

The Influence of Physical Work Environment and Work Motivation on Employee Performance at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency)

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ABSTRACT

Optimal employee performance is a key factor in a company's success in achieving its established goals. This is also the expectation at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), where every employee is hoped to deliver maximum performance. However, based on the 2024 performance appraisal results, there are still employees whose performance falls into the poor and very poor categories. Furthermore, the physical work environment at CV Mulya Mekar Mandiri Industri Garmen Majalaya remains suboptimal, evinced by the persistently elevated incidence of employee absenteeism and tardiness, phenomena that may bespeak insufficient work motivation. The objective underpinning this inquiry is to examine and evaluate the influence exerted, both severally and in concomitance, by the physical work environment and work motivation upon employee performance. A quantitative research design is deployed, harnessing descriptive quantitative and associative quantitative approaches, with the data subjected to multiple linear regression and the coefficient of determination. Comprising the respondents is the entirety of the employee population at CV Mulya Mekar Mandiri Industri Garmen Majalaya. Several findings emerge from this inquiry. First, employee performance is positively affected by the physical work environment. Second, employee performance is likewise positively affected by work motivation. Third, when considered jointly, the physical work environment and work motivation exert a positive effect upon employee performance. Taken together, these findings evince that ameliorations to the physical work environment, coupled with fortified work motivation, may abet the enhancement of employee performance at CV Mulya Mekar Mandiri Industri Garmen Majalaya.

Keywords: Employee Performance, Physical Work Environment, Work Motivation

1. INTRODUCTION

Manufacturing constitutes one of the principal pillars underpinning national economic advancement, fulfilling a pivotal role in propelling production endeavors, employment, investment, and international commerce. Among the industrial sectors rendering a considerable contribution to Indonesia is the textile and textile product (TPT) industry. This sector is renowned as a labor-intensive enterprise capable of absorbing millions of workers and functioning as a wellspring of foreign exchange through the exportation of textile products and ready-made garments. Per data furnished by the Central Statistics Agency (BPS), in 2022, the textile, textile products, leather, and footwear industry sectors employed approximately 4.7 million workers. The TPT industry also has a complete production chain from upstream to downstream, making it one of the strategic sectors supporting national economic growth, especially amid increasingly fierce global competition (Suteja, 2023).

However, Indonesia's TPT industry faces several serious challenges that could hinder its growth. Some of these challenges include dependence on imported raw materials, low competitiveness of local products, and the prevalence of illegal import practices that suppress domestic production. Based on data from Khalisa (2026), textile export growth over the past decade has been less than 3 percent, while imports have increased

by more than 20 percent. This situation is exacerbated by the influx of imported textile products dominating the domestic market and threatening the survival of local industries. Therefore, strengthening integrated policies and regulations is required to support the sustainability of the national TPT industry, protect local producers, encourage innovation, and improve efficiency and competitiveness in the global market (Suteja, 2023).

CV Mulya Mekar Mandiri is a company focused on the sale of garment accessories, established in 2002 and located in Bandung Regency, specifically in the Majalaya area. As one of the main industrial regions in West Java, Majalaya has long been known as a rapidly growing textile production center, where products such as textiles, woven goods, sarongs, songkets, and various garment accessories not only dominate the Indonesian domestic market but have also penetrated international markets. The presence of CV Mulya Mekar Mandiri in the midst of this industrial ecosystem leverages strong local potential, offering a variety of quality garment accessories, including braided cords, shoelaces, elastic bands, braided ropes, veteran bands, and other variants. With the established textile industry background in Majalaya, CV Mulya Mekar Mandiri has contributed to meeting the needs of both local and global markets, while also supporting regional economic growth through innovation and diverse product distribution. This makes the company an integral part of Indonesia's dynamic garment industry ecosystem. To attain its success, the enterprise must possess human resources of superlative quality, so that its objectives may be realized as delineated by the enterprise. This is corroborated by research conducted by Romi (2024), which posits that performance constitutes the work result manifested in the discharge of one's duties and responsibilities.

Thus, employee performance emerges as an aspect of genuine consequence for enterprises to heed, given that an organization's success hinges considerably upon employees' capacity to discharge their duties and responsibilities with efficacy and efficiency. Congruent with research conducted by Romi et al. (2021), it is elucidated that the enhancement of individual performance within organizations may be shaped by sundry work-behavior factors, among them employee engagement within the organization. To assess employee performance, the researcher conducted interviews with the manager of CV Mulya Mekar Mandiri. The research findings revealed that there are still employees whose performance is below the good category. The company expects all employees to have good or even excellent performance. The following is the data received by the researcher regarding the employee performance appraisal at CV Mulya Mekar Mandiri.

