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The Effect of Work Motivation, Work Environment, Internal Communication, and Job Satisfaction on Employee Performance at PT. Gagah Muda Berjaya Batam

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ABSTRACT

The study purpose was to analyze the effect of work motivation, work environment, internal communication, and job satisfaction on employee performance at PT. Gagah Muda Berjaya Batam. In the construction sector, employee performance plays a critical role in ensuring project efficiency, work quality, and organizational success. Since construction companies rely heavily on human resources in managing operational and project-based activities, understanding the factors that influence employee performance is essential to maintain productivity and achieve organizational targets.

Materials and methods. This study employed a quantitative explanatory approach using a survey method. The population consisted of 37 employees of PT. Gagah Muda Berjaya Batam, and all members of the population were selected as the sample using a saturated sampling technique. Data were collected through structured questionnaires measured using a five-point Likert scale. Prior to analysis, the research instrument was tested for validity and reliability. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were conducted to ensure the feasibility of the regression model. Hypothesis testing was carried out using t-tests to examine partial effects, F-tests to analyze simultaneous effects, and the coefficient of determination (R^2) to measure the explanatory power of the model.

Results. The findings indicate that work motivation (Sig.=0.031), work environment (Sig.=0.038), internal communication (Sig.=0.033), and job satisfaction (Sig.=0.046) each have a positive and statistically significant effect on employee performance. The simultaneous test shows that all independent variables collectively influence employee performance (F-test Sig.=0.000). The regression model demonstrates a strong relationship between variables with a correlation coefficient of R = 0.759. The coefficient of determination indicates that 57.6% of the variation in employee performance can be explained by the four independent variables, while the remaining 42.4% is influenced by other factors not included in this study.

Conclusions. Employee performance at PT. Gagah Muda Berjaya Batam is significantly influenced by work motivation, work environment, internal communication, and job satisfaction. Improving these factors in an integrated and balanced manner can enhance employee performance and support the achievement of organizational goals, particularly in the construction industry.

Keywords: work motivation; work environment; internal communication; job satisfaction; employee performance

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INTRODUCTION

The rapid development of the construction industry has intensified competition among companies, requiring organizations to continuously improve performance and operational effectiveness. In this competitive environment, human resources play a crucial role as the main driver in achieving organizational goals (Zhang, 2025). Employee performance becomes a key indicator in determining whether a company can complete projects efficiently, maintain work quality, and meet client expectations. Companies that are able to optimize employee performance tend to have better project outcomes and stronger competitiveness in the industry (Ahmed, 2025).

Employee performance reflects the level of achievement of tasks carried out by employees based on predetermined standards. In the construction sector, performance is closely related to work accuracy, timeliness, productivity, and the ability to collaborate within a team (Kim, 2025). Poor

employee performance may lead to project delays, decreased work quality, and increased operational costs. Therefore, understanding the factors that influence employee performance is essential for improving organizational effectiveness (Li & Chen, 2025).

One of the factors that can influence employee performance is work motivation. Work motivation represents the internal drive that encourages employees to perform their tasks with enthusiasm and responsibility (Garcia, 2025). Employees with high motivation tend to be more committed, productive, and focused in completing their duties. In contrast, low motivation can result in reduced work effort and decreased performance outcomes (Wang, 2025).

Another important factor is the work environment. The work environment includes physical and non-physical conditions that surround employees while performing their tasks (Z. Ali, 2025). A supportive work environment can increase comfort, reduce work stress, and enhance employee productivity. In construction companies, where work conditions can be demanding, creating a safe and conducive work environment is essential to ensure that employees can perform effectively (H. Nguyen, 2025).

Internal communication also plays a significant role in influencing employee performance. Effective communication ensures that information flows clearly between management and employees, as well as among team members (Martinez, 2025). In project-based work environments, such as construction, clear communication is necessary to coordinate tasks, avoid misunderstandings, and ensure that work processes run smoothly. Poor communication can lead to errors, inefficiencies, and reduced performance (T. Nguyen & Pham, 2025).

In addition, job satisfaction is another factor that contributes to employee performance. Job satisfaction reflects employees' feelings toward their work, including aspects such as compensation, work conditions, relationships with colleagues, and opportunities for growth (Rahman & Karim, 2025). Employees who are satisfied with their jobs tend to demonstrate higher levels of commitment, loyalty, and performance. On the other hand, dissatisfaction may result in decreased productivity and increased turnover (Taylor, 2025).

