

The Influence of The Work Environment and Company Image on Employee Performance with Work Motivation as a Moderator at The Nizam Zachman Samudera Fishing Port Jakarta

Diansyah

Management Study Program, University of August 17, 1945 Jakarta
diansyah.170845@gmail.com

Muhammad Indra Admiral

Management Study Program, University of August 17, 1945 Jakarta
laksamanaindra48@gmail.com

ABSTRACT

This study aims to examine the impact of work motivation moderation on employee performance at the Samudera Nizam Zachman Fisheries Port Jakarta by analyzing the influence of the work environment and company image. The study population consisted of 110 employees Data was collected and analyzed using SmartPLS to test the hypothesis. The results of the study show that the work environment has a positive and significant influence on employee performance, while the company's image does not show a significant relationship with employee performance. Work motivation is proven to have a positive and significant influence on employee performance, Motivation is able to moderate the influence of the work environment and company image on employee performance. This study has limitations on the independent variables studied, and recommends that the management of the Samudera Nizam Zachman Jakarta Fisheries Port pay attention to the work environment in employee placement to improve employee performance.

Keywords: Work environment, company image, work motivation, employee performance

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INTRODUCTION

Indonesia is a country that is dubbed a maritime country, because most of its population works as fishermen, depending on fishing. The contribution of the marine sector to national GDP was recorded at 25.39% in 2005, 27.81% in 2010, and 28.01% in 2015 with a production value of Rp3.59 trillion (Suhana et al., 2023). According to research by BPS and the Coordinating Ministry for Maritime Affairs (2017), the contribution of the marine sector to the national PDP was 6.04% in 2010 and 7.36% in 2016. Since most of its territory consists of oceans, Indonesia is referred to as a maritime country. Indonesia's Exclusive Economic Zone (EEZ) has 2.7 million km² of waters, with 17,502 islands and 81,000 km of coastline. With that, the existence of fishing ports is very important to support the growth of the national fisheries industry. According to Suherman et al., (2020) The availability of fishing port infrastructure is very important to increase marine fishery yields. The Ministry of Maritime Affairs and Fisheries is responsible for the Nizam Zachman Jakarta Samudera Fisheries Port (PPSNZJ). PPSNZJ itself was established in 1980 and was first officially opened on July 17, 1984.

The purpose of a fishing port as referred to in Law Number 31 of 2004 which reads is a fishing port as a place where fishing vessels dock, where marine safety equipment is used to load and unload fish, and supports activities related to fishing." The government and the fisheries system work in this place. One of the largest Class A fishing ports in Indonesia is the Samudera Nizam Zachman Jakarta Fisheries Port or also known as PPSNZJ. The port has traditional ships, large ships and industrial ships. (Astarini et al., 2020). PPSNZJ has several sections under it. The Human Resources Section is responsible for organizing, supervising, and managing human resources. Getting employees to work efficiently and productively today is one of the most difficult things faced by any business or agency leader. In essence, human resources are a form of capital that is necessary for a company or organization to succeed.

The human factor is very important in various fields, especially in the life of the organization, and every activity related to it. A social unit that continues to work to achieve a goal is known as an organization (Lombogia et al., 2022) Because improving the ability of human resources is an important part of improving employee performance, a good organization. Improving employee performance will help the company thrive in a competitive and optimal business environment. Therefore, one of the most significant management challenges is to strive to improve employee performance because the success of achieving the company's objectives and its survival depends on the quality of the human resource activities present in it. One way to improve employee performance is to pay attention to their work environment. The factor that affects performance is the work environment (Hermawan & Rahadi, 2021) The work environment includes workplaces around the world and the work infrastructure around workers. Factors that can affect job performance include workplace, equipment, cleanliness, lighting, tranquility, and working relationships between employees. As a result, employee morale can increase. Examples of a poor work environment include inadequate room lighting, poorly organized office equipment, inadequate facilities, and a lack of friendliness between coworkers. Employee satisfaction can increase in a good work environment, which in turn can have a positive impact on their performance at work (Sari et al., 2023) In addition to the work environment, another factor that can affect performance is work motivation. Work motivation is defined

as a process or incentive that encourages a person to act in accordance with real efforts, such as doing work, achievements, personal development, and independence to act, so that goals can be achieved and provide a good image of the company (Wahyudi et al., 2023)

