



## Comfort Working with Superiors, Comfort Working with Peer Employees, and a Sense of Company Unity to Employee Work Motivation

Elisabeth Simangunsong<sup>1\*</sup>, Darna Sitanggang<sup>2</sup>

<sup>1,2</sup> Santo Thomas Catholic University, Medan, Indonesia, email:

[elisabethsimanggungsong@gmail.com](mailto:elisabethsimanggungsong@gmail.com)

\*Corresponding Author: Elisabeth Simangunsong<sup>1</sup>

**Abstract:** The purpose of this study was to determine the Effect of Comfort Working with Superiors, Comfort Working with Peers and Sense of Company Unity on Employee Work Motivation at PT Sanfremy Pratama. The research method uses Random Sampling with a sample size of 67 employees. The results obtained are partially Comfort Working with Superiors has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Partially, Comfort Working with Peers has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Partially, Sense of Company Unity has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Simultaneously, Comfort Working with Superiors, Comfort Working with Peers, Sense of Company Unity have a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Based on the results of the adjusted coefficient of determination test, the adjusted R square value is 0.727. This shows that 72.7% of the variables of Comfort Working with Superiors ( $X_1$ ), Comfort Working with Peers ( $X_2$ ), and Sense of Company Unity ( $X_3$ ) are able to explain the variable Employee Work Motivation (Y) at PT Sanfremy Pratama while the remaining 27.3% is the influence of other independent variables that are not explained by the research model such as work stress variables, job appraisal and intrinsic motivation.

**Keywords:** Work Comfort, Sense of Company Unity Work Motivation, Company, Employees

### INTRODUCTION

(Busro, 2020) Motivation is an important thing that underlies any or individual behavior. Motivation in everyday life exists in a variety of contexts. In the context of industrial organizations, this can be in the form of work motivation, motivation to increase work performance, and others. In the social context, this can be in the form of life motivation, motivation for social activities, and others. In the context of education, this can be learning

motivation, achievement motivation, and others. (Nelfianti, Yuniasih, 2018) In organizational industrial practice, work motivation is the main basis for employees in carrying out their work. With work motivation, employees can work well, even exceeding the work duties and responsibilities that should be carried out. This will have a positive impact, both for the employees themselves, and for the company. For employees, it can trigger them to have more achievements than the targets set by the company. This is beneficial for employees because it will affect their performance appraisal and the *rewards* or awards they will get, such as promotions, bonuses and commissions, as well as indirect or verbal awards from coworkers and superiors. For the company, it will be very helpful in increasing productivity, both on a small and large scale, depending on employee achievement. (Salim, 2014) Work motivation is also very important because there will be a negative impact if the work motivation of employees in a company is low. For example, work achievement will be reduced. This will affect the results of teamwork as well as on a large scale, namely the company's productivity results.

(Nurendra & Purnamasari, 2017) Work motivation is an interpretation of the things that underlie individual work behavior, including individual personal judgment that triggers them to carry out work tasks to achieve goals and obtain the expected results. It is also related to how interesting it is so that individuals feel challenged to complete related work which will increase their confidence in terms of personal achievement. (Sumadi & Sulistyawati, 2017) Factors that can affect work motivation can be a sense of pleasure or personal pride when successfully achieving something in his work, because it is motivated by individual ideals or hopes for his future career, also because it is supported by individual abilities or competencies in the field he is working on, so that he has the opportunity to show his advantages to others. (Robbins & Judge, 2013) In practice, work motivation will have an impact on individual hopes or expectations of success to be achieved in the future, especially when the individual's previous achievements have a significant impact on his or her career path. (Syaharuddin, 2016) Although in the current era, technology has greatly developed and helped the efficiency of the company's operations, dynamic, moral and united human resources are still important to have, where both support each other in the industrial practice of the organization.

(Bangun, 2017) Between employees with one another have different needs and desires, which trigger them to work. Driven by a need, work behavior or attitude arises which is actually a form of personal self-motivation. (Sedarmayanti, 2017) The importance of human resources in supporting the company's success in achieving the company's vision, mission and goals results in company expenditures in terms of human resources cannot only be considered as a *cost* or cost, but also as an investment. In its implementation, investment in terms of employee self-development can also be given through training provision according to company needs. Human resource management is important to be planned as well and as carefully as possible because this will greatly determine the sustainability of the company. This is known to be the obligation and responsibility of company management. Therefore, management must be able to make careful planning, develop effective strategies, coordinate all components of the company in general or resources, in particular, so that management will have a positive impact on the company. In addition to the management of company management towards employees, at work, the comfort factor at work and a sense of company unity are two things that are mutually sustainable. Comfort at work can be defined as a sense of satisfaction obtained due to the achievement of the task or activity undertaken or by carrying out certain actions in the context of work. The comfort obtained can have an impact such as increasing focus, attention and optimizing challenges. (Permatasari et al., 2017; Salim, 2014).

