

The Influence of Work Environment, Rewards and Career Development on Employee Motivation (Study on IT Technology Service Company "PT XYZ" in Cilegon City)

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Abstract

In the rapidly evolving digital era, companies in the information technology sector must adapt to swift market changes. In this context, employee motivation becomes crucial, as low motivation can lead to a high rate of absenteeism, particularly unauthorized absenteeism. This study aims to identify and analyze the effects of the work environment, reward systems, and career development on employee motivation at PT XYZ in Cilegon City. The methodology employed is a quantitative approach. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) techniques. The research findings are expected to provide significant contributions to the understanding of the factors influencing employee motivation and how interventions in the work environment, reward systems, and career development can enhance motivation. Based on the results, it is recommended that PT XYZ implement strategies to improve the conditions of the work environment, reward systems, and more effective career development programs to boost employee motivation and performance. This study makes a significant contribution to the development of human resource management by emphasizing the importance of the work environment, reward systems, and career development in motivating employees. Practically, these findings can serve as a guideline for companies, particularly in the technology services sector. Therefore, it is recommended that organizations continue to enhance the quality of the work environment, implement transparent and fair reward systems, and provide structured and sustainable career development programs to maintain employee motivation and job satisfaction.

Keywords: *work environment, recognition, career development, employee work motivation, human resource management.*

INTRODUCTION

In today's growing digital era, companies in the information technology sector, such as PT XYZ, continue to adapt to rapid market changes. In this context, the role of quality of human resources is becoming increasingly important. Dessler (2020) stating that human resources are the key elements that drive the organization. He emphasized the importance of the recruitment, selection, training, and development process to ensure the organization has qualified and motivated employees. Competent human resources with good performance can support the success of an organization. On the other hand,

incompetent human resources with poor performance are a competitive problem that can put the company in a losing position (Room, 2013). Motivated employees are a valuable asset that can drive productivity and organizational growth (Nabila et al. 2024).

Employees who are less motivated tend to be absent from their jobs more often. One of the phenomena that occurs can be seen from employee attendance. Based on PT XYZ's attendance data in table 1.1 above, we can see that the absenteeism rate of absentee employees (without information) and also late employees is quite high, especially in the last three months of 2023. In October, November, and December, absent employee absenteeism rates were in the range of 6-12% and late employees were in the range of 59-68%. higher than the average absenteeism rate throughout the year which is only 7% and employees who are late, which is 63% on average in one year. The increasing trend in the number of absentee and late employees in the last three months indicates that there is a problem of work motivation that needs serious attention from company management. Employees who are absent for no apparent reason can interfere with the company's productivity, efficiency, and service quality.

Based on field observations that have been carried out through an online questionnaire using Google Form, data was obtained on factors that affect the level of employee work motivation. The questions asked are:

"What most affects your level of motivation at work and what factors can increase or decrease your motivation?" The questions are designed to descriptively identify the elements that contribute to employee work motivation. The online questionnaire approach was chosen to obtain broader and more comprehensive data from respondents. In table 1.2 of the results of field observations from a total of 178 employees, there are 31 employees who filled out an open questionnaire, or 17.42% of respondents. With the results of 18 respondents (58%) stating the work environment, 9 respondents (29%) stating career development and 7 respondents (23%) stating appreciation.

The results of field observations were also strengthened by the phenomenon that occurred at PT XYZ Cilegon City, which was shown that employees complained about uncomfortable work environments and facilities such as poor lighting, non-ideal room temperatures, unergonomic layouts, uncomfortable desks and chairs, and unclean bathrooms, this was strengthened from the results of research from the field explaining that the workspace of the digital transformation division switched to a desk meetings became work desks, and many benches were damaged, as well as the capacity of the room exceeded the number it should have. The space of the infrastructure division is very uncomfortable, because there is no storage cabinet, so it looks untidy, and there is also a bathroom door that is left to be damaged.

This can make employees feel uncomfortable and disturbed while working. This can reduce their productivity and morale. In addition, poor interpersonal relationships between employees and superiors, as well as between colleagues, can also create an uncondusive work environment. Poor communication, unresolved conflicts, and a lack of teamwork can leave employees feeling pressured and unmotivated to perform at their best.

The phenomenon of an Unfair and Transparent Award System also occurs at PT XYZ Cilegon City. An unfair and transparent reward system can negatively impact employee motivation. Employees who feel that their achievements and performance are not being properly rewarded by the company tend to have low work motivation. They may be reluctant to work hard and contribute to the maximum if they feel that their efforts will not be rewarded with the appropriate rewards. The absence of a clear and transparent

reward system at PT XYZ Cilegon City can make employees feel that the award process, such as bonuses, incentives, or promotions, is not objective and not based on their performance. This can create a sense of injustice and lower employee trust in the company's management.

