



## **The Influence of Wages, Work Motivation, and the Environment Work on the Performance of Private Employees in Banjarmasin**

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### **ARTICLE INFO**

#### **Keywords**

Work Motivation  
Work Environment  
Employee Performance

#### **Article history**

Received: 15 January 2026

Revised: 20 March 2026

Accepted: 20 May 2026

Available online: 25 Juny  
2026

### **ABSTRAK**

This study aims to analyze the influence of wages, work motivation, and work environment on the performance of private-sector employees in Banjarmasin. Employee performance is a crucial factor in determining organizational success, as it reflects the effectiveness and productivity of human resources in achieving organizational objectives. Wages, work motivation, and work environment are considered important determinants that can influence employees' willingness and ability to perform their duties effectively. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to private employees working in various companies in Banjarmasin.. The findings indicate that wages have a positive and significant effect on employee performance, suggesting that fair and adequate compensation encourages employees to work more productively. Work motivation also has a positive and significant influence on employee performance, indicating that motivated employees tend to demonstrate higher levels of commitment and achievement. Furthermore, the work environment significantly affects employee performance, showing that a comfortable, safe, and supportive workplace enhances employees' effectiveness and efficiency. Simultaneously, wages, work motivation, and work environment have a significant positive effect on employee performance. These findings are consistent with previous studies that emphasize the importance of compensation, motivation, and workplace conditions in improving employee performance.

## Introduction

Human Resources is an important factor for the company to support its operational activities. Employees through their performance progress will help the company in completing tasks in the company according to their division, in other words this performance determines whether the company will experience progress or regression (Rahayu et al., 2024). BPS data in 2024 shows that Indonesia has 144 million citizens who have private employment status and is expected to increase until this year in the sector (BPS, 2024). Private sector companies experience various challenges in improving company performance in terms of human resources. Low employee performance will tend to lead to these employees experiencing Termination of Employment (PHK). Banjarmasin in 2025 will have a total of 1000 cases of layoffs (Admin05, 2025), this phenomenon shows that in Banjarmasin there are companies that experience obstacles in human resource management which is possible due to the lack of performance of their employees. This is because if the company has good employee performance, the company can have good performance and does not require a reduction in employees in the company so that layoffs can be avoided.

Internal and external factors can affect employee performance. Internal factors are the employee's own state in doing their work (e.g. motivation), while external factors are external factors of the employee (e.g. wages and work environment). Wages or compensation are employee rights in the form of material rewards agreed upon by the company and employees for work. In a study conducted by Shyreen et al., (2022) it was explained that wages have a role in improving employee performance, but in Hartoyo (2025) research it was said that wages had no effect. Because of this research gap, the researcher raised the first hypothesis: The second internal factor is work motivation. Employees who are highly motivated at work are expected to perform well. Work motivation is an encouragement or stimulus for employees to be enthusiastic about work. This work motivation can include *mood*, work environment, wages earned, and workload that is beyond the limits of ability. Basyid (2024) explained in his research that work motivation has a real and beneficial influence on employee performance. Meanwhile, in the research of Ernawati et al., (2023) it was explained the opposite, namely that employee motivation at work has no influence on their performance. Because of this research gap, the researcher raised the first hypothesis: There are also other factors that still have a relationship with employee performance, namely the work environment. This factor is not much different from the factors of work motivation and wages, if the environment does not make employees comfortable, it will make employees not optimal. In the research of Yunus et al., (2025) a good work environment has been proven to be able to improve employee performance. This is inversely proportional to research conducted by Alqorrib el al., (2023) which explains that the work environment has no influence on employee performance. Because of this research gap, the researcher raised the first hypothesis:

These three factors, namely wages, work motivation, and work environment, are closely related in influencing employee performance. A decent wage can increase job satisfaction, which ultimately has an impact on increasing employee work motivation. On the other hand, high work motivation will encourage employees to work more optimally, especially if supported by a conducive work environment. The combination of these three factors can have a significant impact on the improvement or decrease in employee performance. Therefore, it is important for companies to pay attention to and manage these three aspects in a balanced manner in order to achieve optimal work results and increase the company's competitiveness in a sustainable manner. This research serves as a management material to consider employee performance with wage factors, work motivation and work environment to determine its Human Resources strategic policies.