Comfort at work externally or obtained from outside the individual can be in the form

of comfort working with superiors and comfort working with peer employees. (Angga Rekza, 2021; Ratnasari, 2017) The comfort of working with superiors in question can be obtained from mutual respect for the work efforts made by individuals such as the use of positive words for work results, for example by praising and thanking. In addition, a friendly attitude from superiors by appreciating work both formally and informally and a flexible attitude from superiors such as remaining responsive and being firm, but also humorous and not rigid when with subordinates, for example by laughing with the jokes/humor of their subordinates. (Gunawan et al., 2021). The comfort of working with peer employees in question can be obtained from a work attitude where communication is well established, the system of discussion and delivery of opinions is smooth. In practice, employees also have a healthy sense of competitiveness in work or achieving work targets (Gunawan et al., 2021; Gunawan et al., 2021). (Gunawan et al., 2021; Salim, 2014).

Work comfort can increase work passion so that good productivity will increase work performance. In addition, work can be completed efficiently according to the correct standards within the specified time scale. The previously described non-physical work environment (relating to superiors and peer employees) is ultimately an important aspect so that company operations can run smoothly. (Syaharuddin, 2016) This will also be interrelated with a sense of company unity. A sense of company unity in organizational industrial practice is no less important. This can be interpreted that employees feel that the company is part of their lives which will have a significant impact on their lives. Generally, if employees have a sense of company unity, they will feel that working in the office is a routine that they do without burden, and even feel happy with the job or company. (Handoko, 2011; Sedarmayanti, 2017). PT Sanfremy Pratama is a company engaged in the distributor of generator engines and material test equipment. The phenomenon of problems that occur at PT Sanfremy Pratama is mainly on work motivation. In this company, employee work motivation is declining. This can be seen from the problems that result in decreased employee motivation at PT Sanfremy Pratama as follows:

**Table 1. Data on Declining Employee Work Motivation at PT SANFREMY PRATAMA January to August 2022**

Month	Number of Employees	Problem
January	20	Employees do not complete work projects properly.
February	18	Some employees do not achieve the targets set by the company.
March	15	Some employees are not active in expressing sales ideas.
April	8	Employees within the same division who do not show concern for each other.
May	9	Employees between related divisions do not coordinate with each other, resulting in errors in product distribution.
June	10	Some employees do not work in accordance with the directions of their direct supervisors.
July	16	Employees who are indifferent to achieving new targets.
August	17	Employees did not demonstrate significant sales of the new product.

Source: PT Sanfremy Pratama, 2021

Based on Table 1, it can be seen from the problem of declining employee work motivation that there are still many employees who do not complete their work properly, are not motivated to achieve the work targets that have been set and there are several employees working not in accordance with the directions set by the superiors, not even coordinating with colleagues in one division as well as across divisions. This shows that the goals and ways of working of employees are not in accordance with the value of work motivation that has been set by the company. This causes problems that occur in work motivation. (Talarosha, 2005) Decreased work motivation is also influenced by the comfort factor of working with

superiors at PT Sanfremy Pratama. Superiors who are less effective in delivering work targets as well as communication cause employees not to be triggered to improve work results, even achieve the targets that have been set. In addition to the comfort of working with superiors, the comfort of working with peer employees at PT Sanfremy Pratama also reduces employee motivation. Employees between divisions and across divisions have a lack of coordination and communication.

This causes cooperation to be hampered and ultimately has an impact on the work produced. Finally, employee work motivation also decreases because they feel that the work results are always the same and do not develop. In terms of the sense of unity factor, the company at PT Sanfremy Pratama does not really support employees at work, so employees feel that they are not bound and have no sense of unity when working at the company. This causes employees to feel that working in the company is not part of their lives so that they become indifferent to work and are not motivated. Given the importance of the influence of comfort working with superiors, comfort working with peer employees and a sense of company unity in shaping or increasing employee work motivation within the company and to find out how the influence of comfort working with superiors, comfort working with peer employees and a sense of company unity on employee work motivation at PT SANFREMY PRATAMA, the researcher is interested in conducting research with the research title " Comfort Working with Superiors, Comfort Working with Peer Employees and Sense of Company Unity on Employee Work Motivation at PT Sanfremy Pratama".