The phenomenon of the absence of Clear and Transparent Career Planning and Management at PT XYZ Cilegon City. Without clear career planning and management, employees may not understand the direction of their career development at the company. They may feel uncertain and unclear about the opportunities for promotion or job rotation available. This can lead to frustration and disappointment that can negatively impact their work motivation. Additionally, a lack of transparency in the career development process can lead to a perception of injustice among employees. If employees feel that career development opportunities are distributed unevenly or based on non-objective factors, then their motivation to excel and develop themselves may decrease.

The work environment in a company is very important for management to pay attention to. A comfortable work environment for its employees can increase motivation. On the other hand, an inadequate work environment will be able to lower employee work motivation. Julia & Danasasmita, (2023) In his research, it is stated that a conducive work environment, including factors such as relationships between employees, relationships with superiors, work regulations, lighting conditions, air temperature, wall color, limited workspaces, and work safety, can affect employee motivation levels. A comfortable, safe, and supportive work environment can increase employee motivation to work better and achieve organizational goals.

Further research conducted by Savira et al. (2024) There are findings that the work environment has a positive influence on employee work motivation. A good work environment, both physical and non-physical, such as creating a safe and comfortable atmosphere for employees, providing adequate work facilities and tools, and maintaining a clean workplace, can increase employees' morale and motivation in carrying out work activities. A positive work environment, including factors such as job security, relationships between employees, and relationships with superiors, can increase employee motivation. Conversely, a negative work environment, such as unsafe working conditions or poor relationships between employees, can reduce employee motivation (Simangunsong, 2024).

Akhsa et al. (2024) conveyed that in the context of the relationship between the work environment and work motivation, a positive work environment includes various factors such as good relationships between colleagues, support from superiors, clarity in duties and responsibilities, and the existence of adequate work facilities. This positive work environment creates conditions that allow employees to feel valued, motivated, and actively involved in their work. When employees feel in a supportive work environment, they tend to have high intrinsic motivation, that is, motivation that comes from within themselves. Puteri et al. (2024) In his research, he said that awards can have a significant positive influence on employee work motivation. Awarding employees can increase their work motivation. This shows that rewards can be one of the important factors in increasing employee motivation.

Fahlevi & Rahadi (2024) in his research also agreed that Awards, such as recognition, financial incentives, and promotions, were identified as the main driving factors in increasing employee motivation. When employees receive awards that match their work performance, it can create a strong motivation to continue to excel. It confirms that rewards can be an effective stimulus to improve employee morale and performance.

Roobins & Judge (2024) conveying that the awards that employees receive have a significant impact on their work motivation. An appropriate and fair reward system will encourage employees to work harder.

According to Dessler (2020) that an effective reward system should be designed with the needs and preferences of employees in mind. Rewards that match employee expectations will be more effective in increasing work motivation. Moreover Dessler (2020) also emphasizes the importance of fairness and transparency in the award system. Employees who feel that the reward system in their organization is fair and transparent tend to have higher work motivation. Thus, according to Dessler (2020), awards in various forms, such as compensation, promotion, and recognition, are important factors that can influence and increase employee work motivation. An effective, fair, and transparent reward system will be more effective in motivating employees to make their best contribution to the organization.

Handoyo & Suryatunnisak (2024) In his research, he said that career development has a positive and significant influence on employee work motivation. Roobins & Judge (2024) conveying the career development opportunities provided by organizations can increase employee intrinsic motivation. Employees who feel they have the prospect of advancement are motivated to give their best performance. Supianah et al. (2023) In his research, he said that career development has a positive and significant influence on work motivation.

The purpose of the research is to find out how good the work environment at PT. XYZ Cilegon City, to find out how adequate the award system at PT. XYZ Cilegon City, to find out how effective career development is in PT. XYZ Cilegon City, to find out how high the level of work motivation of PT. XYZ Cilegon City, to find out the influence of the work environment on the work motivation of employees of PT. XYZ Cilegon City, to find out the influence of awards on the work motivation of employees of PT. XYZ Cilegon City, to find out the influence of career development on employee work motivation at PT. XYZ Cilegon City and to find out the work environment, awards and career development together affect employee work motivation. This research can provide valuable input for PT XYZ in Cilegon to manage the work environment, reward system, and career development programs in an effort to increase employee work motivation.

