

The Relationship Between Work Environment and Work Motivation on the Performance of Outsourced Employees at PT Kinarya in Harmony with the Device

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Abstract: This study aims to analyze the influence of work environment and work motivation on the performance of outsourced employees at PT Kinarya Selaras Piranti. Phenomena in the field show the challenges of supervisory dualism and operational constraints, such as a difficult reimbursement system, which is suspected to affect productivity. The research method used was a quantitative approach with a saturated sampling technique (census) of 87 respondents. Data were collected through a digital questionnaire and analyzed using multiple linear regression through SPSS software. The results of the study showed that partially, the work environment had a positive and significant effect on employee performance (Sig. < 0.001). Similarly, work motivation has a positive and partially significant influence (Sig. < 0.001). Simultaneously, these two variables have a significant effect on performance with a determination coefficient value (R²) of 92.7%. This indicates that optimizing physical and non-physical conditions and meeting the psychological needs of employees are crucial factors in increasing work effectiveness in the outsourcing services sector.

Keywords: Employee Performance; Outsourcing; SPSS; Work Environment; Work Motivation.

1. Introduction

In an era of increasingly dynamic business competition, Human Resources (HR) remains the most strategic asset for the sustainability of an organization. The success of a company in achieving its vision and mission is highly dependent on the effectiveness of the individual performance in it. Optimal performance is not only seen as the end result of a work process, but also a manifestation of a management system that is able to synergize employee potential with organizational needs to produce competitive added value.

One of the HR management strategies that is commonly applied today is the use of outsourced labor. For service provider companies such as PT Kinarya Selaras Piranti, the quality of the workforce placed in the client company is the face of the company's own reputation. However, managing outsourced employees has its own challenges, especially in maintaining performance consistency in the midst of different employment relationship statuses with permanent employees, which often affects their emotional attachment to the organization.

In an effort to maintain this performance, the work environment emerges as a very crucial external factor. Research shows that Employee comfort and well-being are optimal when the physical and non-physical work environments are managed in an integrated manner (Ninghardjanti, 2023). If the work environment is inadequate, this can hinder work mobility and trigger physical and mental fatigue which has a direct impact on lowering service standards to clients.

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In addition to environmental factors, internal aspects in the form of work motivation play an equally important role. Theoretically and empirically, work motivation is defined as internal push that makes employees willing to exert their abilities to achieve organizational goals (Nor et al., 2023). For the workforce outsourcing, high motivation whether it comes from compensation systems, recognition, or self-development opportunities is the key to staying dedicated and having strong discipline even when working under strict target pressure from service users.

PT Kinarya Selaras Piranti as a company engaged in the provision of labor services, is required to always present personnel who have high competence and integrity. However, in its operational practice, challenges arise within the company itself such as a difficult reimbursement system and a lack of support for employees' work.

A unique challenge for PT Kinarya Selaras Piranti is the dualism of supervision, where the physical work environment is determined by the client, but work motivation is highly dependent on the internal policies of the parent company. The existence of operational constraints such as a difficult reimbursement system and limited work support facilities are early indications of obstacles to motivation and a non-physical work environment that need to be empirically proven.

The importance of these variables is supported by various findings of previous research that show that a comfortable work environment, both physically and non-physically (Ninghardjanti, 2023), plays a crucial role in minimizing work stress and triggering higher productivity. In addition to environmental factors, work motivation has been proven to be a key driver that not only improves the quality and quantity of work results, but also encourages employee discipline and responsibility without coercion. Simultaneously, the integration of a conducive work environment and strong motivation can even make a major contribution to performance improvement, with an estimated influence of 70% to 84% in several case studies. However, the phenomenon observed in employees outsourcing at PT Kinarya Selaras Piranti showed indications of performance fluctuations that were allegedly related to the suboptimal fulfillment of these supporting factors, so a more in-depth study was needed to prove whether a similar relationship pattern also occurred in the object of this study.

2. Literature Review

Work Environment

The work environment is an operational ecosystem that includes physical and psychological conditions, serving as a forum for human resources to transform competencies into real work results. Research shows that an organized and supportive environment is not just a facility, but a stimulus that determines the well-being and long-term work tenure of employees (Dumitriu et al., 2025). Scientifically, the interaction between humans and their environment is reciprocal; companies that provide an adequate environment can minimize biological and psychological barriers so that energy is focused on achieving targets (Springs, 2025).