## **LITERATURE REVIEW**

### **Convenience of Working with Bosses**

(Mathis & Jackson, 2012) Comfort working with a supervisor is a feeling of enjoyment in terms of tasks or activities undertaken in the context of work related to the supervisor. This also includes a sense of enthusiasm for the work received from the boss even though the work is considered challenging or difficult. (M, 2014) Comfort working with superiors is a positive attitude shown by good cooperation and coordination between subordinates and superiors. This includes mutual respect and appreciation of the work efforts of subordinates. Things that superiors can do are like praising and thanking. (Salim, 2014) Comfort working with superiors is an attitude shown by employees by showing good performance and responsiveness to supervisors' directions. Bosses also use positive words in daily work. A friendly attitude from superiors can be in the form of appreciating work both formally and informally. (Riyadi, 2021) The comfort of working with superiors is a work process where employees generally show a dexterous and responsive attitude towards superiors in working to achieve certain work results. Superiors who are flexible while being firm, but also humorous, contribute to a work situation that creates work comfort from subordinates to superiors. Based on the opinions of the experts above, the comfort of working with superiors is a positive work attitude of subordinates towards superiors and a feeling of enjoying work tasks or activities related to superiors. The work obstacles encountered are also felt to be resolved properly as a positive impact of good synergy / cooperation between superiors and subordinates.

### **Comfort Working with Peers**

(Permatasari et al., 2017) comfort working with peer employees is a sense of enjoying work on the part of employees who are happy with their work environment or workplace and coworkers by carrying out productive activities and using work time effectively. (Angga Reksa, 2021) comfort working with peer employees is a positive attitude shown in the relationship between coworkers so that it has an important positive impact on the quality of work produced. (Akbar, 2018; Khoiriyah, 2017) The comfort of working with peer

employees is everything that is shown directly or indirectly between employees in a company where work coordination between coworkers is well established so that there is no indifference between coworkers. (Men, 2021) The comfort of working with peer employees is a condition, state, and situation where coworkers are mutually supportive, respect each other and respect each other's opinions in the context of work so as to create good work results as well. From some of the opinions of the experts above, the comfort of working with peer employees is all positive work attitudes between coworkers that are intertwined so that harmonious relationships appear and have a positive impact on work results (optimal work activities).

### **Sense of Corporate Unity**

(Mathis & Jackson, 2012; Pandji Anoraga, 2014) A sense of company unity is a sense of compatibility that is consistently created, both among employees and between employees and the company, with the expectation that this principle will trigger a synergized work process. (Ratnasari, 2017; Robbins & Judge, 2013) A sense of company unity is a sense of belonging where employees feel that the company is part of their lives and will have a significant impact on their lives. (Cooke et al., 2019; Riyadi, 2021) a sense of company unity is a condition where employees feel that working in the office is a routine that is carried out without burden, even though there are obstacles or problems that will be able to be resolved together. Employees feel happy with their work and with the company where they work. (Wang et al., 2021) A sense of company unity is an overall sense of unity, synergy, which may be based on good cooperation so that all work activities carried out by and within the organization actually apply effective and efficient principles and lead to efforts to achieve organizational goals or the company's vision and mission. From some of the opinions of the experts above, a sense of company unity is a sense of compatibility and belonging that is consistently established, both between employees and between employees and the company so that employees feel that the company is part of their lives and will continue to provide optimal work results for the sustainability of the organization. (ADE SITORUS et al., 2022) indicators of a sense of company unity consist of three, among others: Employees feel that time passes quickly while they are working, even though they encounter obstacles, work can be completed with good cooperation and employees feel happy in their work, where their work has become an inseparable part of their life.

### **Work Motivation**

(Hasibuan, 2011) work motivation is a situation or condition that encourages or moves employees to underlie their work behavior. The energy that drives this work behavior is practiced in order to achieve work targets and organizational goals or the company's vision and mission. (Robbins & Judge, 2013, 2015) work motivation is the work attitude or work behavior of employees who are strived to lead to the achievement of maximum performance. (Handoko, 2011; Mathis & Jackson, 2012) work motivation is a drive that can come from within the employee or from outside the employee, which causes employees to perform work behavior in accordance with their duties, responsibilities to the company but still refers to company rules or values. (Bangun, 2017; Bianca et al., 2014) work motivation is a driver or provision of power that is able to trigger employee passion to work effectively and efficiently. Employees also work in an integrated manner to produce good performance and increase job satisfaction. From some of the opinions of the experts above, work motivation is a condition that encourages employees or underlies their work behavior, both from within employees and from outside employees, in order to achieve work targets and organizational goals by working effectively and efficiently. (Petra et al., 2006) There are five indicators of work motivation, among others: Discipline, self-confidence, imagination and combination of



work, work responsibility, endurance to work pressure.