RESEARCH METHODS

This research will use quantitative research methods. The purpose of this descriptive aim to provide a clear and accurate picture of the variables being studied without interpreting or explaining the cause-and-effect relationship between these variables. The population and sample in this study can be specific or general, depending on the purpose of the study and the scope of generalization. In the current study, the author makes all employees working at PT XYZ Cilegon City with a total of 178 as a population. While the sample according to Mertens (2024) Sample refers to a small fraction of the population that is selected to be observed or measured in a study. The selection of appropriate and representative samples is essential in research to ensure the validity and reliability of research results. To obtain a representative sample of a specific population, the Slovin formula was used, and the sample of this study was 124 respondents.

Data Collection and Data Sources

Data sources are divided into several categories, including *Data Internal* come from within the organization. *External data* come from outside the organization. *Data primer* The data was obtained by field surveys using all original data collection methods. *Data seconds* data that has been collected by the data collection institution and published to the user community (Paramita et al., 2021). In this research using *Data Internal* Human Capital PT XYZ Cilegon City and *Data primer* obtained through survey results. The primary data collection technique in this study uses a questionnaire method that is disseminated online through the Google Forms platform. In addition, this study also uses Validity, Reliability and Multiple Regression Analysis. The validity test is Convergent Validity, Discriminant Validity. This study uses descriptive analysis techniques to provide an overview of how the influence of *Work environment, awards and career development* against *Motivation for Career* PT XYZ Cilegon City. This analysis is used to provide an empirical overview or description of the data collected in the research. This study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to analyze the influence of work environment, rewards, and career development on employee performance motivation Paramita et al. (2021).

RESULTS AND DISCUSSION

Research Results

a. Outer Model

The outer model aims to assess the validity and reliability of latent variables through the relationship between the variable and the indicators that measure it.

1) Convergent Validity

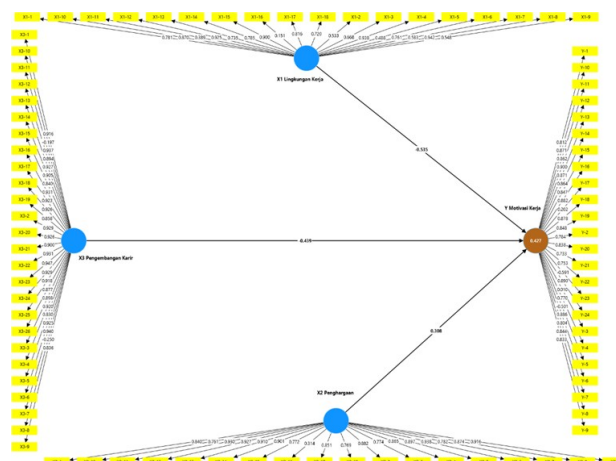


Figure 1. Outer Loading Results
(Source: Processed Researcher, 2025)

The author decided to eliminate indicators that have a loading factor value of less than 0.70. This step is done without eliminating the dimension of the latent variable in question, since each latent variable consists of several indicators that are each measured

through two questions (items) in a questionnaire. The removal of indicators with a loading factor below 0.70 is carried out based on the consideration that the indicator is not valid enough to measure the latent variable in question. This step is in line with the recommendations of Setiabudhi et al. (2024), who stated that indicators with a loading factor of less than 0.70 should be eliminated to obtain a robust and valid measurement model.

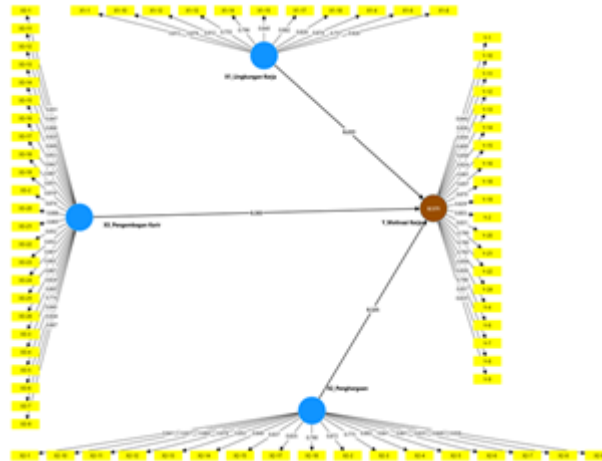


Figure 2. Test Model after Modification

(Source: processed researcher, 2025)

Overall, these results show that all indicators are valid and contribute positively to work motivation, which indicates that the constructed measured has a significant influence. This research can be considered methodologically solid, because all the indicators used have been proven to be valid. The next step in the evaluation of convergent validity is to calculate the Average Variance Extracted (AVE) value to measure the extent to which the indicators are positively correlated with alternative indicators of the same construct. The results of the calculation of the AVE value are presented in Table 4.24 and Figure 4.12. This assessment is important to ensure that the indicators used in the study are not only valid individually, but also have consistency in measuring the construct in question. Thus, the AVE analysis provides a more comprehensive picture of the validity of the construct and the contribution of each indicator in explaining the variables studied.