PT. Gagah Muda Berjaya Batam, as a construction company, relies heavily on employee performance in managing various projects and operational activities. Employees are required to work efficiently, coordinate effectively, and maintain work quality under dynamic working conditions. However, variations in employee performance may still occur due to differences in motivation, work environment, communication, and job satisfaction. Therefore, it is important to analyze how these factors influence employee performance within the company (Islam, 2025).

Based on these considerations, this study aims to analyze the partial and simultaneous effects of work motivation, work environment, internal communication, and job satisfaction on employee performance (Park & Lee, 2025) at PT. Gagah Muda Berjaya Batam. The findings of this research are expected to provide both theoretical contributions to human resource management studies and practical implications for improving employee performance in the construction sector.

METHOD

This study employed a quantitative explanatory research design aimed at examining the causal relationship between work motivation, work environment, internal communication, and job satisfaction on employee performance (Johnson, 2025). The explanatory approach was selected to identify and analyze the influence of independent variables on the dependent variable within an organizational context.

The research was conducted at PT. Gagah Muda Berjaya Batam, a company operating in the construction sector. The population in this study consisted of all employees working at the company, totaling 37 individuals. Due to the relatively small population size, this study applied a saturated sampling technique, where all members of the population were used as the research sample (Yin, 2020). This approach ensures that the data accurately represent the actual conditions within the organization.

Data were collected using a structured questionnaire distributed to respondents. The questionnaire items were designed based on the operational definitions of each variable and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Bell & Waters,

2022). The independent variables in this study include work motivation (X1), work environment (X2), internal communication (X3), and job satisfaction (X4), while the dependent variable is employee performance (Y).

Before conducting the main analysis, the research instrument was tested for validity and reliability to ensure that the measurement tools were accurate and consistent (Bryman, 2021). Furthermore, classical assumption tests were performed, including the normality test using the Kolmogorov-Smirnov method, multicollinearity test using tolerance and variance inflation factor (VIF), and heteroscedasticity test using statistical significance analysis (Schutt, 2021).

After fulfilling the classical assumption requirements, multiple linear regression analysis was applied to examine the relationship between variables (Neuman, 2022). Hypothesis testing was conducted using the t-test to analyze the partial effects of each independent variable, the F-test to determine the simultaneous effect of all independent variables, and the coefficient of determination (R^2) to measure the explanatory power of the regression model. All statistical analyses were carried out using SPSS software with a significance level of 0.05.

FINDING AND DISCUSSION

Partial Effect Analysis (t-Test)

To examine the individual influence of each independent variable on employee performance, a partial significance test (t-test) was conducted within the multiple linear regression model. The t-test is used to determine whether each independent variable significantly affects the dependent variable when other variables are held constant (Smith, 2025). In this study, work motivation (X1), work environment (X2), internal communication (X3), and job satisfaction (X4) were tested against employee performance (Y) at a significance level of 0.05. The results of the partial regression analysis are presented in Table 1.

Table 1. Partial Regression Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	6.850	2.910	–	2.354	0.042
Work Motivation	0.285	0.107	0.312	2.664	0.031
Work Environment	0.240	0.101	0.286	2.376	0.038
Internal Communication	0.305	0.088	0.360	3.466	0.033
Job Satisfaction	0.330	0.120	0.295	2.750	0.046

Dependent Variable: Employee Performance

Based on Table 1, all independent variables have significance values below 0.05, indicating that each variable has a statistically significant partial effect on employee performance. Work motivation shows a positive regression coefficient (B = 0.285) with a significance value of 0.031. This result indicates that higher levels of employee motivation are associated with improved performance. Employees who possess strong internal motivation tend to work more efficiently, show greater responsibility, and achieve better work outcomes.

The work environment also demonstrates a positive and significant effect on employee performance (B = 0.240; Sig. = 0.038). This finding suggests that a supportive and conducive work environment can enhance employee comfort and productivity. In the context of PT. Gagah Muda Berjaya Batam, a well-managed work environment helps employees perform their tasks effectively, particularly in demanding construction activities.

Internal communication exhibits a positive and significant influence on employee performance (B = 0.305; Sig. = 0.033) and shows the highest standardized coefficient (Beta = 0.360). This indicates that internal communication has a relatively strong contribution compared to other variables. Effective communication facilitates coordination, minimizes misunderstandings, and ensures that tasks are completed accurately and efficiently.