## RESEARCH METHODS

The data collection techniques used by researchers in this study are: Questionnaires, Observation and Documentation. In this study the population is employees at PT SANFREMY PRATAMA which amounted to 200 people. The sampling methodology in this study was carried out by Random Sampling, namely by means of anyone who happened to meet with this researcher and was considered suitable as a data source would be a sample of this study. (Sugiyono, 2017). Determination of the sample in this study using the *Slovin* formula Then the sample size is 67 people.

### Data Analysis Technique

#### Descriptive Statistical Analysis

(Ghozali, 2014; Suharsimi, 2010) Descriptive statistical analysis is a data analysis that describes the conditions, as well as certain characteristics of each variable, where these characteristics can be seen from the average value (mean), maximum and minimum values, and standard deviation.

#### Classical Assumption Test

The classic assumption test can be described through normality test, multicollinearity test, heteroscedasticity test and outocorrelation test.

#### Multiple Linear Regression Analysis

(Suharsimi, 2010) multiple linear regression test is a test conducted to determine the direction and how much influence the independent variable has on the dependent variable, where this analysis can determine the linear equation, as shown below:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Y = Employee Work Motivation

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = constants

X<sub>1</sub> = Comfort Working With Superiors,

X<sub>2</sub> = Comfort Working With Peers

X<sub>3</sub> = Sense of Corporate Unity

#### Hypothesis Test

Hypothesis testing in this study is a partial significance test (t test), simultaneous significance test (F test) and coefficient of determination test (R<sup>2</sup>).

## RESULTS AND DISCUSSION

### Respondent Description

Data respondents based on gender can be seen in the following table:

**Table 2. Characteristics of Respondents Based on Gender**

Gender	Number (Person)	Percentage
Men	38 people	56,72%
Women	29 people	43,28%
<b>Total</b>	<b>67</b>	<b>100%</b>

Source: Research Results, 2022 (Data Processed)

From the table it can be identified that the respondents in this study totaled 6 people consisting of men and women. Respondents who were male amounted to 38 people or 59.38% and respondents who were female amounted to 26 people or 43.28%. This shows that

the majority of respondents in this study were male as many as 38 people or 56.72%. Respondent data based on education level can be seen in the following table:

**Table 3. Characteristics of Respondents Based on Education Level**

Education Level	Number (Person)	Percentage
HIGH SCHOOL	10	14,93%
Diploma	16	23,88%
Bachelor	25	37,31%
Postgraduate	16	23,88%
<b>Total</b>	<b>67</b>	<b>100%</b>

Source: Research Results, 2022 (Data Processed)

From Table 3 it can be identified that the respondents in this study totaled 67 people. Respondents with high school education levels were 10 people or 14.93%, Diploma education levels were 16 people or 23.88%, Bachelor education levels were 25 people or 37.31%, and Postgraduate levels were 16 people or 23.88%. This shows that the respondents with more education levels in this study are Bachelor as many as 25 people or 37.31%. Respondent data based on length of work can be seen in the following table:

**Table 4. Characteristics of Respondents Based on Length of Work**

Length of Service	Number (Person)	Percentage
1 - 3	15	22,39%
4 - 6	17	25,37%
7 - 10	24	35,82%
11 - 13	11	16,43%
<b>Total</b>	<b>67</b>	<b>100%</b>

Source: Research Results, 2022 (Data Processed)

From Table 4 it can be identified that the respondents in this study totaled 64 people. Respondents with a length of time working 1- 3 years were 15 people or 22.39%, respondents with a length of time working 4 - 6 years were 17 people or 25.37%, respondents with a length of time working 7 - 10 years were 24 people or 35.82%, and respondents with a length of time working 11-13 years were 11 people or 16.43%. This shows that the majority of respondents in this study are those who have worked for 7-10 years as many as 24 people or 35.82%.