In the outsourcing services industry (outsourcing), the management of the work environment is crucial because there is a variety of placement locations that require the adaptation of employees to different standards. Companies such as PT Kinarya Selaras Piranti need to ensure that environmental standards continue to support productivity as well as occupational health and safety. This is strategic because a positive perception of the work environment contributes directly to the reduction in the level of turnover intention (Ramly, 2019), while failure can lead to a systematic decline in work morale.

Fundamentally, the work environment is divided into two classifications: physical and non-physical. The physical environment deals with material aspects such as lighting, temperature, ergonomics, and hygiene that determine physiological comfort (Saefullah & Basrowi, 2022). A space design that supports privacy and collaboration is essential to improve focus and reduce job burnout (Billa, 2025). On the other hand, the non-physical environment includes sociopsychological dimensions such as communication and supportive leadership,

where these elements are shared with compensation and Person-Job Fit Proven to positively affect motivation and job satisfaction (Riant & Krisnandi, 2023).

The synergy between ergonomic and non-physical physical aspects that harmoniously creates a healthy work culture and a sense of psychological security (Mitterer & Mitterer, 2023). Specifically, the indicators of an effective work environment according to (Armansyah, 2024) It includes four main factors: (1) Air, related to temperature and humidity; (2) Color, which affects psychology and work calm; (3) Lighting, for efficiency and reducing eye fatigue; and (4) Sound, which requires special settings so that noise does not interfere with the performance of employee duties.

Work Motivation

Work motivation is an internal and external drive that inspires, directs, and nurtures individual behavior to achieve certain work results (Yasin et al., 2025). Motivation is seen as a psychological variable that determines the amount of effort an employee puts into carrying out his responsibilities, where without this encouragement, technical competence will not transform into productive performance. According to Hasibuan in (Woolley, 2022), motivation is the provision of driving force that creates work enthusiasm so that employees want to work together, work effectively, and integrate to achieve satisfaction.

For employees outsourcing at PT Kinarya Selaras Piranti, motivation serves as a balance between the workload at the client's location and attachment to the parent company in the midst of high field dynamics. Well-managed motivation has been proven to be able to significantly increase employee attachment (Scott, S. Scott, 2021). This shows that individual motivation is not static, but can be influenced by the right management policies to trigger work morale in a more targeted and efficient manner.

The implementation of motivation in this text refers to Frederick Herzberg's Two-Factor Theory, which separates the hygiene factors (hygiene factors) and motivating factors (motivator factors). Hygiene factors such as salaries and company policies serve to prevent dissatisfaction, but Robbins & Judge in (Pant, 2025) emphasizing that fulfilling this aspect alone is not enough to improve performance optimally without touching the psychological aspect. On the other hand, motivating factors such as recognition and achievement have a more persistent long-term impact on performance than hygiene factors (Nasoha et al., 2024).

Work motivation is also categorized into intrinsic and extrinsic dimensions. Intrinsic motivation arises from within because of a sense of pleasure or interest in work (Engidaw, 2021), while extrinsic motivation comes from external factors such as bonuses or effective praise as short-term stimuli (Mitchell et al., 2020). The synergy of the two is ideal, where extrinsic motivation through fair compensation will attract talent, while intrinsic motivation through meaningful work (meaningful work) will increase productivity and long-term loyalty (Francis & Anthony, 2023).

As a measurement instrument, there are five main indicators of work motivation (Sawitri et al., 2022) which is a reference for the success of HR management. These indicators include: (1) Responsibility, (2) Work Performance, (3) Opportunities to Advance, (4) Recognition of Performance, and (5) Challenging Jobs. Through the mapping of these indicators, the company can ensure that each personnel still has integrity in providing the best service despite facing physical and psychological challenges in the workplace.

Employee Performance

Employee performance is the result of quality and quantity work achieved by employees in carrying out their duties according to their responsibilities, and is the main indicator of organizational success (Nasoha et al., 2024). Conceptually, performance is defined as the result of work based on skill, experience, earnestness, and time (Artono et al., 2025). A systematic and continuous evaluation process is needed to measure an individual's contribution to the organization's goals objectively, where performance is not just about what is done, but how it adds value to the company's efficiency (Francis & Anthony, 2023).

