

ANALYSIS OF THE EFFECT OF WORK ENVIRONMENT, INTRINSIC MOTIVATION AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT. ANUGRAH LANGKAT MAKMUR

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Abstract

This study aims to analyze the influence of the work environment, intrinsic motivation, and career development on employee performance at PT. Anugrah Langkat Makmur using a quantitative approach by distributing questionnaires to 81 respondents selected from a total population of 430 employees using the Slovin formula. Data analysis was carried out using multiple linear regression methods using SPSS. The results of the study indicate that partially and simultaneously, the work environment, intrinsic motivation, and career development have a positive and significant effect on employee performance, with a significance value of <0.05 and an Adjusted R Square value of 0.708 which indicates that 70.8% of employee performance variations can be explained by these three variables, while the rest is influenced by other factors outside the study. Thus, improving the quality of the work environment, encouraging motivation from within, and clarity of career development are important factors in improving employee performance.

Keywords: Employee Performance; Work Environment; Intrinsic Motivation; Career Development

INTRODUCTION

Employee performance is a crucial indicator of a company's success. Without optimal employee performance, a company's strategic goals are difficult to achieve, especially in the face of increasingly competitive industrial conditions. According to Rivai and Sagala (2023), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. In this context, employee performance not only reflects individual abilities but also demonstrates the organization's effectiveness in managing its human resources. Therefore, understanding the factors that influence performance is essential for companies, especially those operating in the industrial sector, such as PT. Anugrah Langkat Makmur, located in Langkat Regency, North Sumatra. PT. Anugrah Langkat Makmur is a company engaged in the manufacturing and services sectors, with a large number of employees from diverse backgrounds. In recent years, the company has experienced a decline in workforce productivity, high absenteeism, and a decline in production quality across several divisions. This phenomenon indicates underlying issues affecting employee performance, both individually and collectively. If this situation persists without proper management, it will impact operational efficiency and the achievement of the company's business targets.

One factor strongly suspected of influencing employee performance is the work environment. A conducive work environment can increase employee morale and comfort, conversely, a poor work environment can cause stress, conflict, and fatigue, which ultimately reduces productivity. According to Sedarmayanti (2019), the work environment is everything around workers that can influence them in carrying out their assigned tasks. The work environment includes not only physical aspects such as lighting, temperature, and cleanliness, but also non-physical aspects such as relationships between employees, leadership style, and organizational culture. At PT. Anugrah Langkat Makmur, complaints from some employees are still found regarding poor air circulation in the production area, inadequate lighting, and limited work facilities, all of which have the potential to reduce motivation and comfort at work. In addition to the work environment, intrinsic motivation also plays a crucial role in influencing performance. According to Robbins and Judge (2023), motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. Intrinsic motivation originates from within the employee, such as the

desire to develop, a sense of responsibility, pride in work results, and the meaning of their work. Employees who are intrinsically motivated tend to work more diligently and enthusiastically even without external encouragement such as incentives or praise. Based on initial observations at PT. Anugrah Langkat Makmur, there are still indications that some employees' intrinsic motivation has not yet developed strongly. This is evident in low personal initiative, a weak sense of ownership of their work, and a lack of involvement in improving work processes. If this condition is not immediately addressed, it can lead to decreased productivity and the emergence of a passive attitude among employees. Therefore, companies need to create an environment that can foster intrinsic motivation in employees, for example by providing meaningful work challenges, reinforcing positive feedback, and creating a work culture that values personal contributions.

The third factor, which is equally important, is career development. Career development serves as a means to improve employee skills and competencies, as well as create a clear career path. According to Simamora (2024), career development is the process of improving an individual's work abilities, carried out to achieve pre-planned career goals. In practice, career development includes job training, job promotions, coaching, and job rotation. At PT. Anugrah Langkat Makmur, career development is considered to be poorly structured, resulting in many employees feeling they lack development opportunities, especially at the middle and lower levels. This has resulted in decreased work morale and feelings of unappreciation among employees, which will certainly impact overall performance.