## Data Quality Test Results

### Validity Test

Validity test is used to measure whether a questionnaire is *valid* or not. The criteria if the validity of each statement is greater than 0.30 then the statement item is considered *valid*. Conversely, if the correlation between the item and the total score is less than 0.30 then the item in the instrument is declared invalid. The validity test can be seen in the following table:

**Table 5. Variable Validity Test Results**

No.	Variables	Description
1.	Convenience of Working with Bosses	<i>Valid</i>
2.	Comfort Working with Peers	<i>Valid</i>
3.	Sense of Corporate Unity	<i>Valid</i>
4.	Work Motivation	<i>Valid</i>

Source: Research Results, 2022 (Data Processed)

Based on Table 5 above, it is obtained that the instrument test results from the Comfort Working with Superiors variable have a value greater than 0.30. Thus, it can be concluded that all statement instruments from the variable

### Reliability Test

Each measuring instrument should have the ability to provide relatively consistent measurement results over time. The methodology used to see the data is *reliable* with the *Cronbach's Alpha* ( $\alpha$ ) methodology. The *Cronbach's Alpha* ( $\alpha$ ) coefficient used in this study is  $\alpha > 0.60$ . The following can be seen in the table of *reliable* test results for the questionnaire data.

**Table 6. Results of Instrument Reliability Test Variable**

No.	Variables	Cronback's Alpha	N of Items	Description
1.	Convenience of Working with Bosses	0,925	6	Reliable
2.	Comfort Working with Peers	0,941	6	Reliable
3.	Sense of Corporate Unity	0,958	6	Reliable
4.	Employee Work Motivation	0,972	10	Reliable

Source: Research Results, 2022 (Data Processed)

Reliability less than 0.60 is poor while 0.70 is acceptable and reliability with *Cronbach's Alpha* 0.8 or above is good. Based on the *output* obtained in the table above, the reliability coefficient value on the variables of Comfort Working with Superiors, Comfort Working with Peers, Sense of Company Unity and Employee Work Motivation is acceptable. Thus, the variables used in the instrument are reliable and can be used in research.

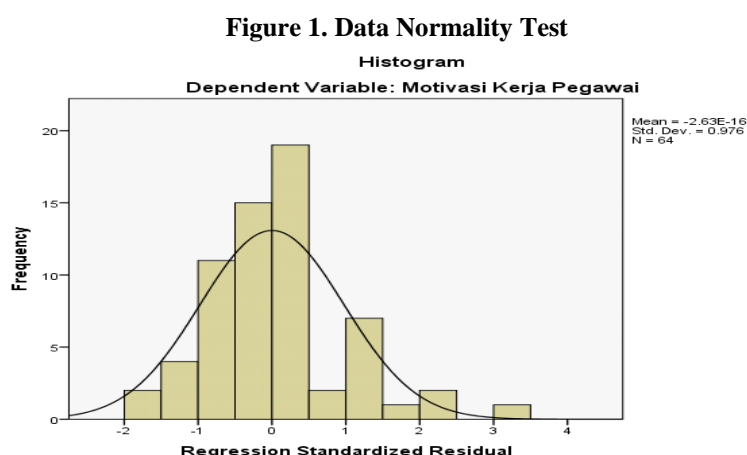
### Research Results

#### Classical Assumption Test

Before testing this hypothesis, classical assumption testing is first carried out to ensure that the multiple linear regression test tool can be used or not. If the classical assumption test has been met, the multiple linear regression statistical test tool can be used.

#### Normality Test

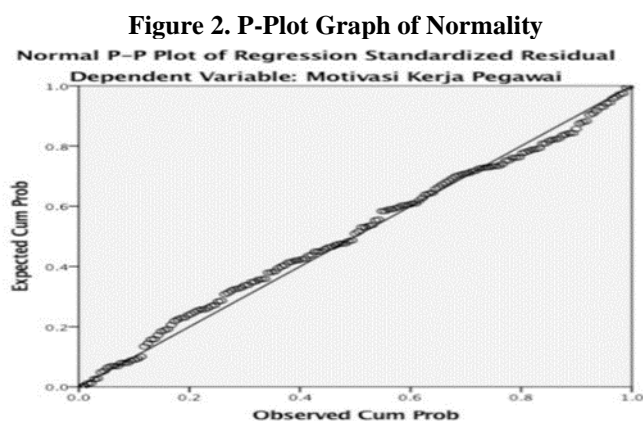
Normality test to test whether in a regression model the dependent variable and the independent variable both have a normal distribution or not. A good regression model is one that has a normal or near normal distribution. The test results can be seen in Figure 1. below:



Source: Research Results, 2022 (Data Processed)

Based on Figure 1, it can be seen that the variables are normally distributed. This is indicated by the distribution of the data which is not skewed to the left or right.





