


An Effect Work Motivation, Work Satisfaction, And Work Environment On Employee Performance Of KFC Outlets In Sibolangit-Berastagi Area

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Article Info	ABSTRACT
Keywords: Work Motivation, Job Satisfaction, Work Environment, Employee Performance	<p>This study aims to analyze the influence of work motivation, job satisfaction, and work environment on employee performance at KFC Outlets in the Sibolangit - Berastagi Area, both partially and simultaneously. The study population consisted of 42 employees, all of whom were taken as samples using saturated sampling techniques. Primary data were collected through questionnaires and analyzed quantitatively using multiple linear regression methods with the SPSS version 24.0 application. The results of the analysis indicate that work motivation, job satisfaction, and work environment have a positive and significant influence on employee performance, both partially and simultaneously. Partially, work motivation has a regression value of 0.395, $t_{count} (5.098) > t_{table} (2.024)$, and a significant $0.000 < 0.05$. Job satisfaction shows a regression value of 0.272, $t_{count} (3.040) > t_{table} (2.024)$, and a significant $0.004 < 0.05$. The work environment has a regression value of 0.150, $t_{count} (2.694) > t_{table} (2.024)$, and a significance of $0.010 < 0.05$. The simultaneous test (F test) produces $F_{count} (168.652) > F_{table} (2.852)$ with a significance of $0.000 < 0.05$, so that the hypotheses H1, H2, H3, and H4 are accepted. The work motivation variable was found to be the dominant factor with the highest regression value. The determination test shows that 92.5% of employee performance is influenced by work motivation, job satisfaction, and work environment, while 7.5% is influenced by other factors. The relationship between employee performance and these three variables is very strong.</p>
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INTRODUCTION

In fast food restaurants such as KFC Outlets in the Sibolangit - Berastagi Area, employees are often faced with situations with high workloads, especially during peak hours that make employees feel stressed due to high work demands that make employees stressed, resulting in decreased employee job satisfaction. In addition, work schedules at KFC Outlets in the Sibolangit - Berastagi Area are often irregular and often involve working on weekends or holidays, plus low salaries or lack of appreciation and incentives for hard-working employees cause work-life imbalances can reduce employee job satisfaction and work

motivation. In the KFC kitchen or production line, the work environment can be harsh with high temperatures, hot oil, and working under time pressure. These conditions can affect the physical and psychological health of employees, and can affect employee performance.

The KFC outlet in the Sibolangit – Berastagi area is a fairly busy KFC outlet, which means the outlet has to produce quickly so that customers don't have to wait long.. Therefore, employees are required to have excellent performance to be able to complete the workload given (Waruwu & Ain, 2022). The results of observations and pre-surveys conducted showed that some employees experienced a decrease in work motivation which was marked by a decrease in employee work productivity, a decrease in employee initiative and enthusiasm in working, and the emergence of various complaints and dissatisfaction from employees which caused employee emotional and psychological involvement in their work to decrease (Yolinza & Marlius, 2023). In fact, work motivation is very important for employee performance, because when employees feel motivated, they tend to have strong intrinsic and extrinsic drives to achieve their work goals (Wakhyuni & Wening, 2021) (Jufrizen & Noor, 2022). High motivation can increase enthusiasm, the desire to achieve better results, and greater effort in carrying out their duties (Setiawan, 2022).

The results of observations and pre-surveys also show that some employees often commit indisciplinary acts characterized by employees who often violate the rules and procedures set by the company which often cause product defects, ineffective use of working hours, being late to work, and starting to ignore the workload given by the company (Ahmad, 2019). These indisciplinary acts are caused by their low job satisfaction which disrupts employee performance because their dissatisfaction has an impact on their indifference to work performance and even company rules (Sausan et al, 2021) (Wakhyuni et al, 2021).

The results of observations and pre-surveys also showed that some employees often complained about uncomfortable physical conditions in the kitchen due to temperatures that were too hot due to fire and hot frying oil, poor ventilation so that air flow was not smooth which caused heat to be trapped. This was exacerbated by a messy work environment with production materials with a narrow work area and added high noise from production machines, disrupting employee comfort at work which could have an impact on employee performance (Waruwu & Ain, 2022). A positive and supportive work environment can create a pleasant atmosphere that can provide employee comfort at work so that it can improve employee performance (Verawati et al, 2023) (Setiawan & Ritonga, 2023).

The formulation of the problem taken in this study based on the background that has been described is: Do work motivation, job satisfaction, and work environment, both partially and simultaneously, have a positive and significant effect on the performance of employees of KFC Outlets in the Sibolangit - Berastagi Area.