In line with this phenomenon, several previous studies have also shown positive results related to the variables studied. Ramadhani & Hidayati (2020) and Hartati (2021) demonstrated that a conducive work environment, both physical and non-physical, significantly impacts employee performance. Susanti & Hakimi (2019) also emphasized that a comfortable work environment supported by adequate facilities can improve employee discipline and responsibility. Furthermore, Rahmawati (2020) and Pratama & Lestari (2019) found that intrinsic motivation, such as a sense of responsibility and personal satisfaction, plays a crucial role in boosting employee productivity and performance.

Based on the description above, this study is entitled "Analysis of the Influence of Work Environment, Intrinsic Motivation and Career Development on Employee Performance at PT. Anugrah Langkat Makmur". This study aims to analyze the extent of the influence of each independent variable (work environment, motivation, and career development) on the dependent variable (employee performance), both simultaneously and partially, and to provide recommendations for company management in an effort to improve the performance of its workforce.

LITERATURE REVIEW

Employee performance

According to Rivai (2022), performance is a translation of the word "performance," which is defined as the results or overall level of success of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets, or criteria that have been predetermined and mutually agreed upon. According to Suherman (2021), performance is the ability demonstrated by a teacher in carrying out their duties or work. Performance is considered good and satisfactory if the goals achieved are in accordance with predetermined standards.

Based on the explanation of the theories above, the author can conclude that employee performance is the level of achievement or work results of a person from the targets that must be achieved or tasks that must be achieved or tasks that must be carried out according to their respective responsibilities within a certain period of time.

Goal Setting Theory was developed by Edwin Locke and Gary Latham. This theory explains that specific and challenging goals, when accepted by an individual, can improve performance. According to this theory, goals serve as a motivator to focus attention, increase effort, and prolong persistence, ultimately leading to better outcomes (Palgunadhi et al., 2023).

Goal-setting theory explains that individual performance can be improved by setting clear and challenging goals. When someone has specific goals and feels accountable for achieving them, this motivates them to work harder, focus, and persevere. Difficult but achievable goals provide greater motivation than overly easy ones. Furthermore, the success of goal achievement is also influenced by an individual's commitment to the goal, feedback on progress, and ability to manage complex tasks.

Employee Performance Indicators

Employee performance theory is an idea that explains how workers can achieve results in line with company targets. This theory emphasizes key factors such as work ethic, ability, and a supportive workplace environment. To

determine whether someone is performing well, several indicators are typically used, such as the quantity and quality of work output, punctuality in completing tasks, attendance, and how they collaborate with coworkers (Wilian & Pintubatu, 2024). According to Putra & Fernos, (2024) various performance indicators that can be used to evaluate performance are:

Work environment

The work environment within a company is crucial for management to consider. A comfortable environment for employees can improve performance. Conversely, an inadequate work environment can decrease performance. A conducive work environment will improve employee performance. If employees enjoy their work environment, they will feel at home and enjoy their work.

According to Sedarmayanti (2021), the work environment is the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group. Meanwhile, Sutrisno (2020) defines the work environment as all work facilities and infrastructure around employees that can influence the implementation of work, starting from the workplace itself, facilities, work aids, cleanliness, lighting, tranquility, and working relationships with people in that place (Yuliantini & Santoso, 2020).

Based on the explanation above, it can be concluded that the work environment is divided into two types: the physical work environment and the non-physical work environment. Companies must consistently pay attention to these types of work environments and implement them optimally. This will maximize employee performance. The role of a leader is essential in this regard. Leaders must be able to create a positive work environment and improve employee performance (Yuliantini & Santoso, 2020).