Source: Research Results, 2022 (Data Processed)

Based on Figure 2 above, it can be seen that the data distribution is around the diagonal line following the diagonal direction line, so the residual value is standardized. Thus, the hypothesis regression model fulfills the normality assumption. The test statistic used is the *One-Sample Kolmogorov-Smirnov (K-S) Test*. The results of the normality test calculation can be seen in the following table:

**Table 7. Kolmogorov-Smirnov Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		64
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.62500376
Most Extreme Differences	Absolute	.168
	Positive	.168
	Negative	-.066
Kolmogorov-Smirnov Z		1.347
Asymp. Sig. (2-tailed)		.267
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Research Results, 2022 (Data Processed)

From Table 7. above obtained sig. K-S > 0.05 ( $\alpha$  value), namely  $0.267 > 0.05$ . Thus, accept  $H_0$  means that the residuals are normally distributed.

### Multicollinearity Test

The multicollinearity test in this study is to use the VIF test for each variable is greater or not. A good regression model should not have a correlation between the *independent* variables. The results of the multicollinearity calculation using the VIF test can be seen in the following table:

**Table 8. Multicollinearity Test**

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Convenience of Working with Bosses	.396	2.527
	Comfort Working with Peers	.473	2.114
	Sense of Corporate Unity	.517	1.936

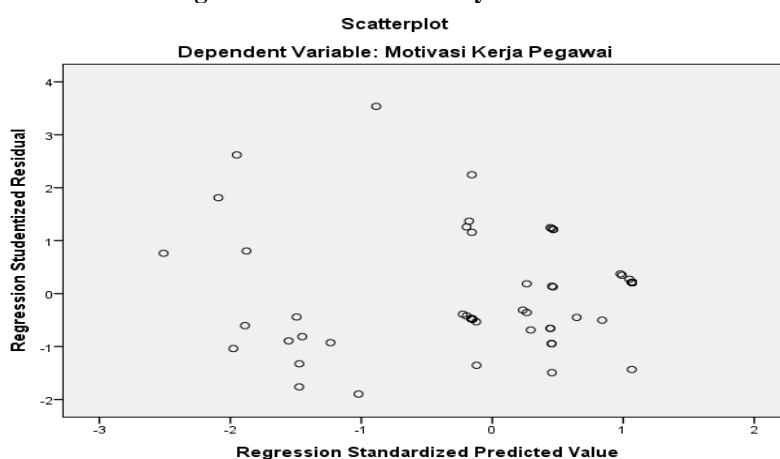
a. Dependent Variable: Employee Work Motivation

The test results in Table 8 can be seen as follows: The VIF value of the Comfort Working with Superiors variable ( $X_1$ ) is  $2.527 < 10$  and the *Tolerance value* is  $0.396 > 0.1$ . The VIF value of the Comfort Working with Peers variable ( $X_2$ ) is  $2.114 < 10$  and the *Tolerance value* is  $0.473 > 0.1$ . The VIF value of the Sense of Company Unity variable ( $X_3$ ) is  $1.936 < 10$  and the *Tolerance value* is  $0.517 > 0.1$ . In Table 8, it can be seen that the *Tolerance value*  $> 0.1$  and the VIF value  $< 10$ , so there is no multicollinearity in this study.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance from one* observation residual to another or not. If the *variance of the* residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or no heteroscedasticity. To detect the presence of heteroscedasticity, it can be done with a formal methodology, namely through a graphical approach. The results of the heteroscedasticity test can be seen in Figure 3 below:

Figure 3. Heteroscedasticity Test Chart



Source: Research Results, 2022 (Data Processed)

Based on Figure 3 above, it can be seen that the points spread above and below the number 0 on the Y axis. Thus, it can be concluded that this hypothesis regression equation is free from the assumption of heteroscedasticity.

### Hypothesis Testing

#### Multiple Linear Regression Test Results

To determine the effect of independent variables ( $X_1$ ,  $X_2$  and  $X_3$ ) in the form of Comfort Working with Superiors, Comfort Working with Peers, and Sense of Company Unity on the dependent variable (Y) in the form of Employee Work Motivation, researchers used the help of the SPSS (*Statistical Packages for the Social Science*) program version 21.00. The *output* results obtained are as follows:

Table 9. Multiple Linear Regression Analysis

Coefficients <sup>a</sup>			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	11.790	3.443	
1 Convenience of Working with Bosses	.014	.193	.008

Comfort Working with Peers	.061	.181	.032
Sense of Corporate Unity	1.173	.129	.836

a. Dependent Variable: Employee Work Motivation

Source: Research Results, 2022 (Data Processed)