The focus of this research is how the employee's work environment and company reputation affect their performance. Unlike previous studies, this study focuses on the Nizam Zachman Samudera Fisheries Port in Jakarta. Researchers used employees of Jakarta's Samudera Nizam Zachman Fisheries Port as research subjects, although no previous research has identified them. The motivation variable is used as a moderation variable to moderate the impact of the work environment and the company's perception of employee performance. This article will complement previous research and conclude the results of this study. Therefore, this research is expected to make an important contribution by combining the theories and findings of previous research.

LITERATURE REVIEW

Human Resource Management

The main theory in this study uses human resource management theory, which is a sub-field of management that examines the roles and relationships between individuals in business organizations. To build a competitive advantage, organizations must improve the quality of human resources as an essential part of strategy execution. (Syafuruddin et al., 2022). This is important because human resources play a key role in the implementation of a company's strategy. (Rizqi, 2022). Human resource development increases organizational productivity, stability, and flexibility to adapt to change (Wijaya et al., 2022). Good human resources can help employees become more effective in their work. (Hutagalung, 2022) This research on employee performance is systematically compiled using this theoretical methodology.

Work Environment

According to Miftahudin, (2024) assumes that the work environment is defined as a workplace environment that consists of physical and social components. It includes several things, namely, physical condition, place, space, equipment, type of work, superiors, co-workers, subordinates, people outside the company, company culture, and company policies and regulations. According to a study conducted by Septiani, (2022) There are several factors that can affect the working environment as follows: 1) Lighting: Any *Workstation* Employees need to receive a sufficient amount of light. The lighting should not be too bright or dark, but it is more suitable for the situation. Employees are expected to complete tasks more thoroughly when there is enough lighting. This will reduce the error rate of employees. 2) Changes in air, air temperature, or overheated air temperature can cause employees to no longer be motivated to work, which can lead to errors in the production process. 3) Noise: Employees need a work environment that supports concentration. Noise from both inside and outside the room can cause employees to lose focus. 4) Cleanliness and environmental hygiene can affect employees' concentration and comfort levels. A clean and waste-free workplace has the potential to improve concentration. 5) Job Safety: Companies pay great attention to the safety of their employees. Safe working conditions will make employees feel calmer and more productive at work.

Company Image

According to Darna & Muhidin, (2020) Corporate image is one of the key factors in a business, be it a large or small scale business. A corporate image is the result of a process that customers go through to compare various company features. Product, price, product quality, and quality of service are all attributes mentioned. Customers will have a subjective perception of the business and all its activities as mentioned by (Pambudi, 2022). Even if one sees the same object, this perception will be different in each person. It is Expressed by (Syahputra, 2020) Corporate image is the perception that customers have of the company that is shaped by the various emotions, ideas, attitudes, and experiences they remember. Depending on the customer's feelings and experience with the company, this impression then turns into a positive or negative image. When the company name is mentioned or embedded in the customer's memory, this image is then remembered.

Employee Performance

Every agency, both government and private, is led by a group of individuals who are active in achieving organizational goals. It is clear that without optimal performance from employees or members of the organization, organizational goals will not be achieved. Performance is the result of the qualitative and quantitative work that a person performs while performing the tasks assigned to them (Astuti & Wijanarko, 2022). Further quoted by (Ginting et al., 2021) The results achieved by an individual or group in an organization, both quantitative and qualitative, in accordance with their authority, duties, and responsibilities while working legally to achieve the organization's goals without violating laws, morals, or ethics are also known as performance. As shown by (Edowai et al., 2023) Organizational performance and employee performance are closely related, because the achievement of organizational goals depends not only on the resources owned, but also on how those resources are directed or managed by the organization. Therefore, employee efficiency can be concluded as an assessment of individual performance in accordance with their duties and responsibilities in the organization.

