Gresik. Some employees are dissatisfied with the welfare policies implemented, the lack of career path certainty, and uncondusive work environment conditions, such as machine noise and poorly maintained facilities. In addition, employee work motivation is still relatively low, reflected in the lack of responsibility for tasks even though the incentive system has been implemented.

These problems can have an impact on declining employee performance and indirectly affect company productivity. Many companies in Indonesia are still unaware of the importance of managing these factors in an integrated manner. Therefore, research is needed that examines the influence of employee welfare, work environment, and work motivation on overall employee performance. Based on this description, this study aims to analyze the influence of employee welfare, work environment, and work motivation on employee performance at PT. Indospring Tbk, Plant 2 Gresik. The results of this research are expected to be the basis for companies to formulate more effective and sustainable HR management strategies.

2. METHODS

This research aims to identify a phenomenon or problem that exists in a research subject. This type of research is quantitative research (Priadana & Sunarsi, 2021). The research method based on the philosophy of positivism, is used to study a specific population or sample, collect data using research tools, analyze quantitative/statistical data (Creswell, 2017). The research will be carried out in November 2024 at the location of PT. Indospring Plant 2. The object studied by 100 respondents was an employee of PT. Indospring Plant 2. Data collection uses observation data collection techniques or looking for problems, conducting Liniature research and analyzing the data that has been received. The data analysis method uses descriptive statistical analysis, instrument test, classical assumption test, and hepatentiary test.

3. FINDINGS AND DISCUSSION

Descriptive Statistical Test

This study aims to determine the influence of the variable Work Environment (X2), 4 statements for the variable Employee Motivation (X3) and 9 statements for the variable Employee Performance

(Y). The questionnaire distributed was given to 100 respondents, namely employees of PT. Indospring, Plant 2 Gresik was selected through purposive sampling technique. The data collection instrument is a Likert scale questionnaire 1-5 that has been tested for validity and reliability.

Table. 3.1 Results of the Sex Descriptive Test

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	100	100	100	100
	Total	100	100.0	100.0	

Sumber: Hasil Data diolah 2025

In table 3.1 above, there are 100 respondents who are in accordance with the criteria of the researcher, namely a total of 100 male employees.

Tabel. 3.2 Age Descriptive Test Results

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20 tahun	26	26.0	26.0	26.0
	25 - 30 tahun	31	31.0	31.0	57.0
	35 - 55 tahun	30	30.0	30.0	87.0
	>55 tahun	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Source: Data Results processed 2025

In table 3.1 above, there are 100 respondents known to be aged 35 - 55 years old occupying the highest level, meaning that employees of PT. Indospring Tbk Plant 2 Gresik is dominated by 30 employees aged 35-40 years. Meanwhile, in the age range of <20 years there are 26 people, 25-30 years 31 people and the lowest is the age range of >55 years as many as 13 people.

Tabel. 3.3 Age Descriptive Test Results

		Long Time Working			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 6 bulan	14	14.0	14.0	14.0
	6 bulan - 1 tahun	18	18.0	18.0	32.0
	1 -3 tahun	31	31.0	31.0	63.0
	> 3 tahun	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

Source: Data Results processed 2025

In table 3. Above, there are 100 respondents whose service period is known to be >3 years occupying the highest level, meaning that employees of PT. Indospring, Tbk Plant 2 Gresik is dominated by 37 employees whose working period is >3 years. So it can be concluded that the employees at PT. Indospring, Tbk Plant 2 Gresik has professional employees in their fields.

Test Instruments

Validity Test

All statement items are declared valid with a calculated value of > rtable then valid (0.195), as in the following table:

Tabel 3.4 Validity Test Results

X1 : Employee Well-Being				
Question	r hitung	r tabel	Condition	Conclusion
Butir 1	0,630	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 2	0,651	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 3	0,511	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 4	0,546	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 5	0,630	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 6	0,522	0,195	$r_{hitung} > r_{tabel}$	Valid
X2: Work Environment				
Butir 1	0,617	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 2	0,692	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 3	0,528	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 4	0,549	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 5	0,636	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 6	0,510	0,195	$r_{hitung} > r_{tabel}$	Valid
X3: Work Motivation				
Butir 1	0,852	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 2	0,576	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 3	0,828	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 4	0,693	0,195	$r_{hitung} > r_{tabel}$	Valid

Source: Data processed in 2025

Based on table 3.4, the results of the validity test of variable X by displaying all statement items have variable X regarding employee welfare, work environment, and work motivation. The result obtained is a recalculated value $> r_{table}$ (0.195). Thus all statement items regarding variable X are declared valid.

The researcher also measured variable Y, namely employee performance as shown in table 3.5 as follows:

Tabel 3.5 Validity Test Results

Question	r hitung	r tabel	Condition	Conclusion
Butir 1	0,855	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 2	0,526	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 3	0,885	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 4	0,658	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 5	0,877	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 6	0,538	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 7	0,870	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 8	0,658	0,195	$r_{hitung} > r_{tabel}$	Valid
Butir 9	0,864	0,195	$r_{hitung} > r_{tabel}$	Valid

Source: Data processed in 2025

Based on table 3.5, the results of the variable validity test by displaying all statement items regarding employee performance. The result obtained was the recalculated value of $> r_{table}$ (0.195). Thus, all statement items regarding employee performance are declared valid.