Based on Table 9. above, the multiple linear regression equation in the study is:

$$Y = 11.790 + 0.014 X_1 + 0.061 X_2 + 1.173 X_3 + e$$

In this equation it can be seen that the constant value (a) = 11.790. This means that even though the independent variables, namely Comfort Working with Superiors (X<sub>1</sub>), Comfort Working with Peers (X<sub>2</sub>) and Sense of Company Unity (X<sub>3</sub>) are fixed, Employee Work Motivation (Y) at PT Sanfremy Pratama is fixed at 11.790. Variable Comfort Working with Superiors X<sub>1</sub> (b<sub>1</sub>) = 0.014. This shows that the variable Comfort Working with Superiors has a positive and significant effect on Employee Work Motivation or in other words, if the variable Comfort Working with Superiors is improved by one unit, Employee Work Motivation will increase by 0.014. Variable Comfort Working with Peers X<sub>2</sub> (b<sub>2</sub>) = 0.061. This shows that the variable Comfort Working with Peers has a positive and significant effect on Employee Work Motivation or in other words, if the variable Comfort Working with Peers is improved by one unit, Employee Work Motivation will increase by 0.061. Variable Sense of Company Unity X<sub>3</sub> (b<sub>3</sub>) = 1.173. This shows that the variable Sense of Company Unity has a positive and significant effect on Employee Work Motivation or in other words, if the variable Sense of Company Unity is improved by one unit, Employee Work Motivation will increase by 1.173.

**F Test (Simultaneous Test)**

The F test is used to see simultaneously the positive and significant effect of the independent variable (X) on the dependent variable (Y). The results of this *F-test* at the *output of SPSS version 21.00* can be seen in the following table:

**Table 10. Simultaneous Test Results**

ANOVA <sup>a</sup>						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2359.498	3	786.499	57.002	.000 <sup>b</sup>
	Residuals	827.861	60	13.798		
	Total	3187.359	63			

a. Dependent Variable: Employee Work Motivation

b. Predictors: (Constant), Sense of Company Unity, Comfort Working with Peers, Comfort Working with Superiors

Source: Research Results, 2022 (Data Processed)

The value of F<sub>tabel</sub> is obtained by:

Degree of numerator = k - 1 = 4 - 1 = 3.

Degree of denominator = n - k = 64 - 4 = 60.

F value<sub>tabel</sub> (3; 60), F<sub>tabel</sub> 0.05.

Thus, F<sub>tabel</sub> (3; 60) = 2.75.

In Table 10. above, it can be seen that the F<sub>count</sub> value is 57.002. At an error rate of α = 5%, the value of F<sub>count</sub> is greater than the value of F<sub>tabel</sub> it is significant and the significant value of 0.000 < 0.05 at the value of F<sub>tabel</sub> = 2.75. Based on the hypothesis test criteria if F<sub>hitung</sub> > F<sub>tabel</sub> then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that the variables of Comfort Working with Superiors (X<sub>1</sub>), Comfort Working with Peers (X<sub>2</sub>) and Sense of Company Unity (X<sub>3</sub>) simultaneously have a positive and significant effect on Employee Work

Motivation at PT Sanfremy Pratama.

**T-test (Partial Test)**

The t-test is used to see partially the positive and significant effect of the independent variable (X) on the dependent variable (Y). The results of partial hypothesis testing can be seen in the following table:

**Table 11. Partial Test Results**

Coefficients <sup>a</sup>		
Model	T	Sig.
(Constant)	3.424	.001
1 Convenience of Working with Bosses	7.073	.002
Comfort Working with Peers	4.338	.035
Sense of Corporate Unity	9.128	.000

a. Dependent Variable: Employee Work Motivation  
Source: Research Results, 2022 (Data Processed)

Based on Table 11. above, the following results were obtained:

1. The  $t_{count}$  value for the Comfort Working with Superiors variable (7.073) is greater than the  $t_{tabel}$  (1.6706) or the sig. t value for the Comfort Working with Superiors variable (0.002) is smaller than  $\alpha$  or alpha (0.05). Based on the results obtained, it rejects  $H_0$  and accepts  $H_1$  for the variable Comfort Working with Superiors. Thus, partially Comfort Working with Superiors has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama.
2. The  $t_{count}$  value of the Comfort Working with Peer Employees variable (4.338) is greater than the  $t_{tabel}$  (1.6746) or the sig. t value for the Comfort Working with Peer Employees variable (0.035) is smaller than  $\alpha$  or alpha (0.05). Based on the results obtained, reject  $H_0$  and accept  $H_1$  for the variable Comfort Working with Peer Employees. Thus, partially Comfort Working with Peers has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama.
3. The  $t_{count}$  value of the Sense of Corporate Unity variable (9.128) is greater than the  $t_{tabel}$  (1.6746) or the sig. t value for the Sense of Corporate Unity variable (0.000) is less than  $\alpha$  or alpha (0.05). Based on the results obtained, it rejects  $H_0$  and accepts  $H_1$  for the variable Sense of Corporate Unity. Thus, partially the Sense of Corporate Unity has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama.