Literature Review

Employee performance

Employee performance is a measure of how effectively an employee carries out his/her duties and responsibilities in accordance with the standards set by the company (Mutiarra et al., 2024). Performance includes aspects of quality, quantity, timeliness, and efficiency in the

use of resources (Saragih & Purba, 2024). Employees with good performance not only meet the company's expectations but also make a significant contribution to achieving organizational goals (Setiawansyah, 2024).

Kasmir (2018) stated that "performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period". Kasmir (2018) explained that "there are many factors that influence employee performance, both work results and behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline". According to Kasmir (2018), "there are four indicators of employee performance, namely: work quality, work quantity, time utilization, and teamwork".

Employee performance is directly related to productivity and operational success. When employees perform optimally, they help companies improve product or service quality, speed up work processes, and minimize costly errors (Mutiarra et al., 2024). In addition, good performance creates a positive work environment and supports collaboration between teams (Saragih & Purba, 2024).

For companies, employee performance also affects competitiveness in the market (Wira et al., 2023). Companies with high-performing workforces tend to be more innovative and responsive to market changes. Furthermore, superior performance reflects higher customer satisfaction, which ultimately increases profits and business sustainability (Setiawansyah, 2024). The results of research conducted by Wira et al (2023), Hudzaifah (2023), Surianto (2022) Quinta & Bernarto (2021), Sutisna (2021) show that work motivation, job satisfaction, and work environment simultaneously have a positive and significant effect on employee performance.

Work motivation

Work motivation is an internal or external drive that influences a person to strive to achieve goals in their work (Mawardi et al., 2024). Motivation can come from personal needs, rewards, a supportive work environment, or clear organizational goals (Febrina & Rahmat, 2024). There are two main types of motivation, namely intrinsic and extrinsic motivation. Intrinsic motivation arises from within the individual, such as a sense of satisfaction from completing a task well, while extrinsic motivation comes from external factors, such as salary, bonuses, or awards (Alkadri, 2024).

Rivai (2019) stated that "work motivation is the driving force within an employee to carry out certain actions in a positive direction according to the needs and desires of the company". According to Rivai (2019) "work motivation can be measured using three indicators, namely: motives, expectations, and incentives". The results of research conducted by Putra & Fernos (2023), Yolinza & Marlius (2023), Tsuraya & Fernos (2023), and Jufrizen & Noor (2022) show that work motivation has a positive and significant influence on employee performance.

Work motivation is very important because it determines how much effort and commitment employees put into their work (Mawardi et al., 2024). Motivated employees tend to be more enthusiastic, productive, and creative in carrying out their duties (Alkadri,

2024). Conversely, lack of motivation can lead to decreased performance, absenteeism, and high employee turnover (Marlius, 2023).

Relationship between Work Motivation and Employee Performance

Work motivation has a close relationship with employee performance. Employees who are highly motivated usually show greater dedication to their tasks, work with high efficiency, and strive to achieve the best results (Mawardi et al., 2024). Motivation encourages employees to improve their skills, improve work quality, and complete tasks on time. Work motivation is also a major factor in creating a positive work atmosphere (Febrina & Rahmat, 2024).

When employees feel appreciated through awards or recognition, they tend to be more enthusiastic about making maximum contributions (Jufrizen & Noor, 2022). Intrinsic motivation, such as a sense of pride in achievement, also drives employees to increase their productivity. Conversely, a lack of motivation can have a negative impact on employee performance, such as decreased work quality, high absenteeism, and minimal innovation (Tsuraya & Fernos, 2023). The results of research conducted by Putra & Fernos (2023), Yolinza & Marlius (2023), Tsuraya & Fernos (2023), and Jufrizen & Noor (2022) show that work motivation has a positive and significant influence on employee performance.

Job satisfaction

Job satisfaction is a positive feeling experienced by employees when they are satisfied with their work, work environment, and various related aspects, such as salary, rewards, relationships with coworkers, and career development opportunities (Safrila & Oktiani, 2024). Job satisfaction reflects the extent to which employees' expectations of their work are met (Putri et al., 2023). Factors such as a conducive work environment, good communication, and fair rewards greatly influence the level of job satisfaction (Citrawati & Khuzaini, 2021).

Hasibuan (2023) explains that "job satisfaction is an emotional attitude that is pleasant and loves one's job where this attitude is reflected by work morale, discipline, and work performance". According to Hasibuan (2023), "job satisfaction can be measured using several indicators, namely: enjoying one's job, loving one's job, work morale, discipline, and work performance".