Wages are the amount of pay that a person receives as a result of carrying out work whether it is in accordance with the needs that are felt to be fair (Annisa, 2025). According to Selvia and Okta Karneli (2023), providing the right rewards or compensation plays an important role in creating job satisfaction, which will ultimately build employee loyalty to the company. According to Selvia and Okta Karneli (2023), providing the right rewards or compensation plays an important role in creating job satisfaction, which will ultimately build employee loyalty to the company. In the context of productivity, Putri, et al., (2025) found that compensation is often the variable with the most significant positive impact compared to other management variables. Work motivation is the drive that arises in a person to perform an action optimally to achieve a certain goal, be it personal goals or organizations or companies (Septiawan, et al., 2020). Indicators of work motivation based on the theory of needs include: first, physical needs, namely the availability of adequate facilities to support and facilitate work. Second, the need for security and safety which can be interpreted as self-protection, job stability, and freedom from anxiety and fear. Third, social needs, namely a sense of togetherness and good interaction between colleagues. Fourth, the need for self-esteem, namely recognition or achievement, status and reputation for employee performance. Fifth, the need for self-embodiment, which can be interpreted as an employee's desire to achieve something desired in terms of work.

Estiana et al (2023) said that the work environment is all physical and social conditions and how the psychological of employees in an organization/company can have an impact on employee comfort. Physical conditions in the work environment, including the stability of lighting and temperature in the workplace, as well as the air quality and cleanliness of the work area are related to the safety and productivity of employees when carrying out their work. Good relationships between colleagues and superiors and the need for support from management are among the social conditions of the organization that need to be considered. Performance is the result of employee work that is used as a company's measurement tool in assessing its employees. Employee

performance is measured through accuracy, suitability and work rigor in accordance with predetermined standards. Performance assessment indicators are assessed from the number of targets achieved (quantity of work), employees' ability to accept the consequences of the work produced (responsibility), employees' ability to collaborate (cooperation) and employees' ability to make decisions in carrying out their work (initiative) (Mangkunegara, 2017). If there is an increase in employee performance, the company's goals will be further achieved (Syihabudhin et al., 2024). Based on this description, the researcher is interested in further studying the influence of wages, work motivation, and work environment on employee performance. This research is expected to provide a clearer picture of the factors that affect the performance of private employees, as well as be a consideration for companies in formulating policies related to human resource management.

### Research Methods

This research is a quantitative type that is used to test existing theories by collecting and analyzing data in the form of numbers, testing hypotheses, and looking for relationships between research variables (Sugiyono, 2022). The collection of research materials uses a questionnaire given to each respondent containing questions with closed-ended answers that are in accordance with the problem in the research. Each questionnaire has measurements with a likert scale with a score of 1-4, which are as follows:

**Table 1. Research Variable Indicators**

Variable	References	Code	Indicator	Questions
Wages (X1)	Hasibuan (2019)	UP1	Wage eligibility	I feel that my salary is in line with the work done.
		UP2	Wage justice	I feel that my salary with other colleagues is ideal and fair.
		UP3	Wage competitiveness	I feel that my salary is enough to make ends meet.
		UP4	Payment consistency	I feel that the wage system in the company is good.
Work Motivation.	Abraham Maslow in	MK1	Physical Needs	I received a salary according to the sacrifices I made for the company.

Variable	References	Code	Indicator	Questions
(X2)	Hasibuan (2020)	MK2		The benefits obtained from working in a company are decent and satisfactory.
		MK3	Safety and Security Needs	The company provides occupational health and safety insurance guarantees.
		MK4		The company's equipment and work equipment are safe and adequate.
		MK5	Admission Requirements	I can interact well with my fellow employees.
		MK6		Employees support each other in carrying out their duties.
		MK7	Self-Esteem Needs	The company awards outstanding employees.
		MK8		My boss/leader always gives support and praise for my good work.
		MK9	The Need for Self-Actualization	Employees are given the freedom to voice their opinions and develop their talents in order to advance.
		MK10		The company provides equal opportunities to all employees to be promoted.
		Work Environment (X3)	Sedarmayanti (2013)	LK1
LK2	Physical Work Environment			Air circulation in the workplace is adequate.
LK3				There is no annoying noise in the workplace.
LK4				There is no unpleasant smell at work.
LK5				Safety in the workplace is good.
LK6	Supervision/supervision has been carried out correctly.			
LK7	Non-Physical Work Environment			The working atmosphere between employees is well established.
LK8				The compensation provided is fair and appropriate.