Table 1. Value Average Variance Extracted (AVE)

| Variabel | Average variance extracted (AVE) |
|------------------------|----------------------------------|
| X1_Work Environment | 0.712 |
| X2_Appreciation | 0.707 |
| X3_Development Careers | 0.733 |
| Y_Work Motivation | 0.692 |

(Source: processed researcher, 2025)

Overall, all AVE values obtained showed that the constructs studied were not only valid individually, but also had high consistency in measuring the variables studied. This indicates that the study has a strong methodological foundation, and the results obtained are reliable in providing insight into the factors that influence work motivation.

2) Discriminant Validity

Table 2. Criticize Fornell Larcker

| Variabel | X1_Lingkungan Work | X2_Penghargaan | X3_Pengembangan Careers | Y_Motivasi Work |
|------------------------|--------------------|----------------|-------------------------|-----------------|
| X1_Work Environment | 0.844 | | | |
| X2_Appreciation | 0.649 | 0.841 | | |
| X3_Development Careers | 0.641 | 0.732 | 0.856 | |
| Y_Work Motivation | 0.628 | 0.691 | 0.683 | 0.832 |

(Source: processed researcher, 2025)

The Fornell-Larcker criteria shown in Table 4.25 show the Average Variance Extracted (AVE) values for each variable in this study, namely Work Environment (X1), Rewards (X2), Career Development (X3), and Work Motivation (Y). To meet the criteria of discriminant validity, the AVE value of each construct must be greater than the square of the correlation between that construct and the other construct. In this table, the diagonal values indicating the AVE for each variable are 0.844 for Work Environment, 0.841 for Rewards, 0.856 for Career Development, and 0.832 for Work Motivation. Meanwhile, values outside the diagonal show correlations between constructs. For example, the correlation between Work Environment and Rewards is 0.649, which is lower compared to the AVE value of the Work Environment itself (0.844). This shows that these constructs have good discriminant validity, because all AVE values are greater than the square of the correlation between the constructs. Thus, these results support the claim that each construct is clearly distinguishable and has unique characteristics, which are important for the reliability and validity of the study.

Tabel 3. Heterotrait-monotrait ratio (HTMT)

| Variabel | X1_Lingkungan Work | X2_Penghargaan | X3_Pengembangan Careers | Y_Motivasi Work |
|------------------------|--------------------|----------------|-------------------------|-----------------|
| X1_Work Environment | | | | |
| X2_Appreciation | 0.653 | | | |
| X3_Development Careers | 0.642 | 0.745 | | |
| Y_Work Motivation | 0.629 | 0.703 | 0.691 | |

(Source: processed researcher, 2025)

The Heterotrait-Monotrait Ratio (HTMT) presented in Table 4.26 was used to measure the validity of discriminators between constructs in this study, namely Work Environment (X1), Awards (X2), Career Development (X3), and Work Motivation (Y). HTMT calculates the ratio between the average correlation of different constructs (heterotraits) and the average correlation between indicators in the same construct (monotrait). In this table, the HTMT value for the construct pair indicates that all values are below the generally accepted threshold, which is 0.85. For example, the HTMT value between Work Environment and Rewards is 0.653, between Rewards and Career Development is 0.745, and between Work Motivation and Career Development is 0.691. These values indicate that the constructs have good discriminant validity, as no construct pairs show significant overlap. Thus, these HTMT results support the uniqueness and characteristics of each construct, which is important for the overall validity of the research model.

3) Internal Consistency Reliability

Table 4. Cronbach's Alpha and Composite Reliability Values

| Variabel | Cronbach's alpha | Composite reliability |
|------------------------|------------------|-----------------------|
| X1 Work Environment | 0.959 | 0.970 |
| X2 Appreciation | 0.974 | 0.975 |
| X3 Development Careers | 0.984 | 0.985 |
| Y Work Motivation | 0.976 | 0.977 |

(Source: processed researcher, 2025)