Performance achievement is influenced by individual and external factors (Eman Sulaiman and Ari Mawati 2019). A conducive work environment, both physical and non-physical, acts as a productivity support infrastructure (Kawakubo, Sugiuchi, and Arata 2023), while work motivation acts as an internal driving energy (Yang et al. 2024). The synergy between a supportive environment and high motivation has been empirically proven to be able to create significant performance leaps (Herni et al. 2025), which are theoretically a function of ability, motivation, and opportunity.

Based on the thoughts of Jackson and Yohanes (2017), there are five main factors that affect a person's performance: (a) Personal Factor (skills, motivation, commitment); (b) Leadership Factor (quality of managerial guidance); (c) Team Factor (peer support); (d) System Factor (work system and facilities); and (e) Contextual/Situation Factor (pressure and change in the environment). For PT Kinarya Selaras Piranti, understanding this dimension is very crucial because the performance of personnel in the outsourcing service sector is the main asset to maintain client trust through consistent service standards.

Outsourcing employee performance assessment has unique challenges such as the dualism of supervision between the parent company and the client, as well as the potential for information asymmetry due to physical distance. This requires a transparent and development-oriented assessment system so that employees feel valued and focus on long-term goals (Puspitasari, Alfarel, and Susanty 2023). To overcome this, the application of real-time monitoring technology and 360-degree feedback methods involving client feedback is recommended to obtain a comprehensive, fair, and accurate picture of performance.

Hypothesis

1) H1: There is a positive and significant influence of the Work Environment on Employee Performance. 2) H2: There is a positive and significant influence of Work Motivation on Employee Performance. 3) H3: There is a positive and significant influence of the Work Environment and Work Motivation simultaneously on Employee Performance.

3. Research Methods

Types of Research

This study uses a quantitative approach which has a role to measure and gain an understanding of the relationship between the variables studied. The variables tested in this study include work environment (X1), work motivation (X2) and employee performance (Y1).

Population and Sample

The population in this study is all employees outsourcing which is under the auspices of PT Kinarya Selaras Piranti which totals 87 respondents. Given the relatively small and reachable population, the sampling technique used is saturated sampling or census. According to the criteria stated by Arikunto in (Hermina & Huda, 2024), if the number of subjects or population is less than 100, then it is better to take all of them so that the research is a population study. Thus, all members of the population totaling 87 people are used as samples in this study to get a comprehensive picture of the dynamics of work in various units

Research Variables and Operational Variables

In this study, there are two types of variables, namely independent variables and dependent variables. Independent variables are variables that cause or affect changes in dependent variables. The independent variables in this study are Work Environment (X1) and Work Motivation (X2). Dependent variables are variables that are influenced by or become the result of independent variables. The dependent variable in this study is Employee Performance (Y).

Table 1. Operational Definition of Research Variables.

Research Variable	Definition	Indicators	Measurement Scale
Working Environment(X1)	Physical & non-physical conditions of the workplace.	1. Air 2. Color 3. Lighting 4. Sound	Likert Scale
Work Motivation (X2)	An individual's drive to work.	1. Responsibility, 2. Work Performance, 3. Opportunities to Advance, 4. Recognition of Performance, 5. Challenging Jobs	Likert Scale
Employee Performance (Y)	Quality and quantity of work.	1. Personal 2. Leadership 3. Team 4. System	Likert Scale

Data Collection Techniques

Data collection techniques are a strategic step in research to obtain data that meets the set standards.

Primary data collection was carried out directly from the research subjects through the dissemination of a Google Form-based digital questionnaire. The use of this electronic platform was chosen to facilitate accessibility for PT Kinarya Selaras Piranti spread across various client placement locations, so that data filling can be done flexibly and efficiently. This questionnaire was designed using a Likert Scale of 1-5 and divided into several parts, including a section on Respondent Characteristics to provide a demographic overview which includes:

1. Gender: To see the proportion of male and female workforce.
2. Age: To understand the productivity profile by age group.
3. Education Level: To review the background of the respondent's academic qualifications.
4. Tenure: To identify the level of experience and loyalty of employees in the company.
5. Placement Units: To map the variation of working conditions in the client's various work sites.