Table 1. Employee Performance Appraisal Results of CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency) for the 2024 Period

No.	Performance Category	Total employees	Percentage
1.	Excellent	8	16%
2.	Good	21	42%
3.	Fair	14	28%
4.	Poor	5	10%
5.	Very Poor	2	4%
Total		50	100%

Source: CV Mulya Mekar Mandiri (2024)

Based on Table 1, the results of the employee performance appraisal in 2024 show that there are still employees rated in the "very poor" performance category at 4%, "poor" at 10%, "fair" at 28%, "good" at 42%, and "excellent" at only 16%. The company, however, expects employee performance to be at least in the "fair" category. These appraisal results betoken a disparity between the enterprise's expectations and the actual performance rendered by employees, underscoring the exigency for employees to ameliorate their performance. It may therefore be concluded that employee performance has not yet attained optimality.

One factor considered to influence employee performance is the physical work environment. Sundstrom and Sundstrom (1986) define the physical work environment as everything present in the environment where employees perform their assigned duties, which can affect them while doing their work. Based on observations at CV Mulya Mekar Mandiri, the physical work environment is still inadequate. In the raw material warehouse, there is a leaky roof that could cause materials to become damp or damaged when it rains, while the production warehouse suffers from leaks and humidity due to a fragile roof, which can disturb comfort and safety at work. Additionally, the company office appears poorly organized, with workspace layout and equipment not well-arranged, reducing efficiency and employee focus. These conditions indicate the need for

improvements and rearrangement of the work environment to be more comfortable and supportive of employee performance. This is supported by research from Tonia and Romi (2025), which posits that the physical work environment circumscribes the setting in which employees conduct their routine activities, with its quality playing a pivotal role in cultivating psychological security and facilitating the effective execution of their responsibilities. Accordingly, the enterprise is expected to foster a conducive physical work environment that can undergird employees' capacity to perform their duties effectively, thereby supporting the attainment of employee performance consistent with the enterprise's objectives.

Beyond the physical work environment, another factor capable of affecting employee performance is work motivation. Work motivation denotes the ardor emanating from within employees or from external factors that impels them to labor diligently and attain enterprise objectives. Employees possessing elevated work motivation tend toward greater enthusiasm, accountability, and commitment in accomplishing their tasks, culminating in superior work outcomes. Diminished motivation, conversely, may attenuate productivity, stifle initiative, and engender inferior work quality. This is congruent with Kurniawan et al. (2022), who posit that manifold factors influence employee performance, work motivation being foremost among them. Enterprises must therefore heed endeavors to bolster employee motivation, so that work outcomes may be ameliorated. This accords with findings by Romi et al. (2023) concerning public service motivation, which reveal that individual motivation exerts a positive and significant influence upon the attainment of organizational objectives through the implementation of sound governance. The results show that the higher the individual's motivation in performing their duties and responsibilities, the greater their contribution to the organization's success. These findings reinforce that motivation is one of the key factors that can drive individuals to deliver optimal contributions and work outcomes.

Based on interviews with the manager of CV Mulya Mekar Mandiri Bandung, it was found that there are employees who have committed attendance-related violations. The data on employee absenteeism and tardiness in 2024 is as follows:

Table 2. Employee Absenteeism and Tardiness Data of CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency) Employees in 2024

No.	Month	Lateness	Absent
1.	January	16	15
2.	February	11	18
3.	March	20	7
4.	April	6	14
5.	May	8	22
6.	June	14	6
7.	July	10	17
8.	August	15	9
9.	September	9	14
10.	October	20	12
11.	November	13	5
12.	December	14	7
Total		156	146

Source: CV Mulya Mekar Mandiri (2024)

Based on Table 2, it is shown that the level of employee absenteeism and tardiness remains high. This situation will impact the timely completion of tasks. It can be said that work motivation at CV Mulya Mekar Mandiri is still low. According to Prabowo and Ropiyani (2017), low employee motivation can be observed from the rates of absenteeism and lateness. From the phenomena adumbrated above, the physical work environment and work motivation number among the means whereby employee performance may be augmented. A commodious and adequate physical work environment, conjoined with proper work motivation, can foster heightened enthusiasm amongst employees in their labor. This, in turn, shall engender ameliorated employee performance. Predicated upon these considerations, the objective of this study is to ascertain the influence exerted by the physical work environment and work motivation upon the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency).

2. LITERATURE REVIEW

2.1. Theory Physical Work Environment

The work environment encompasses the totality of that which surrounds employees and may influence them in the execution of their assigned duties, such as the presence of air conditioning (AC), adequate illumination, and so forth (Afandi, 2018). According to Sudaryo et al. (2019), the physical work environment denotes the totality of physical conditions extant within the workplace that may affect employees, whether directly or obliquely. Sedarmayanti (2018), in like manner, posits that the physical work environment encompasses all physical conditions encompassing the workplace capable of influencing employees, both directly and obliquely. From these sundry definitions, it may be concluded that the physical work environment comprises the totality of physical elements or conditions surrounding employees. A physical work environment may be deemed salutary if it is capable of sustaining employees in the optimal execution of their work in a healthful, secure, and comfortable manner, thereby augmenting employee motivation and performance (Nadapdap & Harahap, 2023). According to Sedarmayanti (2018), several factors influence the formation of a supportive working environment, and these can be grouped into several interrelated dimensions that together shape employees' comfort, health, and safety while performing their tasks.