Intrinsic Motivation

According to Handayani and Prasetyo (2023), intrinsic motivation is an internal drive that drives individuals to perform a task because they feel satisfied, challenged, and find meaning in the task. Some indicators of intrinsic motivation include a sense of belonging to the job, personal satisfaction, interest in the task, and a desire to develop without being driven by external rewards. Individuals with high intrinsic motivation will demonstrate strong dedication, initiative in completing tasks, and tenacity despite facing challenges. In an organizational context, this type of motivation is crucial because it can produce loyal, independent, and achievement-oriented employees.

Furthermore, according to Suryani and Hakim (2024), indicators of intrinsic motivation encompass five main aspects: the need for achievement, a sense of personal responsibility, freedom in work, the drive to improve competence, and satisfaction with work results. Suryani explained that employees driven by intrinsic motivation tend to have long-term commitment to the organization and are more resilient to work pressure. They don't work solely for wages or incentives, but rather because they find value and pride in their work. Therefore, organizations need to create a work environment that supports self-actualization and provides space for growth so that employees' intrinsic motivation can develop optimally.

Intrinsic Motivation Indicators

Lestari, M. (2023) stated that the factors that influence intrinsic motivation are:

Achievement (Success). An employee's success can be seen from the achievements he or she has achieved.

Recognition (recognition/award). As a follow-up to successful implementation, leaders must provide a statement of recognition for the success of their subordinates.

Work itself. Leaders make a real and convincing effort to ensure that subordinates understand the importance of their work and strive to avoid boredom.

Responsibility. For responsibility to truly be a motivating factor for subordinates, leaders must avoid close supervision, allowing subordinates to work independently as much as possible and applying the principle of participation.

Advancement (development). Development is one of the motivating factors for subordinates.

Ramadhan et al (2023) stated that the indicators for measuring Intrinsic Motivation are:

Career Development

Career development is a crucial aspect of modern human resource management, emphasizing the enhancement of individual capacity in the workplace through strategic and ongoing planning, coaching, and placement. In an organizational context, career development is not only a personal need for employees to achieve

satisfaction and self-actualization, but also an organizational need to create high-quality, productive, and loyal human resources.

According to Mondy and Martocchio (2022), career development is a formal and systematic process undertaken by organizations to assist employees in planning and developing their career paths, with the primary goal of aligning individual interests with the company's strategic objectives. This process includes providing career information, skills training, job placement, promotions, and support in employee career decision-making.

From these various definitions, it can be concluded that career development is a planned, continuous, and collaborative process between organizations and individuals aimed at improving employees' abilities, motivation, and readiness to face work challenges. This process not only creates opportunities for individuals to achieve higher positions but also equips them with relevant skills and experience to support the company's strategic needs.

Career development is a systematic process for improving an individual's abilities and competencies to achieve higher career levels. To assess how well career development is progressing within an organization, relevant and measurable indicators are needed.

According to Veithzal Rivai (2023), there are several main indicators in assessing career development, including:

Job promotion: A rise in a person's position in an organizational structure based on work performance and potential.

Increased responsibility: An increase in the scope of an individual's duties and responsibilities within his or her work role.

Training and development opportunities: Employees have access to training and competency enhancement programs.

Recognition and rewards: There is formal appreciation for employee achievements and contributions.

Internal job mobility: The opportunity to move to another position or division as part of a career development strategy.

Relationship between Variables and Hypotheses

A conducive work environment can boost employee performance. A comfortable work environment, adequate work facilities, lighting, air circulation, and good relationships with coworkers will boost employee motivation and productivity. Research by Ramadhani & Hidayati (2020) and Hartati (2021) confirms that both the physical and non-physical work environment have a positive and significant impact on performance. This finding is also supported by Susanti & Hakimi (2019), who found that a positive work environment contributes to employee achievement of work targets.

Intrinsic motivation is a drive that comes from within an individual, such as a sense of responsibility, pride, and job satisfaction. Employees with high intrinsic motivation tend to be more diligent, disciplined, and committed to their work. Research by Rahmawati (2020) and Pratama & Lestari (2019) demonstrates that intrinsic motivation provides a powerful impetus for increased productivity and performance. Saputra (2021) also found that teachers with higher intrinsic motivation demonstrate better work outcomes.