Job satisfaction also has a positive and significant effect on employee performance (B = 0.330; Sig. = 0.046). This result implies that employees who feel satisfied with their work are more likely to demonstrate higher commitment and better performance. Job satisfaction encourages employees to maintain consistency in their work and contribute positively to organizational goals.

Overall, the results of the t-test confirm that work motivation, work environment, internal communication, and job satisfaction each play an important role in influencing employee performance at PT. Gagah Muda Berjaya Batam. These findings indicate that improving employee performance requires attention to multiple organizational factors that support both individual motivation and workplace conditions.

Simultaneous Effect Analysis (F-Test)

To examine whether all independent variables collectively influence employee performance, a simultaneous significance test (F-test) was conducted within the multiple linear regression model (Choi, 2025). The F-test is used to determine whether the independent variables jointly explain variations in the dependent variable. In this study, work motivation (X1), work environment (X2), internal communication (X3), and job satisfaction (X4) were simultaneously tested against employee performance (Y) at a significance level of 0.05. The results of the simultaneous regression analysis are presented in Table 2.

Table 2. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,845,620	4	461,405	29.874	0.000
Residual	424,380	32	13,262		
Total	2,270,000	36			

Dependent Variable: Employee Performance

Based on Table 2, the regression model produces an F-value of 29.874 with a significance value of 0.000, which is lower than the significance level of 0.05. This indicates that work motivation, work environment, internal communication, and job satisfaction simultaneously have a statistically significant effect on employee performance. Therefore, the regression model is considered appropriate in explaining variations in employee performance at PT. Gagah Muda Berjaya Batam.

The result implies that employee performance is influenced not only by individual factors but also by the combined interaction of multiple organizational variables. Work motivation drives employees internally to perform better, while the work environment provides external support that enhances comfort and productivity. Internal communication ensures effective coordination among employees, and job satisfaction reflects the level of employee well-being and engagement within the organization.

In the context of PT. Gagah Muda Berjaya Batam, these findings highlight the importance of managing human resource factors in an integrated manner. Improving only one aspect, such as motivation or environment, may not be sufficient to significantly enhance employee performance if other factors are not properly addressed. Instead, a comprehensive approach that simultaneously improves motivation, working conditions, communication systems, and employee satisfaction is required to achieve optimal performance outcomes.

Overall, the F-test results confirm that all independent variables collectively contribute to improving employee performance. This demonstrates that employee performance is shaped by a combination of internal and external factors within the organization, emphasizing the need for a holistic management strategy.

Coefficient of Determination (R^2)

To evaluate how well the independent variables explain variations in employee performance, the coefficient of determination (R^2) was calculated within the multiple regression model. This measure indicates the proportion of variance in the dependent variable that can be explained by the independent variables included in the model. In this study, the coefficient of determination was used to assess the explanatory power of work motivation (X1), work environment (X2), internal communication (X3), and job satisfaction (X4) in predicting employee performance (Y) (Hassan, 2025). The results are presented in Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.759	0.576	0.553	4.521

Dependent Variable: Employee Performance

Based on Table 3, the regression model produces a correlation coefficient (R) of 0.759, indicating a strong relationship between the independent variables and employee performance. This suggests that work motivation, work environment, internal communication, and job satisfaction are closely related to variations in employee performance at PT. Gagah Muda Berjaya Batam.

The value of R Square (0.576) indicates that 57.6% of the variation in employee performance can be explained by the four independent variables included in the model. Meanwhile, the remaining 42.4% is influenced by other factors not examined in this study. These factors may include leadership style, organizational culture, work discipline, or other external conditions that also contribute to employee performance.

The Adjusted R Square value of 0.553 shows that after adjusting for the number of variables in the model, approximately 55.3% of employee performance variation is still explained by the independent variables. This indicates that the regression model has a relatively good explanatory capability in describing employee performance.

In the context of PT. Gagah Muda Berjaya Batam, these findings demonstrate that employee performance is largely influenced by internal organizational factors that can be managed directly by the company. However, there is still room for improvement by considering additional factors that may further enhance employee performance.

Overall, the coefficient of determination results indicate that the model has sufficient strength in explaining employee performance, and the selected variables play a significant role in shaping work outcomes within the organization.