Reliability Test

Tabel 3.6 Reliability Test Results

Variabel	Carbon fiber alpha chronbach	Coeficin r	Conclusion
Employee Well-Being (X1)	0,609	0,600 - 0,800	Tinggi
Work Environment (X2)	0,623	0,600 - 0,800	Tinggi
Work Motivation (X3)	0,717	0,600 - 0,800	Tinggi
Employee Performance (Y)	0,902	0,800 - 1,000	Sangat Tinggi

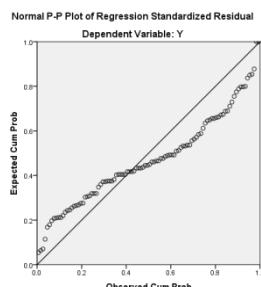
Source: Data Results processed 2025

In table 3.6, it is known that all variables are declared valid with the value of r calculated $> r$ of the table (0.195). The Cronbach Alpha value for all variables is above 0.6. So it can be concluded that all reliable questionnaire instruments or Reabel

Classic Assumption Test

Normality Test

Data normality testing is carried out to see whether in the regression medes, the dependent and independent variables have a normal distribution or not. If the data is spread around the diagonal line shown in Figure 3.1 (P-Plot) as follows:



Picture. 3.1 Normality of the P-Plot

Figure 3.1 above indicates that the regression model has met the assumptions that have been put forward previously, so the data in the regression model of this study tends to be normal.

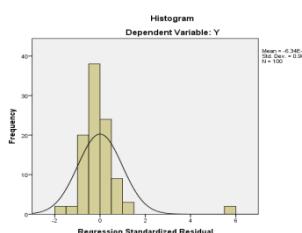


Figure 3.2 Normality of the Histogram

Figure 3.2 above is a histogram graph. Histogram graphs are said to be normal if the data distribution is bell-shaped, not tilted to the left or not tilted to the right. The histogram graph above forms a bell and does not tilt to the right or left so that the histogram graph is declared normal.

Heteroscedasticity Test

Heteroscedasticity is used to test whether in a regression model, there is an unevenness of variance from the residual of another observation.

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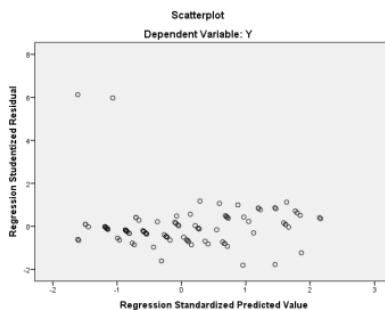
**Fig. 3.3 Heteroskedasticity**

Figure 3.3 above shows random scattered points, not forming a clear/regular pattern, and scattered both above and below the number 0 on the Y axis. Thus "no heteroskedasticity" occurs in the regression model.

Multicollinearity Test

It was used to test whether the regression model found a strong correlation between independent variables. The method used to assess it is by looking at the value of the variant inflation factor (Variance Inflation Factor/VIF). The way to assess it is to look at the value of the variant factor that does not exceed 4 or 5. Table 3.7 is shown as follows:

Tabel. 3.7 Results of the Multicollinearity Test

Variabel	Tolerance	VIF	Information
Employee Well-Being (X1)	0,118	6.76	No Multicollinearity
Work Environment (X2)	0,117	7.415	No Multicollinearity
Work Motivation (X3)	0,257	3.894	No Multicollinearity

Source: Data Results processed 2025

The results of the calculation of the value of the Variance Inflation Factor (VIF) also show the same thing, there is not a single independent variable that has a VIF < 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model

Linearity Test

The Linearity Test is to see if the specifications of the model used are incorrect or correct. In this study, the test was carried out using the SPSS 20.0 program.

Tabel. 3.8 Results of the Linearity Test

Variabel	Sig	Alpha	Conclusion	Information
Employee Well-Being (X1)	0.367	0.05	Sig > Alpha	Linier
Work Environment (X2)	0.856	0.05	Sig > Alpha	Linier
Work Motivation (X3)	0.847	0.05	Sig > Alpha	Linier

Source: Data Results processed 2025

The result of the significance value of the data in table 3.8 above for the overall variable is greater than the Alpha value (0.05) which means that the data from the population is linear.