Job satisfaction plays an important role in creating a productive work atmosphere (Azhari et al, 2021). Employees who are satisfied with their jobs tend to be more motivated, enthusiastic, and committed to their tasks. Conversely, job dissatisfaction can lead to low productivity, high stress levels, and high turnover rates (Tanjung et al, 2022). Therefore, companies need to pay attention to employee needs and expectations to create optimal job satisfaction (Prayuda, 2022).

Relationship between Job Satisfaction and Employee Performance

Job satisfaction has a direct relationship with employee performance (Fauzi et al., 2023). When employees feel satisfied, they tend to work more effectively, producing better quality and quantity of work (Yanuari et al., 2024). Job satisfaction increases employee motivation, loyalty, and enthusiasm to contribute maximally to organizational goals (Putri et al., 2023).

Satisfied employees are also more likely to show a positive attitude in facing work challenges, and have high discipline. They feel appreciated and recognized, which encourages them to give their best results (Fauzi et al., 2023). In addition, job satisfaction plays a role in creating a harmonious relationship between employees and management, thereby increasing team cooperation and productivity. Conversely, job dissatisfaction can reduce morale, increase absenteeism, and cause conflict in the work environment (Yanuari et al., 2024).

Based on the results of research conducted by Sausan et al (2021), Tanjung et al (2022), Citrawati & Khuzaini (2021), Prayuda (2022), and Azhari et al (2021), the results show that job satisfaction has a partial positive and significant effect on employee performance.

Work environment

The work environment is all physical, social, and psychological aspects of the workplace that affect how employees perform their tasks (Jelatu, 2024). The work environment includes physical facilities such as comfortable workspaces, adequate lighting, good ventilation, and adequate work equipment (Firjatullah et al., 2024). In addition, interpersonal relationships, organizational culture, and company policies are also important parts of the work environment (Firjatullah et al., 2024).

Nitisemito (2020) stated that "the work environment is everything that is around the worker and that can influence him in carrying out the tasks assigned". Nitisemito (2020) also stated that "the work environment can be measured by five indicators, namely: facilities, lighting, air temperature, room layout, and relationships between employees".

A good working environment contributes to the comfort and well-being of employees, so that they can work more productively (Winoto & Perkasa, 2024). On the other hand, an unsupportive working environment, such as a cramped space, a tense working atmosphere, or a lack of support from coworkers, can reduce employee morale and performance (Sanjaya & Febrian, 2024).

The work environment has a significant relationship with employee performance (Winoto & Perkasa, 2024). A comfortable and supportive work environment allows employees to work without distractions, thereby increasing their productivity (Jelatu, 2024). A good physical environment, such as a clean workspace and adequate facilities, helps employees focus on their tasks (Verawati et al., 2023). Social aspects, such as harmonious relationships between coworkers and management, also encourage effective communication and better collaboration (Winoto & Perkasa, 2024). When employees feel accepted and supported, they tend to be more motivated to deliver their best work results (Shihab et al., 2022). In addition, a positive work culture creates a conducive work atmosphere, which strengthens employee loyalty and commitment to the company (Sanjaya & Febrian, 2024).

On the other hand, a poor work environment can cause stress, reduce productivity, and affect job satisfaction (Nugroho et al., 2024). By creating a conducive work environment, companies can ensure optimal employee performance and support the long-term success of the organization (Sanjaya & Febrian, 2024). The results of research

conducted by Verawati et al (2023), Saputra & Fernos (2023), Wokas et al (2022), and Shihab et al (2022) each show that the work environment has an influence positive and significant impact on employee performance. The hypothesis developed in this study based on previous theories and research results is: Work motivation, job satisfaction, and work environment, both partially and simultaneously, have a positive and significant effect on employee performance in the KFC Sibolangit - Berastagi Area..