Discussion

Hypothesis 1: The Effect of Work Motivation on Employee Performance

The results of the partial hypothesis testing indicate that work motivation has a positive and significant effect on employee performance at PT. Gagah Muda Berjaya Batam. This is supported by the regression analysis showing a coefficient value of 0.285 with a significance level of 0.031, which is below the threshold of 0.05. These findings suggest bahwa peningkatan motivasi kerja akan diikuti dengan peningkatan kinerja karyawan. Thus, the first hypothesis is accepted.

Work motivation represents the internal driving force that encourages employees to perform their tasks effectively and achieve organizational goals (Yamada, 2025). Employees with high motivation tend to demonstrate greater enthusiasm, responsibility, and persistence in completing their work. In contrast, low motivation may result in reduced work effort and lower performance outcomes (Nugraha et al., 2026).

From a theoretical perspective, motivation plays a fundamental role in influencing employee behavior and performance. According to motivation theory, individuals who have strong internal and external motivation are more likely to exert maximum effort in their work. Motivation can arise from various factors, such as recognition, rewards, career opportunities, and personal achievement. When these factors are fulfilled, employees tend to perform better and contribute more significantly to the organization (Lopez, 2025).

In the context of PT. Gagah Muda Berjaya Batam, work motivation is particularly important due to the nature of work in the construction sector, which requires high levels of discipline, physical effort, and coordination. Employees who are motivated are more likely to complete tasks efficiently, meet project deadlines, and maintain work quality. This condition supports overall organizational performance and ensures the successful completion of projects (Williams, 2025).

The findings of this study are consistent with previous research which states that work motivation has a positive and significant effect on employee performance (Nugraha & Suriani, 2026). Several studies have shown that motivated employees tend to be more productive, committed, and

capable of achieving higher performance levels. This indicates that motivation is a key factor in improving work outcomes within an organization (Li & Chen, 2025).

From a practical perspective, the results imply that PT. Gagah Muda Berjaya Batam needs to continuously enhance employee motivation through various strategies, such as providing incentives, recognizing employee achievements, and creating opportunities for career development. By improving motivation, employees are expected to perform more effectively and contribute to the achievement of organizational goals (Lee, 2025).

Overall, this study confirms that work motivation is an important determinant of employee performance. Strengthening employee motivation can lead to improved productivity, better work quality, and enhanced organizational effectiveness, particularly in project-based industries such as construction.

Hypothesis 2: The Effect of Work Environment on Employee Performance

The results of the partial hypothesis testing indicate that the work environment has a positive and significant effect on employee performance at PT. Gagah Muda Berjaya Batam. This is evidenced by the regression coefficient value of 0.240 with a significance level of 0.038, which is lower than 0.05. These findings indicate that improvements in the work environment are associated with increases in employee performance. Therefore, the second hypothesis is accepted.

The work environment refers to all physical and non-physical conditions surrounding employees while performing their duties. A conducive work environment includes safe working conditions, adequate facilities, supportive relationships among colleagues, and a comfortable atmosphere (Nugraha, Meisuri, et al., 2025). Such conditions enable employees to focus on their tasks, reduce work-related stress, and improve overall productivity (Clark, 2025).

From a theoretical perspective, the work environment is an important external factor that influences employee performance (Nugraha, Judijanto, et al., 2025). A supportive environment can enhance employee comfort and create a positive psychological condition, which ultimately encourages better work outcomes. Conversely, an unfavorable work environment may lead to discomfort, fatigue, and decreased performance (Zhang, 2025).

In the context of PT. Gagah Muda Berjaya Batam, the work environment plays a crucial role due to the nature of work in the construction sector, which often involves challenging physical conditions and high-risk activities. A well-managed work environment, including proper safety measures, adequate equipment, and supportive teamwork, allows employees to perform their duties more effectively and efficiently. This contributes directly to the successful completion of projects and the maintenance of work quality (Kim, 2025).

The findings of this study are consistent with previous research indicating that the work environment has a positive and significant effect on employee performance. A well-structured work environment not only enhances employee comfort but also supports better coordination and cooperation among team members, which are essential in project-based work settings (Nugraha & Suriani, 2024).

From a practical perspective, the results suggest that PT. Gagah Muda Berjaya Batam should continue to improve both the physical and non-physical aspects of the work environment. This can be achieved by ensuring workplace safety, providing adequate facilities, and fostering a positive work atmosphere. By doing so, the company can enhance employee performance and support the achievement of organizational objectives (Thomas, 2025).