Clear career development, such as promotions, training, job rotation, and coaching, can boost employee morale and loyalty. Research by Wardani (2020) and Aisyah & Putra (2019) shows that career development programs positively impact employee skills and performance. Wulandari (2021) also demonstrated that employees who perceive positive career prospects demonstrate higher work commitment.

Based on the description of the background, problem formulation, research objectives, and theoretical basis that have been previously stated, the hypothesis in this research can be formulated as follows:

H1: The work environment influences employee performance at PT. Anugrah Langkat Makmur.

H2: Intrinsic motivation influences employee performance at PT. Anugrah Langkat Makmur.

H3: Career development has an impact on employee performance at PT. Anugrah Langkat Makmur.

METHOD

Object, Location, Population, and Sample

This research was conducted at PT. Anugrah Langkat Makmur, an industrial company located in Kampung Lama, Besitang District, Langkat Regency, North Sumatra Province. This location was chosen because the company has a large number of employees and is actively carrying out daily operational activities. Furthermore, the company is also facing challenges in improving employee motivation and performance. Therefore, PT. Anugrah Langkat

Makmur is considered relevant as a research object to examine the effect of intrinsic motivation on employee performance.

According to Sugiyono (2019: 61), a population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Based on this definition, the population in this study is all 430 employees of PT. Anugrah Langkat Makmur. This population was chosen because it was considered relevant for analysis in examining the influence of the work environment, motivation, and career development on employee performance.

According to Sugiyono (2019: 120), a sample is a portion of the population's size and characteristics. Sampling in this study used the Slovin formula because the population size was known, and this technique is suitable for relatively large populations. This study used purposive sampling, a sampling technique based on specific considerations. The selected sample was employees of PT. Anugrah Langkat Makmur. The sample size was calculated using the Slovin Formula according to Sugiyono (2011) as follows:

From the sample measurements above, the number of samples used in this study was 81 respondents.

Types, Sources and Techniques of Data Collection

This study uses primary data, namely data collected directly from respondents. The primary data in this study includes information on the work environment, motivation, career development, and employee performance, which was obtained through the distribution of questionnaires to employees of PT. Anugrah Langkat Makmur. Secondary data is data obtained from pre-existing sources that support this research. The secondary data in this study comes from scientific journals, reference books, company reports, and other documents relevant to the topic of work environment, motivation, career development, and employee performance at PT. Anugrah Langkat Makmur.

The questionnaire was structured using a Likert scale as a measuring tool. This scale was used to determine the extent to which respondents agreed with the statements. This study used five Likert scale levels:

1 = Strongly Disagree (STS)

2 = Disagree (TS)

3 = Neutral (N)

4 = Agree (S)

5 = Strongly Agree (SS)

This study used a questionnaire as a data collection tool with a Likert scale for all variables, facilitating quantitative measurement and statistical analysis. The following are the operational definitions used in this study.

Table 1. Operational Definition of Variables

Variables	Indicator	Scale
Work Environment (X1)	Work atmosphere; relationships with coworkers; relationships between subordinates and superiors; availability of work facilities; lighting in the workplace; air circulation in the workplace; noise in the workplace; safety in the workplace	Likert
Intrinsic Motivation (X2)	Success; recognition from superiors; work done; responsibility; career development	Likert
Career Development (X3)	Job promotions; increased responsibility; training and development opportunities; recognition and rewards; internal job mobility	Likert
Employee Performance (Y)	Quantity of work produced; quality of work according to standards; time efficiency in completing tasks; creativity and initiative in work	Likert

Source: Research Data 2026

Data Quality Test

Validity testing is a procedure used to measure the extent to which a questionnaire is able to convey what is intended or measured in a study. A questionnaire is considered valid if each question accurately reveals the aspect intended to be measured. In the context of this research, validity testing is conducted by correlating the scores of each question item with the total score of the relevant variable or construct. The results of this correlation can be seen in the SPSS output in the Corrected Item-Total Correlation column.