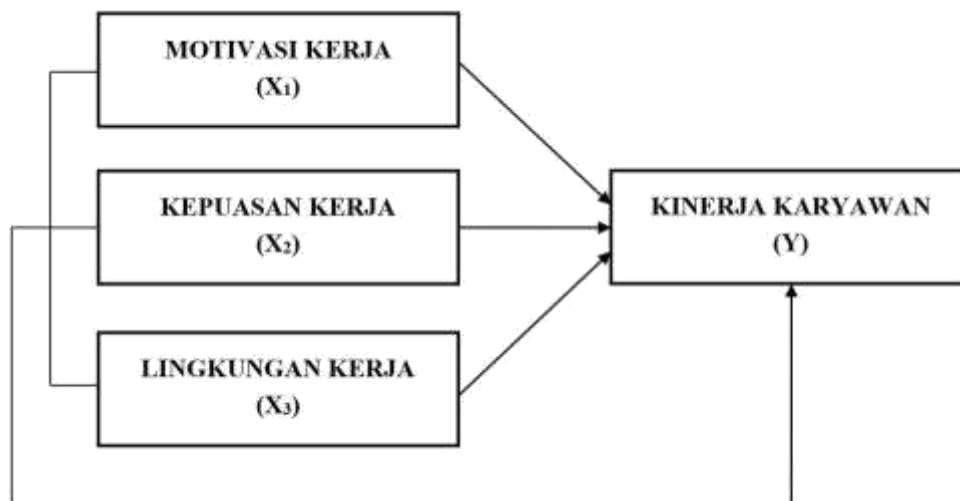


Figure 1. Conceptual Framework of Research

RESEARCH METHODS

This research was conducted at the KFC Outlet located in the Sibolangit - Berastagi Area, precisely along Jalan Jamin Ginting, from Sibolangit to Berastagi City. The object of this research includes all employees of the outlet, totaling 42 people. The number of samples used was also 42 people, with the saturated sampling method as the sampling technique. This study measures three independent variables, namely Work Motivation (X₁), Job Satisfaction (X₂), and Work Environment (X₃), as well as one dependent variable, namely Employee Performance (Y).

The approach used is associative-quantitative with data analysis through multiple linear regression methods using the SPSS version 24.0 application. Primary data were collected through questionnaires translated into a Likert scale so that they could be processed numerically (Ahmad, 2022).

The collected data were tested for validity and reliability to ensure their quality (Merya et al., 2021). Furthermore, classical assumption tests were carried out including normality, multicollinearity, and heteroscedasticity (Darmilisani, 2021). Regression analysis used the following formula (Hasibuan, 2022):

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description: Y is Employee Performance, α is a constant, β is the regression coefficient, X₁, X₂, and X₃ are Work Motivation, Job Satisfaction, and Work Environment respectively, while e is the error term. Hypothesis testing is carried out partially (t-test) and

simultaneously (F-test), accompanied by a determination test to assess the contribution of the independent variable to the dependent variable (Andika, 2019; Ritonga et al., 2020).

RESEARCH RESULTS AND DISCUSSION

Research result Data Quality Test

Validity Test

Validity test is used to assess the extent to which a measuring instrument or questionnaire can measure what it is supposed to measure. Validity indicates the accuracy and relevance of the data collected. An instrument is declared valid if each item has a significant correlation with the total score or expected value.

Table 1. Eligibility of Each Question on the Variable

Item	rhitung QuestionMotivation Work (X1)	rhitung Satisfaction Work (X2)	rhitung Environment Work(X3)	rhitung Performance Employee (Y)	rtable	Information
1	0.865	0.723	0.762	0.832	0.304	Worthy
2	0.511	0.407	0.599	0.597	0.304	Worthy
3	0.786	0.333	0.543	0.399	0.304	Worthy
4	0.901	0.793	0.823	0.700	0.304	Worthy
5	0.911	0.489	0.603	0.452	0.304	Worthy
6	0.353	0.747	0.635	0.831	0.304	Worthy
7	0.936	0.759	0.497	0.329	0.304	Worthy
8	0.849	0.551	0.844	0.860	0.304	Worthy
9	0.922	-	0.454	-	0.304	Worthy
10	-	-	0.855	-	0.304	Worthy

The results of the validity test show that each question item in the variables Work Motivation (X1), Job Satisfaction (X2), Work Environment (X3), and Employee Performance (Y) has a calculated r value greater than r table or > 0.304 . This indicates that all data obtained through the questionnaire is valid and can be used (Sugiyono, 2022; Setiawan, 2022).

Reliability Test

Reliability testing measures the consistency of a measurement instrument. An instrument is said to be reliable if the results are consistent when used under the same conditions, even if repeated several times. Reliability is usually tested with Cronbach's Alpha, and a value of ≥ 0.7 indicates that the instrument is reliable for data collection.