Work Motivation

Tifani, (2024) Conveying that motivation is a strong desire that arises from needs and desires that drive a person to use physical and mental energy to achieve their goals. (Fadilla & Sitompul, 2022) In addition, it indicates that motivation is not visible or visible, but we can feel an influence that reflects the level of interpersonal motivation. Motivation can also affect the form, direction, intensity, and duration of work-related behaviors. (Simanjuntak & Karneli, 2021) Say work motivation is when something encourages a person's morale or motivation to work, or in other words encourages their morale (Trisnawati, 2023) Defines work motivation as the determination to achieve organizational goals at the highest level, which is influenced by the company's ability to meet individual needs.

The Influence of the Work Environment on Employee Performance

The work environment is a key role in the success of a company because the work environment is one of the factors that determine employee performance. Therefore, every company must provide a work environment that allows employees to stay working and

improve their performance. Studies show that the work environment significantly affects employee performance (Sanaba et al., 2022). According to research, a supportive work environment involves employees in their performance (Ardhana et al., 2024). Ultimately, a good workplace will increase efficiency and can lower company costs. Based on this description, therefore the first hypothesis proposed in this study is as follows **H1** : The Work Environment has an effect on Employee Performance.

The Influence of Company Image on Employee Performance

Tamimi, (2022) determining the perception of a company, stating that the perception is resulting from a comparison of the characteristics of various companies. Consumers make subjective judgments about a company and its activities. The characteristics of a company consist of emotional and functional elements related to the company's customer experience. Consumers will be more satisfied if the experience is good, while if the experience is bad, they will be less happy. A company needs time and resources to grow its image in society in an instant. Therefore, spreading these images through permanent media is the best way to embed them. Maintain a positive consumer image of the product is achievable and maintainable. This can foster trust and encourage loyal customers to use the company's goods or services in the future. (Lavidya et al., 2023) Employee performance, which is directly related to the interaction between employees and customers, is the key to customer satisfaction of a service company. The quality of service provided by employees forms the company's reputation. Based on this description, therefore the second hypothesis proposed in this study is as follows **H2** : The company's image affects employee performance.

The Effect of Work Motivation on Employee Performance

According to the study conducted Silaban & Nastiti, (2021) Employees who receive strong encouragement from within or outside, such as from the company, tend to perform well. Ultimately, internal and external encouragement and stimulation will result in optimal performance. Study (Bayyinah & Iss, 2022) shows that motivation has a significant positive effect on employee performance. Study (Endra, 2022) found that intrinsic motivation had a positive impact on wages and job satisfaction, while extrinsic motivation had a negative impact on job satisfaction. Salary satisfaction is the biggest factor that affects job satisfaction. Research conducted by (Diansyah & Saepul, 2017) to find out what employees expect from their workplace. The study found that managers must understand and fulfill three things: fairness, performance, and friendship if they want to keep their employees' morale up. This will increase worker satisfaction and increase morale. Based on this description, therefore the third hypothesis proposed in this study is as follows **H3** : Work motivation affects employee performance.

Work Motivation Moderation on the Influence of the Work Environment on Employee Performance

Motivation in the workplace can affect the workplace environment and the way employees do their jobs. The structure, direction, and intensity of work motivation are determined by a combination of external and internal factors that initiate the mindset. (Zaeni et al., 2023) Motivation in the workplace can affect the workplace environment and the way employees do their jobs. The structure, direction, and intensity of work motivation

are determined by a combination of external and internal factors that initiate the mindset, according to Zaeni et al. (2023). The circumstance that encourages or forces a person to perform an action or activity is called motivation. (Ardhyanto & Dwityanto, 2022) If motivation refers to employees, then motivation can be found from within employees and from their environment. Based on this description, therefore the fourth hypothesis proposed in this study is as follows **H4** : Work motivation affects and moderates the influence of the work environment on employee performance.