The first set of indicators relates to the ambient physical conditions of the workplace. Lighting plays a critical role in supporting both safety and smooth work processes, so illumination needs to be bright enough for tasks to be carried out accurately without causing glare or eye strain. Closely related to this is room temperature, which affects how comfortable employees feel throughout the workday, since conditions that are too warm or too cold can quickly reduce concentration and stamina. Humidity levels also matter in this regard, as excessive moisture in the air can compromise not only comfort but also employees' physical health over time. Air circulation complements these factors by ensuring a continuous exchange of air that keeps the workspace fresh and free from stale or stagnant conditions.

A second group of indicators concerns sensory disturbances that can interfere with employees' ability to focus. Noise is a particularly significant factor, as excessive or disruptive sound levels make it difficult for employees to concentrate and maintain a sense of calm while working. Mechanical vibrations, often produced by machinery or equipment, pose a similar challenge, since prolonged exposure can affect both physical comfort and long-term health. Unpleasant odors arising from production processes or surrounding conditions can likewise diminish the overall comfort of the workspace and distract employees from their tasks.

A third dimension addresses the aesthetic and psychological quality of the workplace. The arrangement of colors throughout the work area contributes to the overall atmosphere, as thoughtfully chosen color schemes can help create a more calming and pleasant setting for employees. Similarly, the way rooms and work facilities are decorated and arranged influences how visually appealing and inviting the environment feels, which in turn supports a more comfortable working experience. Background music, where appropriate, can further enhance the workplace atmosphere by making the environment feel more pleasant and enjoyable to work in. Finally, workplace safety represents a foundational indicator that underlies all the others. This dimension encompasses the conditions and measures put in place to protect employees from hazards and risks that could otherwise result in workplace accidents, making it an essential component of a supportive physical work environment.

2.2. Theory Work Motivation

Work motivation performs a role in propelling employees' zeal and ardor in the execution of their tasks, engendering more optimal work outcomes. Employees possessing elevated levels of motivation tend to evince superior performance, thereby abetting the enterprise in attaining its objectives more effectively. According to Hasibuan (2017), work motivation may be characterized as that which occasions, channels, and sustains an individual's behavior such that they aspire to labor diligently and zealously toward optimal results. According to Donni (2014), work motivation may be characterized as a process manifesting an individual's intensity, direction, and assiduity in striving toward the attainment of organizational objectives. From these definitions, it may be concluded that motivation constitutes a propulsive force influencing an individual's occupational ardor, predicated upon the aim of attaining objectives within a given vocation.

Ryan and Deci (2000) states that motivation arises in two basic forms: extrinsic motivation and intrinsic motivation. Extrinsic motivation comes from outside the individual and encourages them to build and foster

motivation to improve their current attitudes for the better. Intrinsic motivation originates and develops from within the individual, subsequently influencing them to do something meaningful and valuable. In this study, the driving factor referred to is intrinsic work motivation. It is expected that intrinsic motivation from within the employees will provide the impetus to improve their performance.

According to Hasibuan (2017), intrinsic factors within an individual include achievement, recognition, work itself, responsibility, and possibility of growth. Achievement refers to the drive within employees to achieve the best work results and improve their work abilities, while recognition reflects employees' motivation to receive appreciation or praise for the work they have accomplished. Work itself denotes the enthusiasm of employees to understand, enjoy, and take pleasure in the tasks assigned to them, and responsibility concerns employees' willingness to carry out and complete their tasks properly and on time (Purwanto & Meilani, 2024). Finally, possibility of growth relates to efforts aimed at encouraging employees to enhance their abilities, broaden their skills, and achieve higher career positions.

2.3. Theory Employee performance

Employee performance is anticipated to be augmented through the presence of a felicitous physical work environment and robust work motivation. According to Mangkunegara (2013), employee performance constitutes the fruit of the quality and quantity of work accomplished by an employee in the discharge of duties commensurate with assigned responsibilities. Sidik (2023) defines employee performance as the manner in which employees execute tasks allotted by the enterprise, in accordance with their abilities, responsibilities, and predetermined targets. From these definitions, it may be concluded that employee performance constitutes the fruit of employees' labor in fulfilling their duties and responsibilities.

According to Sedarmayanti (2018), the indicators of employee performance include work quality, work quantity, timeliness, initiative, and independence. Work quality describes an employee's ability to perform tasks well, on time, and in accordance with established standards, while work quantity refers to employees' ability to complete a certain amount of work according to the set target. Timeliness denotes employees' ability to complete tasks and arrive at work precisely at the scheduled time, and initiative reflects employees' ability to act proactively, cooperate, and assist colleagues without having to wait for instructions from superiors. Finally, independence relates to employees' ability to complete tasks on their own, feel confident, and take responsibility for their work without seeking help from others.

2.4. Previous Research

To illustrate the research paradigm concerning the influence of the physical work environment and work motivation upon the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), the researcher adverts to sundry antecedent studies bearing kindred research variables. Previous studies serve as empirical foundations to strengthen the conceptual framework and demonstrate the relationship among the studied variables. Based on previous research by Sundry antecedent studies inform the hypotheses of this inquiry. Safitri and Romi (2025), examining the administration department of XYZ Hospital in Karawang, ascertained that the physical work environment exerts a salutary effect upon employee performance, a comfortable and orderly milieu abetting employees' focus and productivity, whence H1: the physical work environment affects the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency).