Table 2. Reliability Test Results of Each Variable

Variables	Reliability Statistics			Conclusion
	Cronbach's Alpha	N of Items	Cronbach's Alpha Minimal	
Work Motivation (X1)	0.944	9	0.70	Reliable
Job Satisfaction (X2)	0.853	8	0.70	Reliable
Work Environment (X3)	0.904	10	0.70	Reliable
Employee Performance (Y)	0.861	8	0.70	Reliable

Reliability testing produces Cronbach's Alpha values for all variables, namely Work Motivation (X1), Job Satisfaction (X2), Work Environment (X3), and Employee Performance (Y), greater than 0.70. This confirms that all data collected through the questionnaire is reliable (Sujarweni, 2022; Setiawan & Ritonga, 2023).

Classical Assumption Test

In this study, the classical assumption test used consists of 3 parts, namely: (Waruwu & Aina, 2022)

a. Data Normality Test

The normality test aims to test whether the data in the regression model is normally distributed. Data normally distributed is important to ensure the accuracy of statistical analysis. This test can be done using the Kolmogorov-Smirnov method, histogram graph, or PP Plot. Data is considered normal if the significance value is > 0.05 (Setiawan, 2018).

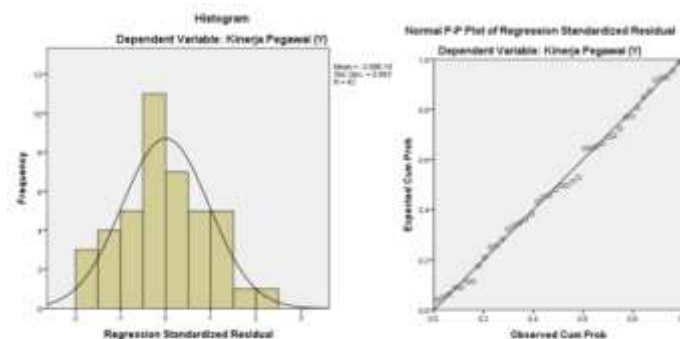


Figure 2. Histogram Curve and PP Plot Normality Graph

The histogram curve shows a convex shape in the middle, resembling a bell, without a slope to the left or right (Setiawan et al., 2018). The PP Plot graph shows 48 data points spread around the diagonal line, following its direction, and some touching the line. This distribution indicates that the data has been normally distributed, so that the assumption of normality of the regression model is met (Wakhyuni & Dalimunthe, 2020).

Table 3. Data Normality with Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		42
Normal Parameters ^{a,b}	Mean	0.000000
	Std. Deviation	1.35971245
Test Statistics		0.065
Asymp. Sig. (2-tailed)		0.200^{c,d}
6		

The Kolmogorov-Smirnov test shows a significance value of 0.200, greater than 0.05, indicating that the data is normally distributed. Thus, the data in this study meets the criteria for normal distribution and the requirements for the classical assumption test (Manullang & Manuntun, 2022; Ahmad, 2022; Andika, 2019).

b. Multicollinearity Test

Multicollinearity tests are carried out to determine whether there is a strong linear relationship. between independent variables in the regression model. Too strong a relationship can interfere with the analysis results. This test uses the Tolerance and Variance Inflation Factor (VIF) values. There is no multicollinearity if $VIF < 10$ and Tolerance > 0.10 .

Table 4. Multicollinearity Test Results

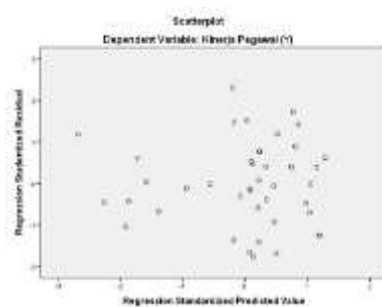
Model	Tolerance	Collinearity Statistics			Conclusion
		Tolerance Minimum	VIF	VIF Maximum	
1 (Constant)					
Work Motivation (X1)	0.181	0.10	5,519	10	No problem Multicollinearity
Job Satisfaction (X2)	0.203	0.10	4,927	10	
Work Environment (X3)	0.300	0.10	3,333	10	

a. Dependent Variable: Employee Performance (Y)

Based on the results of the Multicollinearity test, the variables Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3) each have a Tolerance value greater than 0.10 and a VIF value less than 10, as reported by Manullang & Manuntun (2022). This finding indicates that there is no multicollinearity problem among the independent variables tested, so that the regression model can be considered to have passed the classical assumption test (Rianto & Aseandi, 2020) (Darmilisani, 2021).