Research Instruments (Validity and Reliability Test)

Before the questionnaire is widely distributed to 87 respondents, a pre-test will be conducted on 30 respondents with similar characteristics to ensure validity ($r\text{-count} > r\text{-table}$) and reliability (Cronbach's Alpha > 0.60).

1. Validity Test: This test is carried out to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The test is carried out by comparing the value of $r\text{-count}$ with the $r\text{-table}$. According to Ghozali (2021), if the $r\text{-count}$ is greater than the $r\text{-table}$, then the indicator is declared valid.
2. Reliability Test: This test is used to measure the consistency of a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time. The measurement is carried out by Cronbach's Alpha statistical test. In accordance with the criteria set by Indrawan & Yaniawati (2020), a variable is said to be reliable if it gives a Cronbach's Alpha $>$ value of 0.60.

Data Analysis Techniques

The data that has been collected is then processed using statistical software (SPSS) through several stages of analysis as follows:

1. Descriptive Analysis: Used to provide an overview of the characteristics of the respondents (age, gender, working period) and descriptions of the respondents' answers to the variables studied.
2. Classical Assumption Test: As a condition for multiple linear regression analysis, a classical assumption test is carried out which includes a normality test to ensure normally distributed data, a multicollinearity test to ensure the absence of relationships between independent variables, and a heteroscedasticity test to ensure the similarity of variance from one residual observation to another (Ghozali, 2021).
3. Multiple Linear Regression Analysis: This analysis is used to measure the influence of work environment (X1) and work motivation (X2) on employee performance (Y).

The model of the equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e.$$

4. Results and Discussion

Characteristics of Respondents

Analysis of respondent characteristics was used to provide an overview of the demographic profiles of 87 respondents sampled in this study. Data were grouped by gender, age, education level, and working period.

Characteristics of Respondents by Gender

Based on the data collected, the composition of respondents by gender is as follows:

Table 2. Distribution of Respondents by Gender.

Gender	Frequency	Percentage
Male	79	90,80%
Women	8	9,19%
Total	87	100%

Based on Table 2 above, it can be seen that the majority of respondents are men as many as 79 people (90.80%), while female respondents only amount to 8 people (9.19%). This shows that the outsourcing workforce at PT Kinarya Selaras Piranti is dominated by men.

Characteristics of Respondents by Age

The distribution of respondents by age group aims to understand the productivity profile of employees.

Table 3. Distribution of Respondents by Age.

Age Group	Frequency	Percentage
< 25 Years	8	9,19%
25 - 35 Years	44	50,57%
36 - 45 Years	29	33,33%
> 45 Years	6	6,89%
Total	87	100%

Table 3 shows that the most respondents are in the age group of 25 - 35 years, namely 44 people (50.57%). This indicates that the majority of employees are in the productive age period with high performance potential.

Characteristics of Respondents Based on Education Level

The level of education reflects the background of the academic qualifications possessed by the respondents.

Table 4. Distribution of Respondents by Education Level.

Education Level	Frequency	Percentage
High School / Vocational School	64	73,6%
Diploma (D3)	11	12,6%
Bachelor (S1)	12	13,8%
Total	87	100%

Based on Table 4 most of the respondents have a high school/vocational education background of 64 people (73.6%). However, there are also employees with Diploma and Bachelor backgrounds who contribute to the diversity of competencies in the company.

Characteristics of Respondents Based on Service Period

Tenure is used to identify the level of experience and loyalty of employees.

Table 5. Distribution of Respondents by Tenure.

Tenure	Frequency	Percentage
< 2 Years	15	16,3%
2 - 5 Years	42	45,7%
6 - 10 Years	21	28,3%
> 10 Years	9	9,7%
Total	87	100%

Validity Test***Validity Test of Work Environment Variables (X1)*****Table 6.** Table of Validity Test Results of Performance Level Variables (X1).

Item	r count	R table	Verdict
X1_1	0.938	0.3610	Valid
X1_2	0.951	0.3610	Valid
X1_3	0.951	0.3610	Valid
X1_4	0.915	0.3610	Valid

Based on the value $df = 28$ and a probability of 5%, it is known that the r_{table} value is 0.3610. The results of the validity test show that each item that measures the work environment variable (X1) is valid or accurate. This is seen based on each r_{table} value greater than r_{table} ($r_{table} > calculation$).