Table 4.27 presents the Cronbach's Alpha and Composite Reliability values for the variables in this study, namely Work Environment (X1), Awards (X2), Career Development (X3), and Work Motivation (Y). Cronbach's Alpha value, which measures the internal consistency of the instrument, shows very high numbers for all variables, with the highest value being 0.984 for Career Development and the lowest 0.959 for the Work Environment. All of these values are well above the 0.70 threshold, which indicates that the items in each construct have excellent consistency in measuring the variables in question. In addition, Composite Reliability also showed excellent values, with a high of 0.985 for Career Development and a low of 0.970 for the Work Environment. Composite Reliability provides a more accurate estimate of reliability because it takes into account the factor load of each item. Thus, both Cronbach's Alpha and Composite Reliability values confirm that the measurement instruments used in this study are reliable and valid, so that the results obtained can be trusted to provide accurate information about the construct being studied.

b. Inner Model

1) Collinearity Issues

The results of the VIF calculation can be seen in table 4. 28 below.

Table 4. 28 VIF Value

| Variabel | BRIGHT |
|--|--------|
| X1_ Work Environment -> Y_ Work Motivation | 1.926 |
| X2_ Appreciation -> Y_ Work Motivation | 2.441 |
| X3_ Career Development -> Y_ Work Motivation | 2.398 |

(Source: processed researcher, 2025)

In table 4.28, the VIF value for the Work Environment variable is 1.926, for Awards it is 2.441, and for Career Development is 2.398. All of those VIF values are below 5, which suggests that there are no significant multicollinearity issues in this model. Therefore, based on the criteria set by Hair, Jr. et al. (2022), this study can be continued without worrying about the negative impact of multicollinearity on the results of the analysis. This gives confidence that each independent variable can be interpreted accurately in relation to the dependent variable, namely Employee Work Motivation.

2) Coefficient of Determination – R²

The results of the R-Square calculation can be seen in table 4.29 below

Table 5. R-Square and R-Square adjusted values

| Variabel | R-square | R-square adjusted |
|--------------------|----------|-------------------|
| Y_ Work Motivation | 0.571 | 0.561 |

Table 4.29 presents the R-Square and R-Square Adjusted values for the dependent variables Y_Motivasi Work. Based on Hair, Jr. et al. (2022) the R-Square is a statistical measure that shows the proportion of variability in dependent variables that can be explained by independent variables in a regression model. In this table, the R-Square value of 0.571 indicates that about 57.1% of the variability in work motivation can be explained by the independent variables present in the model. While the R-Square Adjusted value of 0.561 indicates that about 56.1% of the variation in the dependent variable, i.e. Employee Work Motivation, can be explained by the independent variables studied, namely Work Environment, Rewards, and Career Development

3) Test Model Fit

Table 6. Test Results of Model Fit

| Variabel | Saturated model | Estimated model |
|----------|-----------------|-----------------|
| SRMR | 0.056 | 0.056 |

(Source: processed researcher, 2025)

Based on the table of fit test results presented, the SRMR (Standardized Root Mean Square Residue) value for the estimated model and the saturated model is both 0.056. In the context of model analysis, a good SRMR value is usually below 0.08, which indicates that the model has a good match with the data. Since the SRMR value in the table above is 0.056, which is below the threshold of 0.08, it can be concluded that the tested model shows a good match. Therefore, this research can be continued to the next stage of analysis, such as hypothesis testing or further evaluation of the relationship between the variables being studied.

4) Uji f-Square

Table 7. f-Square Test Results

| Variabel | f-square |
|--|-----------------|
| X1_Work Environment -> Y_Work Motivation | 0.06 |
| X2_Appreciation -> Y_Work Motivation | 0.101 |
| X3_Career Development -> Y_Work Motivation | 0.089 |

(Source: processed researcher, 2025)

Overall, the results of the F-square test showed that all three variables had a significant influence on Work Motivation, with Reward being the most influential variable. However, all of the F-square values obtained indicate that there is room for improvement in each of the variables to increase employee work motivation more effectively.

Testing Hypothesis

The results of the analysis showed that there was a significant positive influence of three variables on Work Motivation. First, the Work Environment has a significant positive influence on Work Motivation, with a p-value of 0.021. This suggests that a conducive work environment, including physical and social aspects, can increase employee motivation to work better. Second, the award also showed a significant positive influence on Work Motivation, with a p-value of 0.014. This indicates that the recognition and rewards given to employees for their achievements contribute significantly to increasing motivation. Third, Career Development has a significant positive influence on Work Motivation, with a p-value of 0.022, which suggests that opportunities to learn and grow in a career can encourage employees to be more committed and motivated in their work.