Work Motivation Moderation on the Influence of Company Image on Employee Performance

Work motivation affects the company's perception of the performance of its employees. As quoted by (Mughni & Fitriah, 2023) which states Work motivation is the drive or drive to work, or in other words stimulates the drive to work. (Maedina, 2024) The willingness to do your best to achieve organizational goals, which is influenced by the ability to meet the needs of individuals working for the company, is also known as work motivation. Businesses can improve their corporate image, namely by impressing the impression in the minds of customers through a combination of ideas, emotions, attitudes, and experiences stored in the company's memory, by utilizing motivation and enthusiasm. This perception, depending on the customer's feelings and experience with the company, can be positive or negative. This image will then be remembered for better or worse when the company's name is mentioned or embedded in their memory. Based on this description, therefore the fifth hypothesis proposed in this study is as follows **H5** : Work motivation affects and moderates the influence of the company's image on employee performance.

RESEARCH METHOD

This study uses a quantitative method, with numerical data obtained through a questionnaire distributed to 110 employees of the Samudera Nizam Zachman Fisheries Port in Jakarta. The research sample consisted of 110 employees. In this study, we used the Hair approach with the number of samples 5 to 10 times the number of indicators to determine the number of samples needed (Hair & Alamer, 2022) The variables studied had 22 indicators, which were divided into four main variables. First, the variable (X1) of the employee's daily work environment, namely where they carry out their duties. There are seven indicators to guide the work environment: air temperature, noise level, lighting, color scheme, movement space, work safety, and employee interaction. Second, the corporate image (X2), which includes five indicators as benchmarks: morale, management, quality, and performance, based on a series of procedures by which clients distinguish the qualities that each business has in order to shape the company's reputation. Consumers form individual opinions about a business and all its activities. (Azis Santoso, 2019). This perception can vary for each individual. Third, employee performance (Y), which is defined as the quality and quantity of work produced by an employee while carrying out the tasks assigned to him (Panjaitan, 2018). Performance indicators include quantity, quality, timeliness, attendance, and the ability to work together (Hanafi & Zulkifli, 2018) Fourth, work motivation (X), which is defined as a strong drive caused by a need or desire that drives a person to exert physical and mental efforts to achieve the desired goal

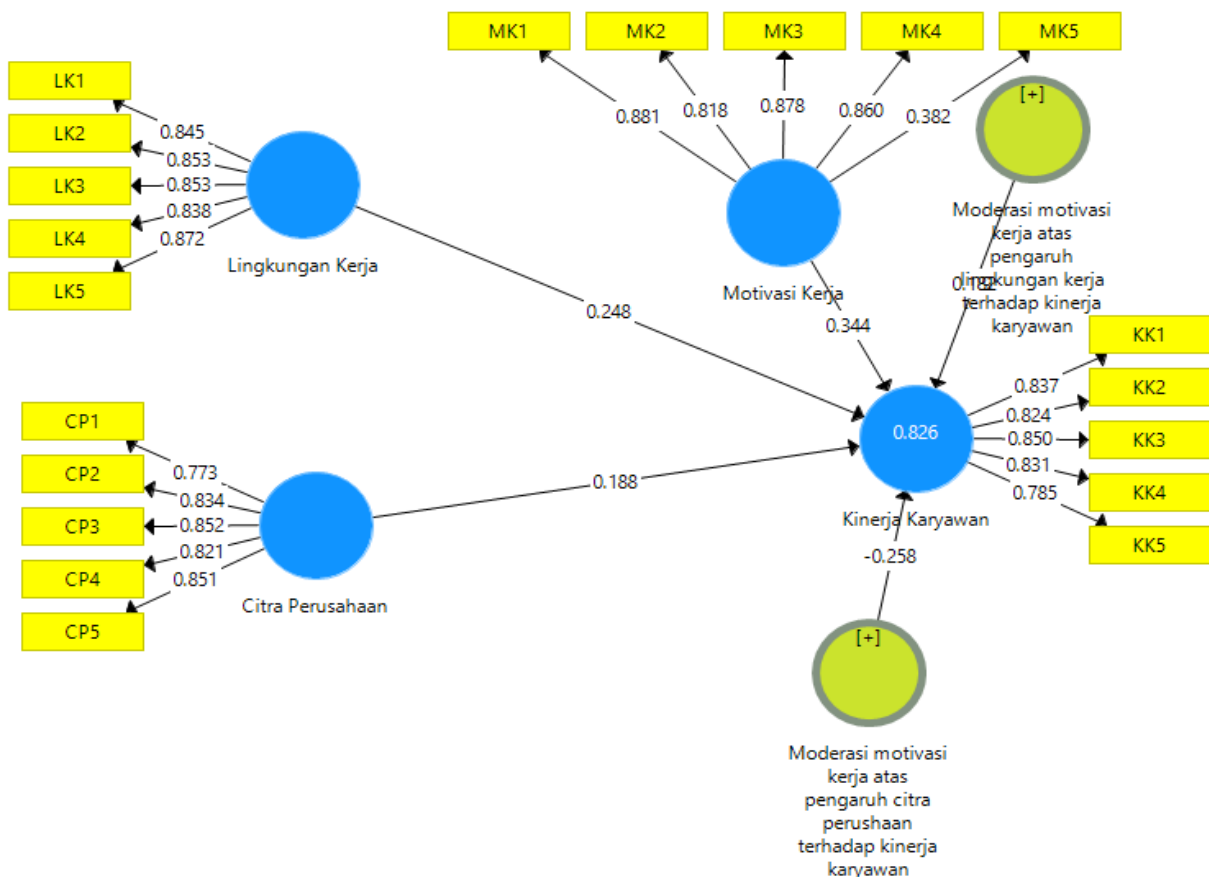
(Pramesrianto et al., 2020) These variables consist of five indicators: performance, rewards, challenges and responsibilities, development, engagement, and opportunity. Data were collected using a questionnaire with a Likert scale of 1-5. SmartPLS SEM software is used for data analysis by testing measurement models and structural models. The reliability and validity of the model were tested using the combined method, Cronbach's Alpha, and MTMM. Relevant theories are used in structural models to assess how latent variables interact with each other. Assessment criteria include Estimate for Path Coefficients, R-Square, and F-Square. The hypothesis is accepted if the p-value < 0.05 or the statistical t-value > 1.96.