Validity Test of Work Motivation Variables (X2)**Table 7.** Table of Validity Test Results of Work Motivation Variables (X2).

Item	r count	R table	Verdict
X2_1	0.898	0.3610	Valid
X2_2	0.912	0.3610	Valid
X2_3	0.920	0.3610	Valid
X2_4	0.909	0.3610	Valid
X2_5	0.959	0.3610	Valid

Based on the value $df = 28$ and a probability of 5%, it is known that the r_{table} value is 0.3610. The results of the validity test show that each item that measures the work motivation variable (X2) is valid or accurate. This is seen based on each r_{table} value greater than r_{table} ($r_{table} > r_{table}$).

Validity Test of Employee Performance Variables (Y)**Table 8.** Table of Validity Test Results of Employee Performance Variables (Y).

Item	r count	R table	Verdict
Y1	0.951	0.3610	Valid
Y2	0.922	0.3610	Valid
Y3	0.922	0.3610	Valid
Y4	0.937	0.3610	Valid

Based on the value $df = 28$ and a probability of 5%, it is known that the r_{table} value is 0.3610. The results of the validity test show that every item that measures the Employee Performance variable (Y) is valid or accurate. This is seen based on each calculation value greater than the r_{table} ($r_{calculus} > r_{table}$).

Reliability Test**Results of the Reliability Test of Work Environment Variables (X1)****Table 9.** Table of Reliability Test Results for Work Environment Variables (X1).

Reliability Statistics	
Cronbach's Alpha	N of Items
0.952	4

Based on the results of the reliability test using Cronbach's Alpha on 30 samples, it is known that the α value is 0.952 which means $\alpha > 0.6$ so that it can be concluded that the research instrument is reliable or consistent in measuring the Work Environment variable (X1).

Results of the Reliability Test of Work Motivation Variables (X2)**Table 10.** Table of Results of the Reliability Test of Work Motivation Variables (X2).

Reliability Statistics	
Cronbach's Alpha	N of Items
0.951	5

Based on the results of the reliability test using Cronbach's Alpha on 30 samples, it is known that the α value is 0.951 which means $\alpha > 0.6$ so that it can be concluded that the research instrument is reliable or consistent in measuring the Work Motivation variable (X2).

Results of the Reliability Test of Employee Performance Variables (Y)**Table 11.** Table of Reliability Test Results of Variable Employee Performance Level (Y).

Reliability Statistics	
Cronbach's Alpha	N of Items
0.950	4

Based on the results of the reliability test using Cronbach's Alpha on 30 samples, it is known that the α value is 0.950 which means $\alpha > 0.6$ so that it can be concluded that the research instrument is reliable or consistent in measuring the Employee Performance variable (Y).

Classical Assumption Test

Normality Test

The Normality Test aims to find out whether the residual or error of the distributed data is normal or not. Ideally, in the residual regression model or the data error must be distributed normally. This test is carried out using the Kolmogorov-Smirnov Test ($N > 50$) by looking at the significance value. If the value of Asymp. Sig. > 0.05 , it can be said to be residual or a normal distributed data error. If the value of Asymp. Sig. < 0.05 , it can be said to be residual or the data error is not distributed normally. The following are the results of the Normality Test using the Kolmogorov-Smirnov Test with the help of IBM SPSS 29 Software:

One-Sample Kolmogorov-Smirnov Test				
				Unstandardized Residual
N				92
Normal Parameters ^{a,b}	Mean			.0000000
	Hours of deviation			1.21476492
Most Extreme Differences	Absolute			.093
	Positive			.083
	Negative			-.093
Test Statistic				.093
Asymp. Sig. (2-tailed) ^c				.048
Monte Carlo Sig. (2-tailed) ^d	Say.			.049
	99%	Confidence Interval	Lower Bound	.044
			Upper Bound	.055
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.				

Based on the results of the Normality Test using the Kolmogorov-Smirnov Test, it is known that the value of Asymp. Sig. is 0.048 which means Asymp. Sig. < 0.05 so that it can be concluded that the residual data is not distributed normally. However, according to Central Limit Theorem (CLT), if the sample size is large enough ($n > 30$), the sampling distribution of the parameter estimation will tend to be normal even if the original data is not normally distributed (Gujarati, D. N., & Porter, 2009). Therefore, violations of the residual normality assumptions do not necessarily have a significant impact on the validity of the regression model, as long as other assumptions such as multicollinearity and homoskedasticity are met.