Solehudin and Halomoan (2026), investigating PT Pos Indonesia (Persero) Ciputat Branch, South Tangerang City, found that work motivation exerts a positive and significant effect upon employee performance, evincing that heightened motivation ameliorates employees' discharge of their duties, whence H2: work motivation has a positive effect on the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency).

Febrian and Romi (2024), meanwhile, disclosed that the physical work environment and work motivation, in concomitance, exert a positive and significant effect upon employee performance, notwithstanding that work motivation alone proved the more dominant factor partially, the physical work environment failing to attain significance in isolation, whence H3: the physical work environment and work motivation have a positive effect on the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency).

Based on the hypotheses that have been formulated, the relationships among the variables in this study can be illustrated through the following research hypothesis framework model:

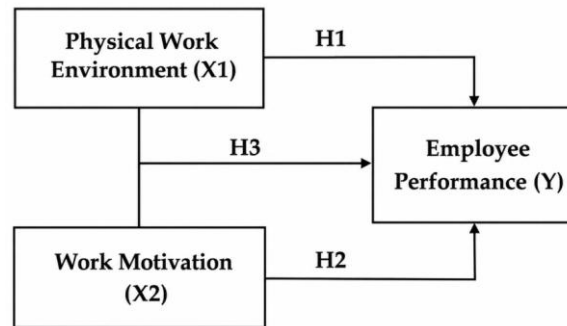


Figure 1. Proposed Research Model

Source: Authors

3. RESEARCH METHODS

This research employs a quantitative approach, encompassing descriptive and associative methods. The descriptive method serves to depict the conditions of the physical work environment, the extent of employee motivation, and their work outcomes at CV Mulya Mekar Mandiri Garment Industry, situated in Majalaya, Bandung Regency. The associative method, meanwhile, serves to evaluate the impact exerted by the physical work environment and work motivation upon employee performance, both severally and simultaneously.

Data for this research were procured through the distribution of questionnaires to respondents, the conduct of direct observations within the enterprise environment, the holding of interviews with pertinent parties, and the perusal of sundry books and articles germane to the research topic. The collected data were subsequently analyzed employing multiple linear regression and the coefficient of determination, so as to ascertain the extent of the influence exerted by independent variables upon the outcome variable.

To facilitate the measurement of research variables, each variable was rendered into operational definitions encompassing indicators, sub-indicators, and the type of scale employed. The operationalization of variables in this study aims to clearly delineate each variable under investigation, thereby easing the development of research instruments and the collection and processing of data. Table 3 hereunder presents the operationalization of variables in this study.

Table 3. Operationalization

Variable	Definition	Sub variable
Physical work environment (X1)	The physical work environment encompasses all physical elements or conditions surrounding employees. A physical work environment can be considered good if it is able to support employees in performing their work optimally in a healthy, safe, and comfortable setting, thereby increasing employee enthusiasm and performance.	a. lighting b. comfort c. workplace noise d. color arrangement in the workplace e. workplace decoration f. workplace security
Work Motivation (X2)	Motivation is a driving force that influences a person's work enthusiasm, based on the goal of achieving targets in a particular job.	a. achievement b. recognition c. work itself d. responsibility e. potential development
Employee Performance (Y)	Employee performance is the result of employees' work in	a. quality b. quantity

Variable	Definition	Sub variable
	fulfilling their duties and responsibilities regarding their jobs.	c. timeliness d. initiative e. independence

Source: Authors' compilation

3.1. Research Design

In this study, the data measurement technique uses the Semantic Differential Scale. The Semantic Differential Scale is used to measure respondents' perceptions or attitudes toward the variables studied by presenting pairs of opposite words along a continuum. On this scale, values on the left side indicate very negative perceptions, while values on the right side indicate very positive perceptions. The research data were gathered through questionnaires distributed to all respondents, containing statements pertaining to the physical work environment, work motivation, and employee performance variables. The assessment range employed is a scale of 1 to 5, wherein a value of 1 signifies a highly negative perception, a value of 3 signifies a neutral perception, and a value of 5 signifies a highly positive perception toward the statement given.

After all data has been collected, the next stage is data processing. According to Pane et al. (2020), data processing is a process of transforming the collected data into information that can be used to answer the research objectives. The stages of data processing in this study refer to Agung and Yuesti (2017), which include editing (checking the completeness and clarity of respondents' answers); coding (assigning codes to each answer to facilitate analysis); tabulating (arranging data into tables for easier processing); and verification (rechecking the processed data to ensure accuracy and consistency before further analysis).

3.2. Research Sample

In this study, the population that fits the characteristics required to provide responses regarding Physical Work Environment (X1), Motivation (X2), and Employee Performance (Y) consists of all employees with more than one year of service at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), totaling 50 employees. Given that the population size is relatively small, this study employed a saturated sampling (census) technique, in which the entire population was used as the research sample. The total number of employees who participated in the research by filling out the questionnaire was 50 respondents/employees, meaning the sample in this study is identical to the total population.