If the correlation result or calculated r is greater than the table r value, then the questionnaire item is considered valid. Conversely, if the calculated r is less than the table r , the item is considered invalid. This assessment

is carried out using a significance level of 0.05, as explained by Ghozali (2022). This means that if the calculated r value is greater than the table r at a significance level of 0.05, then the questionnaire item can be declared valid. Conversely, if the calculated r value is less than the table r , then the item is declared invalid. Reliability testing is a method used to measure the consistency or stability of a questionnaire, which serves as an indicator of the variables being studied. A questionnaire is considered reliable if respondents' responses to the questions remain consistent or stable when the questionnaire is repeated at a later time. One common technique for testing reliability is the Cronbach's Alpha test. The closer the Cronbach's Alpha value is to one, the higher the level of reliability of the data.

In this study, the Cronbach's Alpha value used as a benchmark for measuring reliability was 0.6, assuming that a questionnaire would be considered reliable if the Cronbach's Alpha value obtained was greater than 0.6. In other words, a measuring instrument is considered more reliable if the reliability coefficient (α) approaches one. If the Cronbach's Alpha coefficient value is greater than 0.6, the measuring instrument is considered to meet good reliability standards (Ghozali, 2022).

Classical Assumption Test

Classical assumption tests are a series of tests performed to ensure that the data used in a study meets the requirements for analysis using multiple linear regression. These tests are essential to ensure the validity of the analysis results and to avoid errors in decision-making based on the applied regression model. The three main types of classical assumption tests are the normality test, the multicollinearity test, and the heteroscedasticity test.

Data Analysis Method

To analyze the data in this study, the researcher applied a quantitative approach. This approach emphasizes the use of numerical data obtained from surveys or questionnaires. The collected data was then analyzed using statistical tools to obtain objective and measurable results. The researcher used multiple linear regression analysis to determine the extent of the influence of the independent variables—work environment, intrinsic motivation, and career development—on the dependent variable—employee performance at PT. Anugrah Langkat Makmur.

After all assumptions were met, a multiple linear regression analysis was conducted to evaluate the effect of each independent variable on the dependent variable. The results of this analysis provide important information in the form of a regression coefficient (b), which indicates the magnitude and direction of the influence of each independent variable. Furthermore, a significance value (p -value) is used to determine whether the influence is statistically significant. The regression model also produces an R-squared value, which indicates how much variation in job satisfaction can be explained by the combination of independent variables.

In analyzing the data in this study, we used inferential statistical techniques. This technique is used to measure the influence of each dependent variable on the dependent variable. The regression equation is as follows.

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employee Performance

α = Constant

b_1, b_2, b_3 = Regression Coefficient

X_1 = Work Environment

X_2 = Intrinsic Motivation

X_3 = Career Development

e = Standard Error

Partial Test and Simultaneous Test

The t-test is a statistical method used to test the extent to which an individual independent or explanatory variable influences the variation of a dependent variable, as explained by Ghozali (2005). This test is conducted to assess the significance of the relationship or influence of each independent variable on the dependent variable in a research model. Using a 95% confidence level or a 5% significance level ($\alpha = 0.05$), the t-test provides a basis for decision-making to accept or reject a proposed hypothesis. If $F \text{ count} > F \text{ table}$ and probability (significant value) $< 5\%$ significance level ($\alpha = 0.05$) then H_a is accepted and H_0 is rejected, meaning there is a significant influence of work environment variables, intrinsic motivation and career development together on employee performance variables.