Based on these findings, it is suggested that PT XYZ pay more attention to and improve the quality of the work environment, by creating an atmosphere that supports collaboration and employee welfare. Additionally, it's important to implement a fair and transparent reward system, so that employees feel valued for their contributions. Finally,

companies need to provide clear and structured career development programs, including training and opportunities for promotions, so that employees feel they have a path to growth. With these measures, it is hoped that employee work motivation can increase, which in turn will have a positive impact on the productivity and overall performance of the organization.

Simultaneous Effect Significance Test (F Test)

Table 8. SSimultaneous Influence Significance Test (TEST F)

| | Sum square | df | Mean square | F | P value | Information |
|-------------------|------------|-----|-------------|---------------|--------------|-------------|
| Total | 47740.000 | 123 | 0.000 | 0.000 | 0.000 | |
| Error | 20899.454 | 120 | 174.162 | 0.000 | 0.000 | |
| Regression | 26840.546 | 3 | 8946.849 | 51.371 | 0.000 | Accepted |

(Source: processed by researchers using SmartPLS, 2025)

In this analysis using SmartPLS 4, in table 4.34 the P-value of the F test is $0.000 < 0.05$, then the variables X1_Lingkungan Work, X2_Penghargaan, and Career X3_Pengembangan together have a significant effect on the variable Y_Motivasi Work at a significance level of 5%, supported by the R-Square Adjusted value in table 4.29 of 0.561 showing that about 56.1% variation in the dependent variable, namely Employee Work Motivation, can be explained by the independent variables studied, namely Work Environment, Rewards, and Career Development, then it can be concluded that Work Environment, Awards and Career Development together have a significant positive effect on Employee Work Motivation.

Discussion of Research Results

Work Environment at PT XYZ

This study evaluates the variables of the Work Environment, which consists of two sub-variables, namely the Physical Work Environment and the Non-Physical Work Environment. The results of the analysis showed that the Physical Work Environment obtained a total score percentage of 54.83%, while the Non-Physical Work Environment recorded a total score percentage of 57.5%. The average percentage for the overall Work Environment variable is 56.17%, which indicates that this category of variables is in the "Adequate" category. These findings show that although there are aspects that need improvement, overall, the current work environment is considered quite adequate by respondents. This assessment provides an initial overview of the conditions of the work environment that can affect employee motivation and performance, and is the basis for further development in efforts to improve the quality of the work environment at PT XYZ.

Opinion Julia & Danasasmitha, (2023) very relevant to the results of this study which shows that the physical and non-physical work environment at PT XYZ is still in the "Sufficient" category and needs to be improved. Factors such as relationships between employees, relationships with superiors, work regulations, as well as physical conditions such as lighting, air temperature, and work safety mentioned by them, directly affect

employee motivation. This is in line with the findings that a conducive work environment can increase employee motivation and productivity, while a less supportive environment can lower work morale. Therefore, comprehensive improvements to the physical and non-physical aspects of the work environment are very important to create a comfortable, safe, and supportive work atmosphere, so as to increase employee motivation and performance at PT XYZ

Savira et al., (2024) also stated that a good work environment physically and non-physically can increase employee work motivation is very relevant to the results of research at PT XYZ Cilegon City. The study also found that physical and non-physical work environments are still in the "Adequate" category and need to be improved in order to create a safe, comfortable work environment that supports employee motivation and productivity.

Simangunsong, (2024) also arguing that the importance of a positive work environment, including job security and relationships between employees and superiors, is very much in line with the results of this study. Research at PT XYZ shows that the physical and non-physical work environment is still in the "Sufficient" category and needs improvement, especially in creating a safe working atmosphere and harmonious relationships between employees and superiors. This condition has a direct impact on employee work motivation, so that improving the work environment is needed to improve employee motivation and performance at PT XYZ.

Awards at PT XYZ

The results of the research conducted at PT XYZ Cilegon City show that the award variable, which consists of financial and non-financial awards, is still classified as unsatisfactory. Financial awards received a score of 42%, while non-financial awards were slightly higher with a score of 45%. However, both aspects were categorized as "Poor" because the scores obtained were still below the expected standard. The average overall score of the award variable only reached 44%, which confirms that the reward system at PT XYZ has not been effective in providing motivation and appreciation to employees. These findings show the need for evaluation and improvement in reward policies, both in terms of financial and non-financial, in order to improve employee satisfaction and performance optimally in the company.

The opinion of Puteri et al. (2024) and Fahlevi & Rahadi (2024) that awards have a significant positive influence on employee work motivation is very consistent with the results of this study. This study found that awards, both in the form of recognition, financial incentives, and promotions, play an important role in increasing employee work motivation at PT XYZ, with evidence of a significant positive effect of awards on work motivation ($p\text{-value} = 0.014$) and the results of the study showed that awards at PT XYZ, both financial and non-financial, were in the "Not Good" category with scores of 42% and 45%, respectively. and an overall average of 44%. This confirms that awarding rewards that are in accordance with employee performance can be an effective stimulus to improve their morale and overall performance. Thus, the results of this study reinforce

the findings of previous researchers that a good reward system is a key factor in motivating employees.