3.3. Data Collection Techniques

Data undergirding this study were procured from twin wellsprings: primary and secondary. Primary data were amassed directly from respondents through the dissemination of questionnaires to employees, whilst secondary data were gleaned from sundry sources such as books, journals, and germane company documents. The questionnaire employed a Semantic Differential Scale with scores spanning 1 to 5, wherein a score of 1 signifies the most disagreeable perception and a score of 5 signifies the most felicitous. The higher the score conferred by respondents, the more sanguine their appraisal of the variable under scrutiny.

The data collection process commenced with the preparation of research instruments predicated upon indicators germane to each variable, namely the physical work environment, work motivation, and employee performance. The questionnaire was thereafter disseminated to the entirety of predetermined respondents, in keeping with the sampling technique employed in the study. Once all questionnaires had been retrieved, the completeness and consistency of respondents' answers were scrutinized with meticulous care. The completed data were subsequently processed via the SPSS program through a battery of statistical analyses — validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, the coefficient of determination, the partial test (t-test), and the simultaneous test (F-test), so as to adjudicate the research hypotheses.

4. RESULTS AND DISCUSSION

This methodology harnesses quantitative analysis via descriptive and associative approaches, the former depicting respondents' characteristics and the conditions of the variables under scrutiny predicated upon mean response values. Validity and reliability tests are conducted antecedently, ensuring each questionnaire item consistently gauges its intended variable, whereupon associative analysis is undertaken to adjudicate the hypotheses concerning the influence obtaining betwixt variables.

4.1. Research Results

This section furnishes the research results derived from the processing and analysis of data amassed from respondents. It encompasses the calculation results germane to the research object, instrument results, classical assumption test results, multiple regression analysis, hypothesis testing, together with a discussion of the influence exerted by the physical work environment and work motivation upon employee performance.

4.1.1. Data analysis

A. Validity Test Results

The SPSS software program was harnessed to conduct the validity test for the research variables, employing the Pearson technique, which juxtaposes the calculated r value against the r table coefficient value. The r table coefficient value in this study stands at 0.2787. A question item is deemed valid if its calculated r coefficient exceeds 0.2787. The validity test results are furnished in Table 4 below.

Table 4. Validity Test Results

Variable	Item	Sig.	R calculated	R table	Explanation
Physical work environment	X1.1	0.000	0.326	0.278	Valid
	X1.2	0.000	0.385	0.278	Valid
	X1.3	0.000	0.409	0.278	Valid
	X1.4	0.000	0.537	0.278	Valid
	X1.5	0.000	0.563	0.278	Valid
	X1.6	0.000	0.336	0.278	Valid
	X1.7	0.000	0.363	0.278	Valid
	X1.8	0.000	0.510	0.278	Valid
	X1.9	0.000	0.591	0.278	Valid
	X1.10	0.000	0.440	0.278	Valid
	X1.11	0.000	0.678	0.278	Valid
	X1.12	0.000	0.663	0.278	Valid
	X1.13	0.000	0.679	0.278	Valid
	X1.14	0.000	0.523	0.278	Valid
	X1.15	0.000	0.462	0.278	Valid
	X1.16	0.000	0.628	0.278	Valid
	X1.17	0.000	0.759	0.278	Valid
	X1.18	0.000	0.716	0.278	Valid
Work motivation	X2.1	0.000	0.620	0.278	Valid
	X2.2	0.000	0.793	0.278	Valid
	X2.3	0.000	0.679	0.278	Valid
	X2.4	0.000	0.744	0.278	Valid
	X2.5	0.000	0.696	0.278	Valid
	X2.6	0.000	0.632	0.278	Valid
Employees performance	Y.1	0.000	0.645	0.278	Valid
	Y.2	0.000	0.645	0.278	Valid
	Y.3	0.000	0.603	0.278	Valid
	Y.4	0.000	0.692	0.278	Valid
	Y.5	0.000	0.533	0.278	Valid
	Y.6	0.000	0.508	0.278	Valid
	Y.7	0.000	0.610	0.278	Valid

Variable	Item	Sig.	R calculated	R table	Explanation
	Y.8	0.000	0.703	0.278	Valid
	Y.9	0.000	0.724	0.278	Valid
	Y.10	0.000	0.726	0.278	Valid

Source: Processed data

B. Reability Test

The testing criteria in this study are effectuated by juxtaposing the calculated R value (R calculated) against the R table value (R table). An item is adjudged valid should the R calculated value surpass the R table value. The R table value is ascertained predicated upon the sample size (n) of 50 respondents with $df = n - 2$, whence $df = 50 - 2 = 48$ at a 5% significance level (two-tailed), yielding an R table value of 0.278. Should the R calculated value surpass 0.278, the item is deemed valid and befitting for deployment as a research instrument.