RESULTS AND DISCUSSION

This study involved a sample of 110 employees, with 58 female respondents (52.7%) and 52 male respondents (47.3%). The age range of respondents was from 23 to 49 years old. Regarding the last education, 7.3% have an undergraduate education, 80.9% have an undergraduate education, and 11.8% have a high school, vocational, or similar education. The quality of the data in the study was evaluated using Partial Least Squares (PLS) analysis, with illustrations of structural equations (SEM) using the variance method or component-based modeling of structural equations. The application used is called SmartPLS (Partial Least Squares).

Validity Test

Validity tests evaluate the relationship between indicators and their constructs. The evaluation of convergent validity begins with assessing the validity of the indicator to begin the initial evaluation or testing of the measurement model. The value of the loading factor must be at least 0.5 to be considered valid. The following are the results of the validity test of the Research Model.



The results of the validity test of the research model showed that for each variable that included the work environment, company image, work motivation, and employee performance, there was an outer containment factor of 0.5, indicating that the relationship between the variables and the indicators was valid according to the criteria. Employee performance is a dependent variable with a value of 0.826, or 82.6%, indicating that variables such as work environment, company image, and work motivation can explain employee performance by 82.6%. Thus, there is an additional variable that affects employee performance by 17.4%, which is considered an error in this study. The results of the follow-up analysis show that this research model belongs to the high category in R Square and has a determination coefficient above 33%. This is because the independent variable in this study, which accounted for 82.6%, had the ability to explain the dependent variable.

Table 1. Validation and Reality

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Decision
Work Environment	0,906	0,907	0,93	0,726	Valid & Reliable
Company Image	0,884	0,888	0,915	0,684	Valid & Reliable
Employee Performance	0,883	0,886	0,915	0,682	Valid & Reliable
Work Motivation	0,831	0,886	0,885	0,62	Valid & Reliable
Moderation of work motivation on the influence of the work environment on employee performance	1	1	1	1	Valid & Reliable
Moderation of work motivation on the influence of the company's image on employee performance	1	1	1	1	Valid & Reliable

Source: Data processed by the author using SmartPLS (2024)

As shown in the table above, the validity test conducted by comparing the square root of the extracted mean variance (AVE) showed a result higher than 0.5, which indicates that the validity test has met the requirements and is declared good. Therefore, the indicators used in this study are valid and have met the requirements of convergent validity. In addition, the Cronbach Alpha value and composite reliability value greater than 0.7 indicate that the reliability test is reliable and meets the requirements.