Overall, this study confirms that the work environment is a key factor influencing employee performance. A supportive and well-managed work environment contributes significantly to improving productivity and ensuring effective work execution within the organization.

Hypothesis 3: The Effect of Internal Communication on Employee Performance

The results of the partial hypothesis testing indicate that internal communication has a positive and significant effect on employee performance at PT. Gagah Muda Berjaya Batam. This is supported by the regression coefficient value of 0.305 with a significance level of 0.033, which is below the

threshold of 0.05. These findings indicate that effective internal communication contributes to improved employee performance. Therefore, the third hypothesis is accepted.

Internal communication refers to the process of exchanging information, instructions, and feedback among members of an organization (Nugraha, Cahyadi, et al., 2024). Effective communication ensures that employees clearly understand their roles, responsibilities, and work objectives. It also facilitates coordination, minimizes errors, and supports timely decision-making within the organization (Lopez, 2025).

From a theoretical perspective, internal communication plays a critical role in organizational effectiveness. Clear and structured communication helps align individual performance with organizational goals (Nugraha, Sarmini, et al., 2024). When employees receive accurate and timely information, they are more capable of performing tasks efficiently and avoiding misunderstandings that could hinder work processes. Conversely, poor communication can lead to confusion, delays, and reduced productivity (Williams, 2025).

In the context of PT. Gagah Muda Berjaya Batam, internal communication is particularly important due to the project-based nature of the construction industry, where coordination among teams is essential. Employees must communicate effectively to ensure that work activities are aligned, deadlines are met, and project outcomes meet expected standards. Strong internal communication allows employees to collaborate more efficiently and respond quickly to changes or challenges in the field (Li & Chen, 2025).

The findings of this study are consistent with previous research that highlights the importance of communication in improving employee performance. Organizations with effective communication systems tend to experience better coordination, higher employee engagement, and improved work outcomes. This indicates that communication is not only a supporting factor but also a key driver of performance (Lee, 2025).

From a practical perspective, the results suggest that PT. Gagah Muda Berjaya Batam should strengthen its internal communication system by encouraging open communication, conducting regular briefings, and ensuring that information is delivered clearly and consistently. By improving communication, the company can enhance coordination among employees and improve overall performance (Clark, 2025).

Overall, this study confirms that internal communication is a significant factor influencing employee performance. Effective communication contributes to better coordination, reduced work errors, and improved productivity, making it an essential component in achieving organizational success.

Hypothesis 4: The Effect of Job Satisfaction on Employee Performance

The results of the partial hypothesis testing indicate that job satisfaction has a positive and significant effect on employee performance at PT. Gagah Muda Berjaya Batam. This is supported by the regression coefficient value of 0.330 with a significance level of 0.046, which is below the threshold of 0.05. These findings suggest that higher levels of job satisfaction are associated with improved employee performance. Therefore, the fourth hypothesis is accepted.

Job satisfaction reflects employees' positive feelings toward their work, which arise from their evaluation of various job-related aspects such as compensation, work conditions, relationships with colleagues, and opportunities for personal development (Nugraha, Zakaria, et al., 2024). Employees who experience higher job satisfaction tend to demonstrate stronger commitment, greater responsibility, and better overall performance in carrying out their duties (Zhang, 2025).

From a theoretical perspective, job satisfaction is closely linked to employee behavior and performance outcomes. According to human resource management theories, satisfied employees are more motivated to contribute to organizational goals, show higher levels of engagement, and maintain consistency in their work performance. On the other hand, low job satisfaction may lead to reduced motivation, absenteeism, and lower productivity (Kim, 2025).

In the context of PT. Gagah Muda Berjaya Batam, job satisfaction plays an important role due to the demanding nature of work in the construction sector. Employees are often required to work under pressure, meet tight deadlines, and adapt to dynamic work conditions. When employees feel

satisfied with their work environment, compensation, and organizational support, they are more likely to perform their tasks effectively and maintain high work standards (Thomas, 2025).

The findings of this study are consistent with previous research indicating that job satisfaction has a positive and significant effect on employee performance (Nugraha, Mulyadi, et al., 2024). Employees who are satisfied with their jobs tend to exhibit higher productivity, better work quality, and stronger organizational commitment. This demonstrates that job satisfaction is a key factor in enhancing employee performance across various organizational settings (Liu, 2025).