Table 5. Reliability Test Results

Variable	Number of item	Cronbach's alpha	Description
Physical Work Environment	18	0.857	Reliable
Work Motivation	6	0.778	Reliable
Employee performance	10	0.839	Reliable

Source: Processed data

The reliability analysis results delineated in Table 5 evince that all variables have satisfied the criteria for internal consistency, inasmuch as each variable's reliability coefficient exceeds the established threshold of 0.60. Accordingly, all research instruments are adjudged reliable and befitting for deployment within the research data.

4.1.2. Respondents' Responses to Each of the Variables

A. Respondents' Responses to Questions Regarding the Physical Work Environment Variable

Table 6. Descriptive Statistics for the Physical Work Environment Variable

Sub Variable	Total Average	Criteria
Lighting	3.22	Fairly bright
Comfort	3.28	Fairly comfortable
Noise	3.22	Fairly quiet
Color arrangement in the workplace	3.42	Appropriate
Workplace decoration	3.74	Appropriate
Security	3.12	Fairly Safe
Total	3.22+ 3.28+ 3.22+ 3.42+3.74+3.12=20	
Total Average Score	20/6 = 3.33	
Criteria	Fairly good	

Source: Processed data

Predicated upon Table 6, it may be discerned that the average aggregate score for the physical work environment variable at CV Mulya Mekar Mandiri stands at 3.33. The sub-variable evincing the highest average score is workplace decoration, at 3.74, whilst the lowest sub-variable is security, at 3.12. This betokens that the physical work environment demonstrates the enterprise's capacity to cultivate conditions sufficiently conducive to the comfort and smooth conduct of employees' work activities. According to the researcher's findings, the physical work environment at CV Mulya Mekar Mandiri has proven reasonably supportive of work implementation, enabling employees to discharge their duties with greater comfort and productivity. Nonetheless, the enterprise must still undertake ameliorations and enhancements to sundry aspects of the physical work environment, so as to cultivate a still more felicitous environment and optimally augment employee performance.

B. Respondents' Responses Regarding the Work Motivation Variable**Table 7. Descriptive Statistics for the Work Motivation Variable**

Sub variable	Total average	Criteria
Achievement	3.62	High
Recognition	3.70	High
Work itself	3.56	High
Responsibility	3.08	Fairly high
Potential development	3.32	Fairly high
Total	17.28	
Total average score	3.45	
Criteria	High	

Source: Processed data

Predicated upon Table 7 above, the average aggregate score for the motivation variable at CV Mulya Mekar Mandiri stands at 3.45. The sub-variable evincing the highest average score is recognition, at 3.70, whilst the lowest sub-variable is responsibility, at 3.08. According to the researcher's findings, employee work motivation at CV Mulya Mekar Mandiri is already at a high level, which supports the achievement of company goals and improves employee performance. Nevertheless, the company still needs to make improvements in several aspects of motivation, especially those related to responsibility and potential development, so that employee motivation can be further optimized.

C. Respondents' Responses Regarding the Employee Performance Variable**Table 8. Descriptive Statistics for the Employee Performance Variable**

Sub Variable	Total average	Criteria
Work quality	3.55	Capable
Work quantity	3.46	Capable
Timeliness	3.65	Capable
Initiative	3.47	Capable
Independence	2.88	Fairly Capable
Total	17.01	
Total average score	3.40	
Criteria	Capable	

Source: Processed data

Based on the Table 8 above, the average total score for the employee performance variable at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency) is 3.40. The sub-variable with the highest average score is timeliness, with a score of 3.65, while the lowest sub-variable is independence, with a score of 2.88, although it is still within the "fairly capable" criteria. According to the researcher's findings, employee performance is considered capable of supporting the smooth operation of the company. Nevertheless, the company still needs to make improvements in several aspects of performance so that employee productivity and work quality can continue to develop optimally.

4.1.3. The Influence of Physical Work Environment and Work Motivation on Employee Performance

To redress the research problem concerning the influence exerted by the physical work environment and work motivation upon employee performance at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), multiple regression analysis was deployed. This model aims to demonstrate a valid relationship equation, or best linear unbiased estimator (BLUE), and must satisfy the classical assumptions of Ordinary Least Squares (OLS), namely the normality, multicollinearity, and heteroscedasticity tests.

A. Classical Assumption Test**1) Normality-Test**

The normality test conducted for the variables of physical work environment and work motivation upon employee performance yields a significance value of $0.200 > 0.05$, betokening that the data in this study are normally distributed.

2) Multicollinearity-Test

The multicollinearity test conducted for the said variables (Appendix 4) evinces a tolerance value of 0.318 > 0.10 and a VIF value of 3.146 < 10, betokening the absence of multicollinearity, demonstrating, in turn, that no correlation obtains amongst the independent variables within the multiple regression model.

3) Heteroscedasticity-Test

The heteroscedasticity test (Appendix 4) registers a significance value of 0.111 for the physical work environment variable and 0.820 for the motivation variable, both exceeding 0.05. This betokens the absence of heteroscedasticity, signifying that no disparity in variance and residuals obtains between one observation and another.