Multiple Regression Analysis

In this study, more than one variable was used as an indicator, namely employee involvement (X1), work motivation (X2), work life balance (X3) and employee innovation (Y). The test was carried out using the SPSS 20.0 program. The following is shown in table 3.5 as follows:

Tabel 3.9 Correlation Test Results

Correlation Values (R)	R Square (R ²)
0.983	0.967

Source: Data processed results 2025

Based on table 3.9, it is shown that the value of the correlation coefficient (R) of 0.983 means that the level of relationship between employee welfare (X1), work environment (X2), work motivation (X3) and employee performance (Y) is strong. The determinant coefficient of R² (R Square) of 0.967 means that employee performance (Y) is influenced by employee welfare (X1), physical work environment (X2) and work motivation (X3) by 0.967 or 96.7%. While the remaining 3.3% was influenced by other factors/variables outside of this study.

Uji Hypothesis

T Test

The t-test is used to test the significance between constants and independent variables. Shown in table 3.10 as follows:

Tabel. 3.10 T Test Results

Variabel	T hitung	Sig
Employee Well-Being (X1)	2.420	0.001
Work Environment (X2)	2.204	0.002
Work Motivation (X3)	6.475	0.00

Source: data processed in 2025

From the data in table 3.10 above, it is shown that the value of t is calculated $>t$ table, so the three variables X1, X2, X3 have a significant effect on the variable (Y) of employee innovation.

Test F

The F test is a simultaneous test (whole, together). This simultaneous test aims to test whether employee involvement (X1), work motivation (X2) and work life balance (X3) and together have an influence on the dependent variable, namely employee innovation (Y).

Tabel. 3.11 F Test Results

F hitung	Sig
934,235	0,000

Source: Data processed in 2025

From table 3.11 it can be seen that F counts 934.235. From table 4.16, it can be seen that the value of F is calculated as $934.235 > F$ table 2.70 and the value of Sig < 0.05 which is $0.000 < 0.05$, then H₀ is rejected and accepts H_a. This means that employee welfare, work environment, and work motivation have a significant effect on employee performance.

Discussion

The influence of employee well-being on employee performance

The results of this study show that employee welfare greatly affects employee performance in a company. This means that if employees are more prosperous in a company, employees will provide better and maximum performance. Employee welfare can be obtained from a comfortable place or work environment, adequate work facilities, managerial support and support that supports employee performance. However, if employees do not have welfare, they tend to provide less than optimal performance. This is shown from several questionnaire calculations that have been distributed by researchers. It is known that the results that have been compiled so that it can be concluded that

employee welfare variables have a very important influence on employee performance in a company (Fithriah & Zaman, 2023).

Kesejahteraan karyawan menjadi indikator utama kesuksesan dalam mencapai kehidupan yang berarti, karena able to meet their needs and improve their quality of life. Therefore, companies must pay serious attention to employee welfare, not only as a moral obligation, but also as a strategy to improve the company's overall performance. Thus, companies can become better, superior, and more competitive in this global era (Azis et al., 2022).

Employee well-being is not just an indicator of a company's success in meeting the basic needs of employees, but also includes aspects such as work-life balance, job security, opportunities for self-development, and attention to employees' mental and physical health. When companies take concrete steps to improve employee well-being, this can create a more productive, vibrant, and competitive work environment (Afkarina et al., 2024).

The influence of the work environment on employee performance

The results of the study show that the work environment affects employee performance, which means that the better the work environment in the company, the better the employee performance in maximizing the targets that have been determined by the company (Triono & Aditya, 2024). Attention to the management environment is important because each element of the environment affects either directly or indirectly managerial activities. In this case, when the Work Environment in a place is no longer conducive to work, it is certain that Employee Performance will decrease.

The effect of work motivation on employee performance

The results of this study show that the variables of employee welfare, work motivation and work environment affect employee performance. A manager or leader can be said to be successful in encouraging employees if he is able to create the right motivation for his employees because with the right motivation the employee will be more enthusiastic in working so that employee performance and company goals can be achieved, in this case if the work motivation applied is good, then the employee performance produced is good and vice versa if the work motivation applied is bad, then employee performance will decrease. (Dinanti & Heng, 2024). Attention to the management environment is important because each element of the environment affects either directly or indirectly managerial activities. In this case, when the Work Environment in a place is no longer conducive to work, it is certain that Employee Performance will decrease.

4. CONCLUSION

From the description of the results and the discussion of the research regarding the influence of employee welfare, work environment and work motivation on the performance of employees of PT. Indospring Tbk Plant 2 Gresik can be drawn a conclusion. Based on the results of the descriptive analysis that has been carried out, it can be concluded that the results of multiple linear regression using SPSS show that the correlation (relationship) between the variables of employee welfare, work environment, work motivation and employee performance. From the results of the t-test for the variables of employee welfare (X1), work environment (X2) and work motivation (X3), it has a t-calculated value greater than the t-table which shows a significant influence on employee performance and can be used for more in-depth prediction purposes. From the results of the determination calculation, an R-Square value (R²) of 0.967 or 96.7% was obtained, which is the influence given by the variables of employee welfare, work environment, and work motivation on the variables of employee performance. While the remaining 3.3% was influenced by other factors that were not observed in this study. Employee welfare, work environment, and work motivation simultaneously have a positive and significant effect on the Performance of PT. Indospring, Tbk Plant 2 Gresik.

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