Career Development at PT XYZ

The results of the study on career development variables at PT XYZ Cilegon City show that overall career development is still in the "Not Good" category with an average percentage score of 45%. Of the seven sub-variables analyzed, only the sub-variable of skill improvement was in the "Sufficient" category with a score of 53%, while the rest were under the good category. Setting career goals scored 42%, exploration of career opportunities 50%, career planning 43%, network development 42%, change management 42%, and career decision-making 45%, all falling into the "Poor" category.

This indicates that PT XYZ still faces serious challenges in managing and developing employees' careers effectively. Aspects such as setting career goals, planning, and network development and change management have not received adequate attention, resulting in low motivation and readiness of employees in facing career dynamics. Although upskilling shows slightly better results, it is not enough to lift the overall quality of career development in the company. Therefore, PT XYZ needs to conduct a thorough evaluation and improve its career development strategy by focusing on improving career planning, exploring opportunities, and strengthening networks and career decision-making in order to increase employee satisfaction and productivity in a sustainable manner.

The opinions of Dessler (2020), Roobins & Judge (2024), and Supianah et al. (2023) affirm that planned career development supported by organizations is essential to increase employee work motivation. Dessler emphasizes that career development planning must align with organizational goals in order to increase employee motivation, commitment, and retention. Roobins & Judge (2024) adds that career development opportunities increase intrinsic motivation because employees feel they have clear prospects for advancement. Supianah et al. (2023) explain that career development is a process of improving qualifications, knowledge, and skills that encourages the internal drive of employees to achieve optimal performance. The results of this study are very consistent with this opinion. Research shows that career development has a positive and significant influence on employee work motivation at PT XYZ, with a p-value of 0.022 indicating a strong and statistically meaningful relationship.

The career development recapitulation in this study indicates that the existence of opportunities for employees to learn and develop in their careers makes them more motivated, passionate, and dedicated in carrying out their duties and responsibilities. This is in accordance with the statement of Supianah et al. (2023) that career development increases work motivation because employees feel supported in achieving their career goals.

Thus, effective and planned career development, as suggested by Dessler (2020) and Roobins & Judge (2024), is proven in this study to be an important factor that can significantly increase employee work motivation. Organizations that provide clear career

development programs and adequate support will be able to increase employees' intrinsic motivation and commitment, ultimately positively impacting their performance and retention

Work Motivation at PT XYZ

Employees at PT XYZ Cilegon City have high work motivation overall. The work motivation variable that has the highest score percentage is Challenge, with a score of 85% which is in the "Very High" category. This shows that employees are highly motivated by their job challenges. In addition, the Opportunity to Develop variable is also included in the "Very High" category with a score of 82%. This indicates that employees are motivated by opportunities to develop themselves and their abilities. Other variables such as Autonomy, Interpersonal Relationships, and Average Percentage Variables are in the "High" category, indicating that these factors are also a source of motivation for employees. However, there are two variables that are in the "High" category but have lower scores than other variables, namely Job Satisfaction (76%) and Recognition (74%). This indicates that aspects of job satisfaction and recognition need more attention from companies to increase employee motivation as a whole.

Opinion Luthans et al. (2021) It is particularly relevant to the results of this study which shows that factors such as job satisfaction, recognition, opportunities for growth, and a supportive work environment play an important role in increasing employee work motivation. This study found that career development (opportunities to develop) has a positive and significant influence on work motivation, which is in line with Luthans et al.'s concept that learning opportunities and upskilling can motivate employees. In addition, a conducive work environment and support from superiors and colleagues have also been proven to increase motivation, in accordance with the factors of a supportive work environment mentioned by (Luthans et al., 2021).

Further Noe et al. (2020) arguing about motivation as an internal force that drives individuals to act and achieve goals is very relevant to this research. This research shows that employees' work motivation is influenced by internal drives such as the need to achieve personal satisfaction and achievement, as well as external factors such as recognition and financial rewards. This combination of internal and external factors influences employee behavior and performance in achieving organizational goals. Thus, this study strengthens the concept of Noe et al. (2020) that motivation comes from the interaction between internal and external drives that affect the success of individuals in the work environment.