B. Multiple Regression Analysis Test**Table 9. Summary of Multiple Linear Regression Coefficients**

Variable	Unstandardized Coefficient
	B
Constant	-2.203
Physical work environment	0.253
Work motivation	0.986

Dependent Variable: employee performance

Source: Processed data

As shown in Table 9, the multiple linear regression analysis conducted using SPSS version 26 produced the following equation:

$$Y = -2.203 + 0.253X_1 + 0.986X_2$$

From the regression equation above, the following conclusions can be drawn. The constant value, registering -2.203, indicates that should the variables physical work environment (X_1) and work motivation (X_2) stand at zero, the employee performance variable would likewise register -2.203. The regression coefficient for the physical work environment variable (X_1), positive at 0.253, signifies that a 1-unit increment in the physical work environment would occasion a 0.253 increase in employee performance. Similarly, the regression coefficient for the work motivation variable (X_2), positive at 0.986, signifies that a 1-unit increment in work motivation would occasion a 0.986 increase in employee performance.

C. Coefficient of Determination Test

This study likewise gauges the extent to which the model can account for the dependent variable, as may be discerned in Table 10 below:

Table 10. Model Summary of the Regression Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.847 ^a	.717	.705	4.840

a. Predictors (Constant), physical work environment, work motivation

b. Dependent Variable: Y

Source: Processed data

As delineated in Table 10, the calculation results derived via SPSS version 26, as furnished in Appendix 5, reveal that the joint influence of the physical work environment and work motivation upon the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency) is indicated by a coefficient of determination (R^2) value of 0.717. This signifies that the variables physical work environment and work motivation account for 71.7% of the employee performance variable, a proportion deemed high or robust. The remaining 28.3%, meanwhile, is attributable to other variables not examined within this study.

D. Partial Test (T-test)

To ascertain the influence exerted by each independent variable (X), severally or partially, upon the dependent variable (Y), this calculation harnesses SPSS version 26 for partial testing. Antecedently, the researcher must calculate the degrees of freedom (df) so as to reference the appropriate value; the df employed is thus $50 - 2 - 1 = 47$, yielding a critical value of 1.677927. The calculation results are as follows:

Table 11. Summary of the t-Test (Partial) Results

Variable	T-value	T-table	Sig.	Prob.	Explanation
X1	2.250	1.677927	.029	0.05	Significant effect
X2	4.167	1.677927	.000	0.05	Significant effect

Source: Processed data

As presented in Table 11, the influence exerted by the physical work environment variable upon employee performance registers a significance value of $0.029 < 0.05$, whence H_a is accepted and H_0 rejected, signifying that the physical work environment exerts a positive and significant effect upon the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency). The influence of the work motivation variable, likewise, registers a significance value of $0.000 < 0.05$, whence H_a is again accepted and H_0 rejected, signifying that work motivation exerts a positive and significant effect upon the same.

E. Simultaneous Test (F-test)

The simultaneous test (F test) serves to ascertain whether the independent variables, physical work environment (X1) and work motivation (X2), in concomitance, exert an effect upon the dependent variable, employee performance (Y). Conducted via SPSS version 26, the calculated F value registers 59.653, whilst the table F value, derived from the degrees of freedom for the numerator ($k - 1 = 3 - 1 = 2$) and the denominator ($n - k = 50 - 3 = 47$), registers 3.195.

Table 12. Summary of the F-Test (Simultaneous) Results

Variable	F-calculated	F-table	Sig.	Prob.	Explanation
Physical work environment and work motivation on employee performance (CV Mulya Mekar Mandiri Industri Garmen Majalaya, Bandung Regency)	59.653	3.195	0.000	0.05	Significant effect

Source: Processed data

Predicated upon the results of the simultaneous test (F test) delineated in Table 12, the calculated F value, at 59.653, surpasses the table F value of 3.195, whilst the significance value, at 0.000, falls short of 0.05. H_0 is thus rejected and H_a accepted, signifying that the variables of physical work environment and work motivation, in concomitance, exert a positive and significant effect upon the performance of employees at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency).

This research demonstrates that the enterprise has been able to cultivate a reasonably comfortable physical work environment supportive of employee work activities, such as adequate illumination, felicitous spatial arrangement, controlled noise levels, and safe and immaculate conditions that augment working comfort. A salutary physical work environment can abet employees in laboring with greater focus, efficacy, and efficiency, thereby ameliorating the quality and quantity of their work output. Furthermore, the enterprise has likewise furnished encouragement and motivation to employees through the provision of rewards, the cultivation of felicitous working relationships, and opportunities for employees to fulfill their needs and attain their work objectives. Elevated work motivation fosters enthusiasm, accountability, and commitment amongst employees in the discharge of their duties, which in turn engenders improved performance.

With a conducive physical work environment and elevated work motivation, employees shall prove more productive in accomplishing their tasks and better able to attain the targets set by the enterprise. These twin factors, therefore, constitute matters of paramount import that must continue to be heeded and ameliorated by the management of CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), so as to optimally enhance employee performance. The findings of this study likewise accord with antecedent research positing that the physical work environment and work motivation exert a positive and significant

effect upon employee performance, evincing that the confluence of a comfortable environment and elevated motivation can render a substantial contribution to the amelioration thereof.