Multicollinearity Test

The Multicollinearity Test aims to find out whether there is a relationship or correlation between independent variables (X). Ideally, in the regression model, there are no symptoms of multicollinearity. These symptoms can be seen based on the tolerance value and the, if the tolerance value is > 0.10 and VIF is < 10 , then there are no symptoms of multicollinearity. The following are the results of the Multicollinearity Test using IBM SPSS 29 Software:

Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Say.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance LIVE
1	(Constant)	-.914	.537		-1.704	.092	
	Work Environment (X1)	.606	.109	.576	5.547	<.001	.076 13.169
	Work Motivation (X2)	.351	.092	.396	3.808	<.001	.076 13.169

a. Dependent Variable: Employee Performance (Y)

Based on the results of the multicollinearity test, a Tolerance value for each variable was 0.076 (tolerance < 0.10) and a VIF value of 13.169 (VIF > 10). This shows that there are symptoms of multicollinearity in the regression model. Thus, independent variables have a strong relationship so that they can affect the stability of the regression model. It is recommended to re-examine if there are independent variables that overlap theoretically.

Heteroscedasticity Test

The heteroscedasticity test aims to see the distribution of residual variance or data error. A good regression model is that there are no symptoms of heteroscedasticity or ideally the regression model has the same residual variance or data error between the independent variable (X) and its dependent variable (Y). The test used is the Glejser Test with decision-making if the Sig. value > 0.05, there are no symptoms of heteroscedasticity and if the Sig. value < 0.05, then there are symptoms of heteroscedasticity. The following are the results of the Glejser Heteroscedasticity Test using Software IBM SPSS 29:

Coefficients^a					
	Model	Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.434	.284		5.048
	Work Environment (X1)	-.010	.058	-.063	-.167
	Work Motivation (X2)	-.012	.049	-.096	-.252

a. Dependent Variable: Absolute Residual

Based on the table above with the Glacier Test, it can be concluded that there are no symptoms of heteroscedasticity in both the independent variables of the working environment (X1) and work motivation (X2). This is known from the significance values (p) to the absolute residual of 0.868 and 0.802 which means $p > 0.05$.

Multiple Linear Regression Analysis

Multiple regression analysis aims to determine the influence of independent variables (X) on dependent variables (Y) both jointly (simultaneously) and separately (partially). The following are the results of the multiple regression analysis test using IBM SPSS 29 Software:

Coefficients^a							
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	-.914	.537		-1.704	.092	
	Work Environment (X1)	.606	.109	.576	5.547	<.001	.076
	Work Motivation (X2)	.351	.092	.396	3.808	<.001	.076

a. Dependent Variable: Employee Performance (Y)

Here is the equation of the regression model formed:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = -0.914 + 0.606X_1 + 0.351X_2 + e$$

Description :

Y = Employee Performance

X1 = Work Environment

X2 = Work Motivation

a = constant

β = Koefisien Regresi

e = Error

The equation explains that:

1. If all independent variables (X) are constant or equal to zero, then the value of the dependent variable Employee Performance (Y) is -0.914 units.
2. If the Work Environment variable (X1) increases by 1 unit, then the Employee Performance variable (Y) increases by 0.606 units. So the higher the Work Environment (X1), the higher the Employee Performance (Y).
3. If the Work Motivation variable (X2) increases by 1 unit, the Employee Performance variable (Y) will increase by 0.351 units. So the higher the Work Motivation (X2), the higher the Employee Performance will also be.