Variable	References	Code	Indicator	Questions
Employee Performance (Y)	Mangkunegara (2017)	LK9		The relationship and treatment between employees went well.
		LK10		Working conditions are safe from bullying between employees.
		LK11		Communication between employees went well.
		LK12		The company does not discriminate between employees.
		KW1	Quantity of Work Results	I was able to complete the work according to the targeted amount.
		KW2		I can get a lot of work done.
		KW3	Quality of Work Results	I was able to complete the work with quality results.
		KW4		The results of my work rarely go wrong.
		KW5	Efficiency	I was able to get the job done efficiently.
		KW6	Work Discipline	I always comply with the regulations and work schedules that have been set by the company.
		KW7	Precision	I work carefully so as to minimize errors in the work.
KW8	Leadership	I am able to take the initiative and direct the work well when needed.		
KW9	Honesty	I work honestly and responsibly in every task I am given.		
KW10	Creativity	I am able to generate new ideas in completing the work.		
KW11		I am able to find creative solutions when facing problems at work.		

Data source: Author, 2026

## Results and Discussion

**Table 2. Validity Test Results of Research Variable Items**

Variable	Code	R Count	R Table	Remarks
Wages (X1)	UP1	0.763**	0.213	Valid
	UP2	0.788**	0.213	Valid
	UP3	0.768**	0.213	Valid
	UP4	0.764**	0.213	Valid
Work Motivation (X2)	MK1	0.736**	0.213	Valid
	MK2	0.578**	0.213	Valid
	MK3	0.764**	0.213	Valid
	MK4	0.521**	0.213	Valid
	MK5	0.815**	0.213	Valid
	MK6	0.731**	0.213	Valid
	MK7	0.686**	0.213	Valid
	MK8	0.715**	0.213	Valid
	MK9	0.749**	0.213	Valid
	MK10	0.724**	0.213	Valid
Work Environment (X3)	LK1	0.748**	0.213	Valid
	LK2	0.670**	0.213	Valid
	LK3	0.727**	0.213	Valid
	LK4	0.755**	0.213	Valid
	LK5	0.759**	0.213	Valid
	LK6	0.679**	0.213	Valid
	LK7	0.739**	0.213	Valid

Variable	Code	R Count	R Table	Remarks
Employee Performance (Y)	LK8	0.748**	0.213	Valid
	LK9	0.795**	0.213	Valid
	LK10	0.667**	0.213	Valid
	LK11	0.708**	0.213	Valid
	LK12	0.746**	0.213	Valid
	KW1	0.627**	0.213	Valid
	KW2	0.667**	0.213	Valid
	KW3	0.571**	0.213	Valid
	KW4	0.718**	0.213	Valid
	KW5	0.688**	0.213	Valid
	KW6	0.661**	0.213	Valid
KW7	0.537**	0.213	Valid	
KW8	0.773**	0.213	Valid	
KW9	0.587**	0.213	Valid	
KW10	0.622**	0.213	Valid	
KW11	0.595**	0.213	Valid	

Source: SPSS Output Version 25, 2025

Based on the data of the validity test table, it is known that the value of  $r$  calculated  $> r$  of the table (0.213) is at the level of 5%.

**Table 3. Results of the Reliability Test of Research Variables**

Variable	Cronbach's Alpha	Remarks
Wages	0.772	Reliable
Work Motivation	0.886	Reliable
Work Environment	0.919	Reliable
Employee Performance	0.857	Reliable

The variable is declared to qualify as a research instrument if the Cronbach Alpha value > 0.6. Based on the data of the reliability test table, it is known that the Cronbach Alpha value > 0.6. So it can be concluded that all feasible/passing variables are used as research instruments.

**Table 4. Descriptive Analysis Test Results**

Variable	N	Minimum	Maximum	Red	Std. Deviation
Wages	85	6.00	15.00	11.3294	1.74157
Work Motivation	85	22.00	40.00	30.4353	3.50662
Work Environment	85	23.00	47.00	35.2588	5.07128
Employee Performance	85	31.00	44.00	38.9176	3.60955

Source: SPSS Output Version 25, 2025

Based on the results of the descriptive statistical test, it can be found that:

1. The wage variable showed that the number of respondents (n) was 85, with a minimum score of 6, a maximum score of 15 and a mean score of 11.32 and a standard deviation of 1,741.
2. The work motivation variable showed that the number of respondents (n) was 85 with a minimum score of 22, a maximum score of 40 and a mean score of 30.43 and a standard deviation of 3,506.
3. The work environment variable showed that the number of respondents (n) was 85 with a minimum score of 23, a maximum score of 47 and a mean score of 35.25 and a standard deviation of 5,071.
4. Employee performance variables show that the number of respondents (n) is 85 with a minimum score of 31, a maximum score of 44 and a mean score of 38.91 and a standard deviation of 3,609.

**Table 5. Normality Test Results**

Variable	Sig	Limits	Remarks
Unstandard Residual	0.200	> 0.05	Normal

Source: SPSS Output Version 25, 2025

The normality test is used to test the normal/not distribution of data. Based on the data from the table above, it is known that the value of asymp.sig is 0.200 > 0.05, so the data is said to be normal.