RESULTS AND DISCUSSION

Overview of Objects and Respondent Characteristics

PT. Anugrah Langkat Makmur is a manufacturing and services company located in Langkat Regency, North Sumatra Province. Its operational activities focus on production processes and industrial support services, with human resources as a key factor in achieving its goals. As the company grows, the need for effective and efficient employee management becomes crucial to its sustainability and competitiveness. From an organizational perspective, PT. Anugrah Langkat Makmur has a work structure divided into several sections and divisions, ranging from production and administration to other support departments. The company employs a relatively large number of employees, with diverse educational backgrounds, ages, and length of service. This reflects the complex dynamics of the work environment, where each employee is required to perform optimally in accordance with the tasks and responsibilities assigned by the company. This study used a questionnaire as a research instrument. A total of 81 questionnaires were distributed to respondents. The respondents were all employees of PT. Langkat Makmur. The study was conducted from December 17–24, 2025, with a sample size of 81 respondents. The description of the respondents is as follows:

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Age	< 17 Years	5	6.2%
Age	17–22 Years	10	12.3%
Age	23–30 Years	27	33.3%
Age	> 30 Years	39	48.1%
Gender	Man	65	80.2%
Gender	Woman	16	19.8%
Length of work	< 1 Year	6	7.4%
Length of work	1–3 Years	14	17.3%
Length of work	4–6 Years	22	27.2%
Length of work	> 6 Years	39	48.1%

Source: Data Processed by the Author (2026)

Descriptive Respondents' Answers

The average value is used to describe the results obtained with the following criteria:

Table 3. Average Value of Research Variables

Variables	Mean	Category
Work Environment (X1)	4.26	Very high
Intrinsic Motivation (X2)	4.32	Very high
Career Development (X3)	4.21	Tall
Employee Performance (Y)	4.27	Very high

Source: Data Processed by the Author (2026)

Validity and Reliability Test Results

The instrument validity test uses the Product Moment Correlation method, which compares the correlation coefficient (r-calculated) with the r-table value at a significance level of alpha 5%. A statement item is said to be valid if the r-calculated value is greater than the r-table value or the significance value is less than the significance level of alpha 5%. The results of the instrument validity test are presented as follows:

Table 4. Summary of Validity and Reliability Tests

Variables	r count	r table	Cronbach's Alpha	Information
Work Environment (X1)	0.779; 0.702; 0.734; 0.392; 0.843; 0.800; 0.764; 0.726	0.218	0.860	Valid; Reliable
Intrinsic Motivation (X2)	0.594; 0.772; 0.796; 0.807; 0.796	0.218	0.805	Valid; Reliable
Career Development (X3)	0.722; 0.799; 0.773; 0.770; 0.498	0.218	0.671	Valid; Reliable
Employee Performance (Y)	0.743; 0.820; 0.587; 0.672; 0.473	0.218	0.607	Valid; Reliable

Source: Data Processed by the Author (2026)

Based on the reliability test results in Table 4.12 above, it can be seen that all independent and dependent variables used in this study have Cronbach's Alpha values greater than 0.60. Therefore, it can be concluded that all data used in this study is reliable and can be used in further research.

Classical Assumption Test Results

Based on the results of the data normality test using the one-sample Kolmogorov-Smirnov test in Table 4.13 above, the asymp. Sig. value obtained is 0.053, or greater than the significance level used, namely 0.05 ($0.053 > 0.05$). Therefore, it can be concluded that the data in this study are normally distributed. Based on the results of the multicollinearity test in Table 4.14 above, it can be seen that all independent variables used in this study obtained VIF values less than 10 and obtained tolerance values greater than 0.10. Therefore, it can be concluded that the data in this study did not experience multicollinearity problems. Based on the results of the heteroscedasticity test using the scatterplot graph in Figure 4.3 above, where the points in the graph are spread out and do not form a clear model, it can be concluded that the data in this study does not have heteroscedasticity issues.