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is inequality in residual variance between observations in the regression model. Heteroscedasticity can cause the analysis results to be biased. This test can be done using the scatterplot graphic method or the Glejser test. There is no heteroscedasticity if the point pattern is randomly distributed (Wakhyuni et al, 2021)



Model	Coefficients ^a		Conclusion
	Sig.	Condition	
1 (Constant)	0.576		
Work Motivation (X1)	0.969	> 0.05	No Symptoms
Job Satisfaction (X2)	0.640	> 0.05	Heteroscedasticity
Work Environment (X3)	0.860	> 0.05	

Dependent Variable: Absolute_Residual

Figure 3. Scatterplot Graph and Glejser Test

Furthermore, the scatterplot graph that visualizes the relationship between variables shows that 42 data points are randomly distributed without a particular pattern, do not gather in a certain area, and are evenly distributed both above and below the zero line on the Y-axis. This condition is a strong indication that the regression model does not show symptoms of heteroscedasticity, as explained by Sujarweni (2022) and Merya et al. (2021). Additional results from the Glejser test also support this finding, by showing that the significance value (sig) for each independent variable, namely Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3), is greater than 0.05. Based on these results, it can be concluded that there is no indication of heteroscedasticity in the model, which means that the regression model has met the standard assumption criteria through the evaluation of the scatterplot graph and the Glejser test (Sujarweni, 2022).

Multiple Linear Regression Analysis

Multiple linear regression test is used to analyze the effect of more than one independent variable on the dependent variable. This method helps to understand the linear relationship between variables and determine the contribution of each independent variable in predicting changes in the dependent variable simultaneously.

Table 5. Multiple Linear Regression Test Results

Model	<i>Coefficients^a</i>			Direction of Influence	Percentage Influence
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Std. Error	Beta		
1 (Constant)	3,297	1,348			
Work Motivation (X1)	0.395	0.077	0.514	Positive	39.5%
Job Satisfaction (X2)	0.272	0.089	0.289	Positive	27.2%
Work Environment (X3)	0.150	0.056	0.150	Positive	15.0%

a. Dependent Variable: Employee Performance (Y)

From the multiple linear regression analysis conducted, the following regression equation was obtained:

$$Y = 3.297 + 0.395X_1 + 0.272X_2 + 0.150X_3 + e$$

This equation can be interpreted as follows (Setiawan et al., 2018):

- When the value of all independent variables, namely Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3), is zero, then Employee Performance (Y) is projected to be at 3.297. This indicates the level of employee performance without any influence from work motivation, job satisfaction, or work environment.
- A one unit increase in the Work Motivation variable (X1) will encourage an increase in Employee Performance (Y) of 0.395 units or 39.5%. This reflects that work motivation has a positive influence on employee performance, so that increasing work motivation can improve performance.

- c. A one unit increase in Job Satisfaction (X2) will lead to an increase in Employee Performance by 0.272 units or 27.2%. In other words, the higher the job satisfaction, the higher the employee performance produced.
- d. A one unit increase in the Work Environment (X3) will increase Employee Performance (Y) by 0.150 units or 15.0%. This shows that improvements in the work environment aspect have positive impact on employee performance.

Multiple linear regression analysis also shows that the Work Motivation variable (X1) is the dominant factor influencing Employee Performance (Y). This is indicated by the highest beta regression value of 0.514 compared to other variables (Wakhyuni & Dalimunthe, 2020).

Hypothesis Testing

In this study, the hypothesis was tested using two tests to find partial and simultaneous effects.(Manullang & Manuntun, 2022)

a. t-Test (Partial)

The t-test aims to test the significant influence of each independent variable individually. on the dependent variable. The results help evaluate whether each independent variable has a significant impact or not on the dependent variable by considering the value of its regression coefficient.

Table 6. t-Test Results (Partial)

Model	Coefficients ^a			Sig.	Sig. Requirements	Conclusion Influence
	count	table				
1 (Constant)	2,447		0.019			
Work Motivation (X1)	5,098	2,024	0,000	< 0.05		Significant
Job Satisfaction (X2)	3,040	2,024	0.004	< 0.05		Significant
Work Environment (X3)	2,694	2,024	0.010	< 0.05		Significant

a. Dependent Variable: Employee Performance (Y)

Through the t-test conducted in this study, it was found that Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3) each have a significance value (sig) that is smaller than 0.05. This result confirms that the three independent variables partially have an influence significant on Employee Performance (Y). In addition, the t-count value obtained for each variable is greater than the t-table, with a t-table value of 2.024. The t-table value is calculated based on the degrees of freedom (df) obtained from the formula $df = n - k$, which is 42 (number of data) minus 4 (number of variables), produces a df of 38. The ttable value is then matched through the t distribution table (Wakhyuni et al., 2021). Thus, these results support the alternative hypothesis (Ha) which states that there is a significant influence of the independent variables on Employee Performance (Y), while rejecting the null hypothesis (Ho).

b. F Test (Simultaneous)

The F test is used to evaluate the significance of the overall regression model. This test examines whether all independent variables together have a significant effect on the

dependent variable. Significant results indicate that the model is suitable for use in predicting the dependent variable.