Hypothesis Test

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Work Environment -> Employee Performance	0,248	0,254	0.099	2506	0.013	Accepted
Company Image -> Employee Performance	0,188	0.18	0,132	1.432	0,153	Not Accepted
Work Motivation -> Employee Performance	0,344	0,363	0.086	3.985	0	Accepted
Moderation of work motivation based on the influence of the work environment on employee performance -> Employee Performance	0,182	0,176	0.088	2.062	0.04	Accepted
Moderation of work motivation on the influence of the company's image on employee performance -> Employee Performance	- 0.258	- 0.245	0.088	2,923	00.04	Accepted

Source: Data processed by the author using SmartPLS (2024)

Based on the evidence from the results of the hypothesis test above, the results of the calculation of the path in the work environment test prove that the sample result is 0.248, with a T-statistical value of 2.506 exceeding the predetermined value of 1.96 and supported by a P-value of 0.013. That way, it proves that the work environment has a positive impact on employee performance. Therefore, it can be concluded that the work environment affects employee performance with evidence of the result of the path coefficient of 0.248 which states that the work environment can improve employee

performance, which is 24.8%. The results obtained are in line with previous research (Sanaba et al., 2022). Therefore **(H1) accepted**.

Proof of the second hypothesis (H2), From the results of the calculation above, the Company's Image is proven to have a negative and insignificant effect on employee performance with a total sample of 0.188 with a T-statistics value of 1.432 and a P-value of 0.153. The result of the coefficient of influence produced is negative. So it can be interpreted that the Company's image has a negative impact on Employee Performance. The results obtained are not in line with previous research Tamimi, (2022) As a result, it can be said that the second hypothesis (H2) is not supported by the data from this study and is therefore rejected.

The third hypothesis proof (H3), in the results of the calculation above through the path coefficient, therefore the test of work motivation proves the sample result of 0.334 with a T-statistical value of $3 > 9851.96$ and supported by a P value of 0. Therefore, it is stated that work motivation affects employee performance, with evidence of a path coefficient of 0.334 which can be interpreted that work motivation can increase employee performance by 33.4%. The results obtained are in line with previous research (Diansyah & Saepul, 2017) Therefore, hypothesis (H3) states that work motivation can affect employee performance.

Proving the fourth hypothesis (H4), Results shown on path calculation in moderation testing work motivation on the influence of the work environment on employee performance Employee performance which amounted to a sample of namely: 0,182 with a T-statistical value of $2.062 > 1.96$ and a P value of 0.04. Thus, this identifies that the ability of work motivation in moderating the work environment has a significant effect on employee performance with the result of a path coefficient of 0.182. Thus, this research is in line and consistent with existing research (Zaeni et al., 2023) This means that the moderation of work motivation towards the work environment can affect employee performance by 18.2%. Therefore it can be concluded that the fourth hypothesis (H4) is accepted.

Evidence supporting the fifth hypothesis (H5) shows that the average sample is -0.245 and the original sample value is -0.258, indicating a negative value. As a result, work motivation moderation is quite large but weaker when it comes to the impact of a company's reputation on employee performance. Thus, it can be concluded that employee performance and company reputation have a negative relationship with work motivation. Thus, this research is in line and consistent with existing research (Maedina, 2024) Therefore, it can be said that the fifth hypothesis (H5) is accepted.

CONCLUSION

This study found that the work environment has a positive and significant influence on employee performance, while the company's image is not able to show a significant influence on employee performance. Work motivation has also been proven to have a positive and significant effect on employee performance, and is able to strengthen and

moderate the relationship between the work environment and employee performance. In addition, work motivation can weaken but still moderate the relationship between company image and employee performance. The study limits the independent variables on the work environment, company image, and work motivation, and recommends that agencies pay more attention to the work environment in employee placement to improve their performance. For the next study, it is recommended to expand the scope of the variables studied because this study only involves three independent variables.

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