The Influence of Work Environment on Work Motivation

This study found that the work environment has a positive and significant influence on the work motivation of employees of PT XYZ Cilegon City. Research by Waskito & Sari (2022) It also shows that a good work atmosphere, including adequate facilities and support from colleagues, can significantly increase employee motivation. In addition, research by D. Wijaya et al. (2021) emphasizing that training and development

in a positive work environment also contributes to increased motivation. Thus, creating a supportive work environment is essential to drive employee motivation and performance. This is also in line with research that has been carried out by Sinulingga & Kasmiruddin, (2024), which states that the better the work environment provided, the more employee work motivation will increase significantly.

Thus, this study reinforces the view that a conducive work environment not only improves the physical and psychological comfort of employees, but also significantly increases work motivation which has a positive impact on the overall performance and productivity of PT XYZ.

The Effect of Appreciation on Work Motivation

This study found that awards have a positive and significant influence on the work motivation of PT XYZ Cilegon City employees. This means that giving the right rewards and in accordance with employee performance can increase their enthusiasm and commitment to work. The awards in question include various forms, both non-financial such as recognition, moral awards, and self-development opportunities, as well as financial such as financial incentives, bonuses, and promotions. This award serves as a positive reinforcement that motivates PT XYZ employees to maintain or improve their work performance.

Furthermore, research by Widiyawanto & Muljaningsih, (2023), states that rewards can increase work motivation through reinforcement theory and expectation theory. In reinforcement theory, rewards are a positive stimulus that reinforces the desired work behavior. While in the theory of expectation, rewards become motivators when employees believe that their efforts will produce the desired results and are followed by appropriate rewards. Thus, the rewards not only increase motivation, but also create a positive and supportive work environment, where employees feel valued and recognized for their contributions

Puteri et al. (2024), in his research also emphasized that awards have a positive and significant influence on work motivation. Giving the right awards can significantly increase employee motivation because the award is a form of appreciation that spurs employees to work better.

Moreover Fahlevi & Rahadi, (2024), in his research also stated that awards such as recognition, financial incentives, and promotions are the main driving factors in increasing employee work motivation. The results of statistical analysis in this study also show that awards have a significant effect on the work motivation of PT XYZ employees, which emphasizes the importance of a fair and transparent reward system in improving employee motivation and performance. Thus, rewards given appropriately and consistently are one of the main keys in increasing employee work motivation, which ultimately has a positive impact on productivity and overall organizational success.

The Effect of Career Development on Work Motivation

This study found that career development has a positive and significant influence on the work motivation of employees of PT XYZ Cilegon City. This means that the better and more effective the career development program provided by the company, the higher the employee's motivation in carrying out their duties and responsibilities. Career development is a process that aims to improve individual qualifications, knowledge, and skills in order to achieve their desired career goals. With career development opportunities, employees feel more valued and motivated to improve their performance to achieve personal and organizational goals. According to the cited research, career development can be considered an important factor that increases work motivation because it provides opportunities for employees to learn, develop, and achieve better achievements in their careers. This makes employees feel more excited and dedicated in carrying out their duties.

Furthermore, research by, Handoyo & Suryatunnisak (2024), also confirms that organizational support in employee career development can significantly increase work motivation. A good career development program provides space for employees to develop the necessary skills and abilities, so that they feel supported and recognized in their efforts to achieve their career goals.

Manggis et al. (2018) The research also added that the higher the level of career development that employees receive, the higher their work motivation. Conversely, a lack of career development can lower work motivation. Therefore, an organization that is able to provide a clear and structured career development program will improve employee job satisfaction, commitment, and overall motivation. Furthermore, research by Bapiri and Alizat (2015) in Balbed and Sintaasih (2019) It also said that employees who feel supported in their career development tend to be more motivated and committed to their work. This shows the importance of human resource management in designing effective career development programs to increase employee work motivation.

CONCLUSION

Based on the exposure of the background, theoretical foundations, research results, and discussions that have been submitted previously through descriptive analysis and Structural Equation Modeling (SEM) approaches, regarding the influence of work environment, awards, and career development on employee work motivation at PT XYZ Cilegon City, the researcher can conclude the results of this study as follows: The work environment at PT XYZ Cilegon City is 56.17% and is in the category of Quite Good, awards at PT XYZ Cilegon City by 44% and are in the Not Good category, Career Development at PT XYZ Cilegon City by 45% and in the Not Good category, Work Motivation at PT XYZ Cilegon City by 80% and in the High category, the Work Environment has a significant positive influence on Work Motivation, the award has a significant positive influence on Work Motivation, Career development has a significant positive influence on Work Motivation and the work environment, Awards and Career Development together have a significant effect on Employee Work Motivation.

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