Table 7. F Test Results (Simultaneous)

ANOVA ^a			
Model	Sum of Squares	df	Mean Square
1 Regression	1009,270	3	336,423
Residual	75,80238	1,995	
Total	1085,07141		

a. Dependent Variable: Employee Performance (Y)

Fcount	Ftable	Sig.	Conditions	Conclusion
168,652	2,8520.000b	< 0.05	Significant	

b. Predictors: (Constant), Work Motivation (X1), Job Satisfaction (X2), Work Environment (X3)

The F test conducted to evaluate the influence simultaneously shows that the significance value of 0.000 is much smaller than 0.05. Based on these results, the decision was taken to accept the alternative hypothesis (H_a) and reject the null hypothesis (H_o), which means that Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3) together have a significant influence. on Employee Performance (Y). This finding is supported by the Fcount value of 168.652 which is much larger than the Ftable of 2.852. The Ftable value is calculated using $df_1 = k - 1$ (i.e. 3) and $df_2 = n - k$ (i.e. 38), with the Ftable results obtained from the F distribution table (Wakhyuni et al., 2021).

Determination Test

The determination test (R^2) measures how much of the variation in the dependent variable can be explained by the dependent variable. independent in the regression model. Its value ranges from 0 to 1; the higher the R^2 value, the better the model explains the relationship between the independent and dependent variables.

Table 8. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.964a	0.930	0.925	1.41237

Predictors: (Constant), Work Motivation (X1), Job Satisfaction (X2), Work Environment (X3)

b. Dependent Variable: Employee Performance (Y)

The results of the determination test analysis show that Work Motivation (X1), Job Satisfaction (X2), and Work Environment (X3) collectively contribute 92.5% to Employee Performance (Y), as indicated by the Adjusted R Square value of 0.925. The remaining 7.5% is influenced by other factors not covered in this study. The relationship between the independent variables and Employee Performance (Y) is classified as very strong, with a correlation coefficient (R) value of 0.964, which is in the range of 0.8–0.99 (Hasibuan, 2022).

The Influence of Work Motivation on Employee Performance

The findings of this study indicate that work motivation has a partial positive and negative effect. significant on the performance of KFC Store employees in the Sibolangit - Berastagi Area. This is indicated by the results of the t-test which shows a positive value of 0.395, t count = 5.098 and t table = 2.024. This shows that t count > t table and the significance value = 0.000 (sig < 0.05) then the conclusion is accepted H_a and reject H_o which means that work motivation partially has a positive and significant effect on employee performance. The proposed H_1 hypothesis has been evaluated and can be accepted, because the research findings support the hypothesis. The positive direction indicates that when work motivation increases, employee performance will also increase; conversely, when work motivation decreases, employee performance will also decrease. The findings of this study are in line with the results of studies conducted by Putra & Fernos (2023), Yolinza & Marlius (2023), Tsuraya & Fernos (2023), and Jufrizen & Noor (2022) which all show that work motivation has a positive and significant effect on employee performance, which implies that increasing work motivation will significantly increase employee performance. The findings of this study further strengthen Kasmir's theory (2018) which states that there are several factors that influence employee performance, one of which is employee work motivation.

Work motivation has a positive and significant influence on employee performance in KFC Outlets in the Sibolangit - Berastagi Area because motivation acts as the main driver in increasing dedication, productivity, and work efficiency. Based on work motivation indicators, namely motives, expectations, and incentives, each element contributes directly to improving performance. Motives reflect the internal drive of employees to meet needs or achieve certain goals. At KFC, motives such as the desire to be recognized or rewarded for performance encourage employees to work hard in maintaining service quality and operational efficiency. Expectations relate to employees' beliefs that their efforts will result in appropriate rewards. If employees feel that their hard work will be recognized, either through promotions, bonuses, or appreciation, then they will be more motivated to achieve work targets. Incentives, in the form of financial or non-financial rewards, are external drivers that strengthen employee motivation. Incentives such as performance bonuses or award programs at KFC can increase job satisfaction and encourage them to provide the best service to customers. By fulfilling these three indicators, employee work motivation increases, thus encouraging them to achieve optimal results in quality, quantity, and work efficiency, which contributes to the operational success of the outlet.