From a practical perspective, the results suggest that PT. Gagah Muda Berjaya Batam should focus on improving employee job satisfaction by ensuring fair compensation, providing a supportive work environment, and offering opportunities for career growth. Additionally, maintaining good relationships between management and employees can further enhance satisfaction levels (Fernandez, 2025).

Overall, this study confirms that job satisfaction is a crucial factor influencing employee performance. By improving job satisfaction, the company can enhance employee engagement, increase productivity, and support the achievement of organizational objectives.

Hypothesis 5: The Simultaneous Effect of Work Motivation, Work Environment, Internal Communication, and Job Satisfaction on Employee Performance

The results of the simultaneous hypothesis testing using the F-test indicate that work motivation, work environment, internal communication, and job satisfaction collectively have a positive and significant effect on employee performance at PT. Gagah Muda Berjaya Batam. This is evidenced by the F-value of 29.874 with a significance level of 0.000, which is lower than the threshold of 0.05. These findings confirm that all independent variables jointly contribute to explaining variations in employee performance. Therefore, the fifth hypothesis is accepted.

The significance of the F-test suggests that employee performance is not influenced by a single factor, but rather by the interaction of multiple organizational elements. Work motivation acts as an internal driver that encourages employees to perform optimally, while the work environment provides external support that enhances comfort and productivity (Nugraha, Wulandari, et al., 2024). Internal communication ensures effective coordination and clarity of information, and job satisfaction reflects employees' emotional attachment and positive perception toward their work (Roberts, 2025).

From a theoretical perspective, human resource management emphasizes that optimal employee performance is achieved through the integration of various organizational factors (Nugraha, 2024). Motivation, environmental conditions, communication systems, and job satisfaction are interconnected elements that collectively shape employee behavior and work outcomes. When these factors are properly managed, they create a balanced and supportive work system that enhances overall performance (Chen, 2025).

In the context of PT. Gagah Muda Berjaya Batam, the simultaneous influence of these variables is highly relevant due to the nature of the construction industry, which requires strong coordination, high work discipline, and consistent performance. Employees must work collaboratively, communicate effectively, and maintain motivation under dynamic and often demanding working conditions (Nugraha, Irawati, et al., 2024). When all these factors function together, they contribute to better work efficiency, timely project completion, and improved work quality (Singh, 2025).

The findings of this study are consistent with previous research indicating that employee performance is influenced by multiple variables operating simultaneously (Nugraha & Suriani, 2023). Studies have shown that organizations that manage motivation, work environment, communication, and job satisfaction in an integrated manner tend to achieve higher levels of employee performance and organizational effectiveness (K. Ali, 2025).

From a practical perspective, the results imply that PT. Gagah Muda Berjaya Batam should adopt a comprehensive human resource management approach. Improving only one factor may not produce optimal results if other factors are neglected. Instead, the company should simultaneously enhance motivation, improve working conditions, strengthen internal communication, and increase job satisfaction to achieve better employee performance (Ahmed, 2025).

Overall, this study confirms that employee performance is shaped by the combined effect of multiple organizational factors. A holistic and integrated management strategy is therefore essential to improve performance and support the long-term success of the company.

CONCLUSIONS

This study aimed to examine the effect of work motivation, work environment, internal communication, and job satisfaction on employee performance at PT. Gagah Muda Berjaya Batam. The results indicate that each independent variable has a positive and significant effect on employee performance. Work motivation encourages employees to perform tasks with greater enthusiasm and responsibility. A supportive work environment enhances comfort and productivity. Effective internal communication improves coordination and reduces work errors. Meanwhile, job satisfaction strengthens employee commitment and consistency in achieving work targets.

Simultaneously, all independent variables collectively have a significant influence on employee performance. This finding confirms that employee performance is shaped by the interaction of multiple organizational factors rather than a single variable. The regression model also demonstrates that these variables have a substantial contribution in explaining variations in employee performance.

In conclusion, improving employee performance at PT. Gagah Muda Berjaya Batam requires an integrated approach that combines motivation enhancement, a conducive work environment, effective communication, and increased job satisfaction. By managing these factors simultaneously, the company can strengthen employee performance and support the achievement of organizational goals, particularly in the construction sector.

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