Table 5. Summary of Classical Assumption Tests

Testing	Results	Conclusion
Normality	Asymp. Sig. = 0.053 > 0.05	Normally distributed data
Multicollinearity X1	Tolerance = 0.396; VIF = 2.523	There is no multicollinearity
Multicollinearity X2	Tolerance = 0.429; VIF = 2.330	There is no multicollinearity
Multicollinearity X3	Tolerance = 0.370; VIF = 3.701	There is no multicollinearity
Heteroscedasticity	The points are spread out and do not form a clear model.	There is no heteroscedasticity

Source: Data Processed by the Author (2026)

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables and a dependent variable. The results of the multiple linear regression analysis in this study are as follows:

Table 6. Results of Multiple Linear Regression Analysis

Model	B	Std. Error	Beta	t	Sig.
(Constant)	1,967	1,401		1,404	0.164
Work Environment (X1)	0.182	0.059	0.298	3,100	0.003
Intrinsic Motivation (X2)	0.436	0.091	0.444	4,817	0.001
Career Development (X3)	0.173	0.088	0.196	1,999	0.004

Source: Data Processed by the Author (2026)

$$Y = 1.967 + 0.182X_1 + 0.436X_2 + 0.173X_3$$

The coefficient value of the Work Environment (X1) is 0.182 and is positive. This means that the work environment variable has a direct relationship with employee performance. Any improvement in the quality of the work environment will improve employee performance, assuming the variables of Intrinsic Motivation (X2) and Career Development (X3) remain constant. This indicates that the better the work environment conditions perceived by employees, the higher the level of employee performance at PT. Anugrah Langkat Makmur.

The coefficient value of Intrinsic Motivation (X2) is 0.436 and is positive. This means that the intrinsic motivation variable has a unidirectional relationship with employee performance. Any increase in employee intrinsic motivation will improve employee performance, assuming the Work Environment (X1) and Career Development (X3) variables remain constant. This indicates that the higher the work drive originating from within the employee, the higher the employee performance at PT. Anugrah Langkat Makmur.

The Career Development coefficient (X3) is 0.173 and is positive. This means that the career development variable has a direct relationship with employee performance. Every increase in career development will improve employee performance, assuming the Work Environment (X1) and Intrinsic Motivation (X2) variables remain constant. This indicates that the better the career development opportunities provided by the company, the higher the employee performance at PT. Anugrah Langkat Makmur.

Table 7. Model Summary and F-Test (Simultaneous)

Testing	Results
Model Summary	R = 0.848; R Square = 0.719; Adjusted R Square = 0.708; Std. Error = 1.12665
F test	F = 65.551; Sig. = 0.001; df regression = 3; df residual = 77

Source: Data Processed by the Author (2026)

Based on the results of the correlation coefficient test in Table 4.16 above, it can be seen that the correlation coefficient (R) value obtained is 0.848. Therefore, the relationship between the dependent variable and the independent variable is called a perfect and very strong correlation or a perfect linear relationship with a positive slope. Based on the results of the determination coefficient test in Table 4.17 above, it can be seen that the value of the determination coefficient (Adjusted R Square) obtained is 0.708. This means that 70.8% of the variation in the dependent variable, namely employee performance (Y), can be explained by the independent variables, namely the work environment (X1), intrinsic motivation (X2), and career development (X3). While the remaining 29.2% is explained by other factors or variables outside this research model, such as extrinsic motivation, job promotion or other external factors that were not examined in this study. Simultaneously, the work environment variables (X1), intrinsic motivation (X2), and career development (X3) influence the employee performance variable (Y). Based on the partial test results, the significance value of Work Environment (X1) is 0.003, Intrinsic Motivation (X2) is 0.001, and Career Development (X3) is 0.004. All three values are less than 0.05, so H1, H2, and H3 are accepted.

The Influence of Work Environment on Employee Performance

Based on the results of data analysis, it was found that the Work Environment variable (X1) has a positive and significant effect on Employee Performance. This indicates that the better the work environment conditions perceived by employees, both from physical and non-physical aspects, the more employee performance will increase. Conversely, an uncomfortable and unsupportive work environment will reduce work enthusiasm, thus impacting employee performance. This is in line with previous research conducted by Nuraini (2022), Haryanto (2020), Dewi (2019), and Putri (2020) which stated that the work environment has a positive and significant effect on employee performance. Thus, the first hypothesis (H1) is accepted.