4.2. Discussions

With regard to the physical work environment, the results indicate that conditions at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency) fall into the “fairly good” category, with workplace decoration scoring highest and security scoring lowest. This aligns with Sundstrom and Sundstrom (1986), who argue that a well-arranged physical environment fosters psychological comfort and supports employee behavior. The low security score suggests that protective measures such as supervision and safety-facility maintenance remain underdeveloped, consistent with Sedarmayanti’s (2017) view that comfort alone is insufficient without adequate safety support. The regression results corroborate that the physical work environment (X1) exerts a positive and significant partial effect upon employee performance ($\beta = 0.253$; $t = 2.250$; $\text{sig.} = 0.029$), a finding congruent with Solehudin and Halomoan (2026) and Safitri and Romi (2025). This result, however, stands at variance with Febrian and Romi (2024), who found that the physical work environment failed to exert a significant partial effect upon employee performance within their model, notwithstanding its significant contribution when tested simultaneously. This divergence may reflect differences in industry context, since the repetitive, physically demanding nature of garment production work likely makes employees more sensitive to physical conditions than workers in the setting Febrian and Romi (2024) examined. This suggests that the relevance of the physical environment as a performance predictor is not uniform but shaped by industry-specific demands.

Turning to work motivation, respondents rated this variable as high overall, with recognition scoring highest and responsibility scoring lowest. This is consistent with Ryan and Deci’s (2000) self-determination theory, which holds that recognition satisfies core psychological needs for competence and relatedness. The lower responsibility score suggests employees do not yet feel fully entrusted with autonomous accountability, echoing Hasibuan’s (2017) argument that motivation is sustained only when recognition is paired with genuine delegation. Work motivation (X2) emerged as the stronger predictor in the regression model ($\beta = 0.986$; $t = 4.167$; $\text{sig.} = 0.000$), indicating it accounts for substantially more variation in performance than the physical environment does. This is consistent with Sidik (2023) and Prabowo and Ropiyani (2017), both of whom identified motivational factors as strong drivers of employee outcomes, suggesting that at CV Mulya Mekar Mandiri, interventions expanding employees’ sense of responsibility are likely to yield larger performance gains than physical-environment improvements alone.

Employee performance itself was classified as capable, with timeliness scoring highest and independence scoring lowest. This is consistent with Mangkunegara’s (2013) view that performance spans both technical execution and the capacity to work with minimal supervision, and with Afandi (2018), who notes that independence often matures last in hierarchical, production-line settings such as garment manufacturing. The simultaneous test results ($F = 59.653$; $\text{sig.} = 0.000$) corroborate that the physical work environment and work motivation, in concomitance, account for 71.7% of the variance in employee performance ($R^2 = 0.717$), a robust effect congruent with Romi et al. (2023), who likewise found that the confluence of environmental and motivational factors yields a more cogent explanation of performance than either factor in isolation.

Overall, these findings support the view that employee performance results from the joint influence of enabling conditions, namely the physical environment, and psychological drivers, namely motivation. The contrast with Febrian and Romi (2024) underscores that the physical environment’s significance is context-dependent rather than universal, an insight with direct practical relevance for how CV Mulya Mekar Mandiri prioritizes its improvement efforts.

5. CONCLUSIONS

Predicated upon the results of the research and discussion concerning the influence of the physical work environment and work motivation upon employee performance at CV Mulya Mekar Mandiri Industri Garmen Majalaya (Bandung Regency), several conclusions may be drawn. The physical work environment falls within the “fairly good” category, workplace decoration being the highest-rated sub-variable and security the lowest; work motivation is classified as elevated, recognition ranking highest and responsibility lowest; and employee performance is classified as capable, timeliness ranking highest and independence lowest. Both partial and

simultaneous testing, furthermore, corroborate that the physical work environment and work motivation each exert a positive and significant effect upon employee performance, whether severally or jointly, betokening that ameliorations to these twin factors shall directly abet superior performance at the enterprise.

Predicated upon these conclusions, the researcher proffers sundry recommendations. For the enterprise, CV Mulya Mekar Mandiri Industri Garmen Majalaya is counseled to attend to those aspects that garnered the lowest scores within each variable: fortifying security through more optimal supervision, superior maintenance of safety facilities, and a more orderly and conducive work environment; ameliorating employees' sense of responsibility through the conferral of greater trust, more lucid task distribution, and continuous coaching and supervision; and augmenting employees' independence through the cultivation of trust, training, and ongoing guidance, so that they might discharge their tasks with greater confidence and diminished reliance upon others. Taken in conjunction, these endeavors are anticipated to cultivate a safer, more supportive, and more motivating work environment that optimally fortifies employee productivity and abets the enterprise in attaining its objectives. For future researchers, this study may serve as a reference and point of comparison, notwithstanding its circumscribed scope; further research is therefore encouraged to explore variables beyond those examined herein, so as to enrich the corpus of knowledge concerning the physical work environment, work motivation, and employee performance, and to furnish a more capacious foundation for future studies within the field of human resource management.

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