**Table 6. Heteroscedasticity Test**

Variable	sig	Limits	Remarks
Wages	0.914	> 0.05	Heteroscedasity does not occur
Work Motivation	0.703	> 0.05	Heteroscedasity does not occur
Work Environment	0.462	> 0.05	Heteroscedasity does not occur

Source: SPSS Output Version 25, 2025

The heteroscedasticity test was used to find out whether the regression model experienced homocedasticity disturbances or not. The test results stated that the sig value > 0.05, which was 0.914 for the wage variable, 0.703 for the work motivation variable and 0.462 for the work environment variable. Thus, the variables proposed in the study did not heteroscedadicity.

**Table 7. Multicollinearity Test Results**

Variable	Tolerance	VIVID	Remarks
Brand Image	0.879	1.137	Multicollinearity does not occur
Pricing	0.879	1.137	Multicollinearity does not occur

Source: SPSS Output Version 25, 2025

Based on the multicollinearity test table, it can be found that the *tolerance value* > 0.10 is 0.879 for the brand image variable and the price variable and for the VIF value < 10 which is 1.137 for the brand image and price variable. Based on the data above, there are no variables that experience multicollinearity.

The equation formula in multiple regression analysis is as follows;

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \varepsilon$$

$$Y = 18.373 + 0.575 + 0.389 + 0.062 + \varepsilon$$

Based on the multiple linear regression equation in the researcher's table, it can be concluded that the constant value of 18.373 describes the positive influence between independent variables and dependent variables when all independent variables are considered zero. The value of the wage variable regression coefficient of 0.575 illustrates that for every 1 unit increase in the wage variable, performance will increase by 0.575 units. The value of the regression coefficient of the work motivation variable of 0.389 illustrates that for every 1 unit increase in the work motivation variable, performance will increase by 0.389 units. The value of the regression coefficient of the work environment variable of 0.062 illustrates that for every 1 unit increase in the work environment variable, the performance will increase by 0.062 units.

**Table 8. Test Results t**

		Coefficient				
		Unstandardized	Standardize			
		Coefficients	d			
		Coefficients				
Models		B	Std. Error	Beta	t	Sig.
1	(Constant)	18.373	4.317		4.256	0
	Wages	575	202	278	2.850	0.006
	Work Motivation	389	101	378	3.867	0.000
	Work Environment	62	68	87	911	0.365

Source: SPSS Output Version 25, 2025

To analyze the influence of each independent variable on the dependent variable separately, a partial statistical test (t-test) was performed. The following are the results of the partial statistical table test (t test);

1. The sig value of the wage variable is  $0.006 < 0.05$ . This shows that the wage variable has a positive effect on the employee performance variable.
2. The sig value of the work motivation variable was  $0.000 < 0.05$ . This shows that the work motivation variable has a positive effect on the employee performance variable.
3. The sig value of the work environment variable is  $0.365 > 0.05$ . This shows that the work environment variable has no effect on the employee performance variable.

**Table 9. F Test Results**

NEW ERA						
Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.572	3	0.857	0.262	.852b
	Residual	264.903	81	3.270		
	Total	267.475	84			

Source: SPSS Output Version 25, 2025

Based on the results of the F test, F was calculated as 0.262 with a significance value (Sig) of 0.852. Significance value  $0.852 < 0.05$ . That is, the regression that is formed simultaneously explains that the dependent variable is influenced by the independent variable. This shows that wages, work motivation and work environment simultaneously affect employee performance.

**Table 10. Determination Coefficient Test Results**

Model Summaryb				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516a	.266		239

Source: SPSS Output Version 25, 2025

The table above shows the magnitude of the R Square determination coefficient of 0.266. This shows that the variables of wages, work motivation and work environment together affect employee performance by 26.6%, while the remaining 73.4% are the influence of other variables that are not included in this study.

### Conclusion

This research on the performance of private employees in Banjarmasin has succeeded in showing that wages, motivation and work environment have an influential relationship either partially or simultaneously. These results are in line with the research of Shyreen et al., (2022) who explain that the work environment affects employee performance, in line with the research of Basyid (2024) who explains that work motivation affects employee performance and in line with the research of Yunus et al., (2025) who explains that the work environment affects employee performance. Private employees in Banjarmasin tend to produce good performance if the wages or compensation received are in accordance with the standard of living in Banjarmasin and when they are motivated will also increase their work effectiveness. In addition, a conducive work environment will be able to support good performance for private employees in Banjarmasin

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