Uji Hypothesis

1. Partial T-Test

The Partial T Test aims to conduct a research hypothesis test, namely to see whether each independent variable (X) partially has a significant effect on the dependent variable (Y). The decision making of the T Test is that if the value of Sig. < 0.05 and t is calculated > t table, then Ha is accepted and H0 is rejected or it can be said that there is a partial significant influence. Meanwhile, if the value of Sig > 0.05, then Ha is rejected and H0 is accepted or it can be said that there is no significant influence partially. The following are the results of the T Test using the help of IBM SPSS 29 Software:

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	-.914	.537		-1.704	.092	
	Work Environment (X1)	.606	.109	.576	5.547	<.001	.076
	Work Motivation (X2)	.351	.092	.396	3.808	<.001	.076

a. Dependent Variable: Employee Performance (Y)

Based on the table of partial T Test results above, it is known:

- Work Environment (X1) has a significant effect on the Performance of Outsourced Employees (Y) at PT Kinarya Aligns Devices. This can be seen based on the value of Sig. of <0.001 and the value of t-calculated of 5.547 which means that Sig. < 0.05 and t calculation of > t table (df = 89; α = 0.05; t-table = 1.98698) so that Ha1 is accepted and H0 is rejected.
- Work Motivation (X2) has a significant effect on the Performance of Employees (Y) outsourcing at PT Kinarya Selaras Device. This can be seen based on the value of Sig. of <0.001 and the value of t-calculated of 3.808 which means that Sig. < 0.05 and t calculation of > t table (df = 89; α = 0.05; t-table = 1.98698) so that Ha2 is accepted and H0 is rejected.

2. Simultaneous F-test (Model Feasibility Test)

The Simultaneous F Test aims to see the influence of all independent variables (X) on the Y variable together (simultaneously). The decision making is that if the value of Sig. < 0.05 and F is calculated > F table, then Ha is accepted and H0 is rejected or it can be said that all variables X have a significant effect on variable Y together. However, if the value of Sig. > 0.05, then Ha is rejected and H0 is accepted or it can be said that all variables X do not have a significant effect on variable Y together. The following are the results of the Simultaneous F Test using Software SPSS 29:

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1706.444	2	853.222	565.492	<.001b
	Residual	134.284	89	1.509		
	Total	1840.728	91			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)

Based on the results of the F Test, it is known that the Sig. value is <0.001 and the F value is 565.492 which means that Sig. < 0.05 and F is calculated $> F$ table (3.10) so that H_a is accepted and H_0 is rejected. So it can be concluded that the Work Environment (X1) and Work Motivation (X2) together have a significant influence on the Employee Performance (Y) variable outsourcing at PT Kinarya Selaras Device.

3. Coefficient Determination Test

The purpose of the Determination Coefficient Test is to find out the percentage of dependent variables (Y) that can be predicted or explained by all independent variables (X). The following are the results of the Determination Coefficient Test using IBM SPSS 29 Software:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.925	1.228
a. Predictors: (Constant), Work Motivation (X2), Work Environment (X1)				
b. Dependent Variable: Employee Performance (Y)				

Based on the table above, it is known that the R Square (R^2) value is 0.927 or 92.7%. This value indicates that 92.7% of the Employee Performance (Y) variable can be predicted by the variables Work Motivation (X1) and Work Environment (X2). While the remaining 7.3% is influenced by other variables that are not included in the study.

5. Conclusions and Suggestions

Conclusion

Based on the results of data analysis and discussions that have been carried out regarding the influence of work environment and work motivation on the performance of outsourcing employees at PT Kinarya Selaras Piranti, the following conclusions can be drawn:

1. The Work Environment partially has a positive and significant influence on employee performance. This shows that the better the physical and non-physical conditions in the workplace, the more employee performance will improve noticeably.
2. Work Motivation partially has a positive and significant influence on employee performance. This proves that work motivation and meeting employee needs are key factors in achieving performance targets.
3. Work Environment and Work Motivation simultaneously (together) have a significant effect on employee performance.
4. The results of the determination coefficient test showed an Adjusted R Square value of 0.927. This means that 92.7% of the performance variables were influenced by the environment and motivation, while the remaining 7.3% were influenced by other variables outside of this study.

Suggestions

For PT Kinarya Align Tools (Practical Advice):

1. Optimization of Work Facilities: Given that the work environment has a significant impact, companies are advised to conduct periodic evaluations of the physical facilities at the client's placement location (such as lighting and air circulation) to ensure that employees' work comfort is maintained.
2. Increased Operational Support: To maintain motivation, management needs to improve non-physical aspects such as simplifying the bureaucracy of claiming operational costs (reimbursement) so as not to hinder the work rhythm of employees in the field.
3. Technology-Based Monitoring System: Given the dualism of supervision between the parent company and the client, it is recommended to use an integrated performance reporting platform to make the assessment more objective and transparent.

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