The Influence of Intrinsic Motivation on Employee Performance

Based on the results of data analysis, it was found that the Intrinsic Motivation variable (X2) has a positive and significant effect on Employee Performance. This indicates that the higher the motivation that comes from within the employee, such as a sense of responsibility for work, the desire to achieve, and satisfaction in completing tasks, the employee's performance will increase. Conversely, low intrinsic motivation can cause employees to be less enthusiastic about working, which has an impact on decreased performance.

The Influence of Career Development on Employee Performance

Based on the results of the data analysis, it was found that the Career Development variable (X3) has a positive and significant effect on Employee Performance. This indicates that the better the career development opportunities provided by the company, such as clear career paths, job promotion opportunities, and the provision of training and competency development, the higher employee performance will be. Conversely, a lack of company attention to career development can reduce employee work motivation and result in decreased performance.

Theoretical Implications

The results of this study contribute to the development of human resource management science, particularly regarding factors that influence employee performance. The finding that the Work Environment, Intrinsic Motivation, and Career Development have a positive and significant influence on Employee Performance reinforces management theories that state that employee performance is influenced not only by technical abilities, but also by the conditions of the work environment, internal motivation from the individual, and career development opportunities provided by the organization.

Furthermore, the finding that intrinsic motivation has a more dominant influence than other variables provides empirical support for work motivation theories that emphasize the importance of internal factors, such as responsibility, job satisfaction, and the desire for achievement, in improving employee performance. Therefore, this study can serve as an additional reference for further research examining employee performance in organizational and corporate contexts.

CONCLUSION

Based on the results of the data analysis and discussion that has been carried out, the following conclusions can be drawn:

The Work Environment (X1) has a positive and significant effect on Employee Performance (Y). This means that the better and more conducive the work environment perceived by employees, both in terms of physical and non-physical aspects, the higher the employee's performance in carrying out their duties and responsibilities.

Intrinsic Motivation (X2) has a positive and significant effect on Employee Performance (Y). This means that the higher the work drive that comes from within the employee, such as a sense of responsibility, desire to achieve, and job satisfaction, the higher the employee's performance.

Career Development (X3) has a positive and significant impact on Employee Performance (Y). This means that the better the career development opportunities provided by the company, such as clear career paths, promotion opportunities, and training and competency development, the higher the employee performance.

Suggestion

Based on the research results obtained, the author provides several suggestions as follows:

Company management is advised to continuously improve the quality of the work environment, both physical and non-physical, so that employees can work comfortably and safely. Furthermore, companies need to strengthen employee intrinsic motivation by rewarding work performance, building trust, and providing opportunities for participation in the work process. Companies are also expected to clarify career development systems, such as job levels and training programs, to encourage continuous employee performance improvement.

Future research is recommended to include other variables that could potentially influence employee performance, such as leadership, organizational culture, or compensation systems. Furthermore, future researchers could use a wider sample size and number of respondents to better generalize the results.

Research Limitations

This study has several limitations that need to be considered. First, the variables used in this study are limited to the work environment, intrinsic motivation, and career development, so it does not include other factors that also have the potential to influence employee performance, such as leadership, compensation, organizational culture, or workload. Second, the research object is only focused on employees of PT. Anugrah Langkat Makmur, so the results of this study cannot necessarily be generalized to other companies or industrial sectors that have different organizational characteristics and work systems. Third, the research instrument used a self-report questionnaire, so respondents' answers are potentially influenced by subjectivity, personal perceptions, or social bias. Furthermore, the limited time of the study meant that the author was unable to conduct more in-depth data collection through other methods, such as interviews or direct observation.

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