The Influence of Job Satisfaction on Employee Performance

This study reveals that job satisfaction partially has a positive and negative influence. significant on employee performance at KFC Outlets in the Sibolangit - Berastagi Area. Based on multiple linear regression analysis, the t-test shows a positive coefficient value of 0.272 with a t count of 3.040, which is greater than the t table of 2.024. The significance value of 0.004 (sig < 0.05) strengthens the conclusion that the alternative hypothesis (H_a) is accepted, while the null hypothesis (H_o) is rejected. This confirms that increased job satisfaction is directly proportional to increased employee performance. Conversely, if job

satisfaction decreases, employee performance will also be negatively affected. This finding is consistent with previous studies by Turnip et al. (2022), Marpaung et al. (2020), Agustina et al. (2019), and Susilowati & Nuswantoro (2019), all of which concluded that job satisfaction has a positive and significant impact on employee performance. These results are also in line with Kasmir's theory (2018), which states that job satisfaction is one of the main factors in improving employee performance.

Job satisfaction at KFC Outlets in the Sibolangit - Berastagi Area can be seen through five indicators: enjoying work, loving work, work morale, discipline, and work performance. First, enjoying work reflects the level of comfort and employee engagement with their tasks. Employees who enjoy their work will be more motivated to provide the best results. Second, loving work describes a deeper dedication, where employees not only carry out their duties but also feel proud of their work. Third, high work morale allows employees to work with integrity and enthusiasm, creating a positive work atmosphere. Fourth, discipline plays an important role in ensuring employees comply with work rules and schedules, which ultimately supports efficiency. Finally, work performance reflects the results achieved by employees, both quantitatively and qualitatively. By creating a work environment that supports these five indicators, KFC Outlets can improve overall job satisfaction. High job satisfaction allows employees to work more optimally, increase productivity, and provide better service to customers.

The Influence of Work Environment on Employee Performance

This study shows that the work environment partially has a positive and negative influence. significant on employee performance at KFC Outlets in the Sibolangit - Berastagi Area. Based on regression analysis multiple linear regression, the t-test results show a positive coefficient value of 0.150, with a t count of 2.694 which is greater than the t table of 2.024. The significance value of 0.010 (sig <0.05) confirms that the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected. This means that a better work environment will significantly improve employee performance, while a poor work environment can reduce their performance. These findings support previous studies by Verawati et al. (2023), Saputra & Fernos (2023), Wokas et al. (2022), and Shihab et al. (2022), all of which concluded that the work environment has a positive and significant effect on employee performance. These results also 10 strengthens the theory put forward by Kasmir (2018), which states that the work environment is an important factor that influences employee performance.

The working environment at KFC Outlets in the Sibolangit - Berastagi Area can be seen through five main indicators: facilities, lighting, air temperature, room layout, and employee relations. First, adequate work facilities, such as modern work tools and comfortable rest areas, help employees complete tasks more efficiently. Second, adequate lighting in the work area improves employee concentration, reduces eye fatigue, and supports productivity. Third, comfortable air temperature, either through ventilation or air conditioning, creates a conducive working atmosphere. Fourth, well-organized room layout, including sufficient space and a clean work area, helps improve work comfort. Finally, harmonious employee relations, including good communication and effective teamwork,

create a positive social environment. By optimizing these five indicators, the company not only improves employee job satisfaction but also ensures better performance. A well-managed work environment is a key factor in maintaining employee productivity and service quality.

CONCLUSION

Work motivation, job satisfaction, and work environment have been proven to have a significant and positive influence on employee performance at KFC Outlets in the Sibolangit - Berastagi Area, both individually and simultaneously. Among the three variables, work motivation appears as the most dominant factor and has the greatest impact on improving employee performance. Therefore, management is advised to pay special attention to these aspects in order to create a work environment that supports productivity. To improve the work environment, management needs to ensure that the workplace is always clean, has a comfortable air temperature, and is equipped with good ventilation for optimal air circulation. This will create a more conducive work atmosphere and support employee comfort when carrying out daily tasks. In terms of work motivation, it is important for management to reward employees who show extraordinary achievements. This recognition can be in the form of formal awards, bonuses, or other appropriate incentives. This strategy not only increases employee morale but also encourages them to continue to contribute better. Meanwhile, to strengthen job satisfaction, management is advised to pay more attention to the balance between work and personal life of employees. Steps such as providing sufficient rest time, flexibility in work schedules, and opportunities for adequate vacations can support this balance. In addition, involving employees in the decision-making process and providing space for them to express their opinions and input can increase their sense of belonging and satisfaction with their work.

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