**Test Coefficient of Determination ( $R^2$ )**

The coefficient of determination test ( $R^2$ ) is used to see how much influence the independent variables have on the dependent variable at PT Sanfremy Pratama. The results of the *adjusted coefficient* of determination test (*adjusted  $R^2$* ) at the *output of SPSS* version 21.00 can be seen in the following table:

**Table 12. Testing the Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 <sup>a</sup>	.740	.727	3.715

a. Predictors: (Constant), Sense of Company Unity, Comfort Working with Peers, Comfort Working with Superiors  
Source: Research Results, 2022 (Data Processed)

Based on Table 12. above, the adjusted coefficient of determination is 0.727. This

shows that 72.7% of the variables of Comfort Working with Superiors, Comfort Working with Peers, and Sense of Company Unity ( $X_1$ ,  $X_2$  and  $X_3$ ) are able to explain the Employee Work Motivation variable (Y) at PT Sanfremy Pratama while the remaining 27.3% is the influence of other independent variables that are not explained by the research model such as work stress variables, job appraisals and intrinsic motivation.

## Discussion

### **The Effect of Comfort Working with Superiors at PT Sanfremy Pratama.**

Based on the results of the hypothesis testing above, it can be concluded that the partial test (t-test) on the Comfort Working with Superiors variable has a positive and significant effect on Employee Work Motivation. This can be seen from the significance value of  $0.002 < 0.05$  and the tcount value ( $7.073 > t_{table} (1.6746)$ ), meaning that if the Comfort Working with Superiors variable is further improved, Employee Work Motivation will also increase. This research is in accordance with the theory of previous research on behalf of Eko Sani (2017) which states that there is a positive and significant influence of Comfort Working with Superiors on Employee Work Motivation.

### **The Effect of Comfort Working with Peer Employees at PT Sanfremy Pratama.**

Based on the results of the hypothesis test above, it can be concluded that the partial test (t-test) on the Comfort Working with Peers variable has a positive and significant effect on the Employee Work Motivation variable. This can be seen from the significance value of  $0.035 < 0.05$  and the value of tcount ( $4.338 > t_{tabel} (1.6746)$ ), meaning that if the variable Comfort Working with Peers is further improved, Employee Work Motivation will also increase. This research is in accordance with the theory of previous research on behalf of Annisa Ria (2017) which states that there is a positive and significant effect of Comfort Working with Peers on Employee Work Motivation.

### **The Effect of Sense of Company Unity on Work Motivation at PT Sanfremy Pratama.**

Based on the results of the hypothesis test above, it can be concluded that the partial test (t-test) on the Sense of Corporate Unity variable has a positive and significant effect on Employee Work Motivation. This can be seen from the significance value of  $0.000 < 0.05$  and the tcount value ( $9.128 > t_{tabel} (1.6746)$ ), meaning that if the Sense of Corporate Unity variable is further increased, Employee Work Motivation will also increase. This research is in accordance with the theory of previous research on behalf of Nick Ciady (2018) which states that there is a positive and significant influence of the Company's Sense of Unity on Employee Work Motivation.

### **The Effect of Comfort Working with Superiors, Comfort Working with Peers, and Sense of Company Unity on Work Motivation at PT Sanfremy Pratama.**

In the simultaneous test (F test) the variables of Comfort Working with Superiors, Comfort Working with Peers, and Sense of Company Unity simultaneously have a positive and significant effect on the Employee Work Motivation variable at PT Sanfremy Pratama and the effect is positive with a significant level ( $\alpha$ ) is 5%. By looking at the probability (sig.) which is smaller than the significant level ( $0.000 < 0.05$ ) and the value of  $F_{count} (57.002) > F_{tabel} (2.75)$ , it can be concluded that the equation model is accepted and has a positive effect. This research is in accordance with the theory of previous research on behalf of Eko Sani (2017) with the results of the study stating that there is a positive and significant effect of Comfort Working with Superiors, Comfort Working with Peers, and a Sense of Company Unity on Employee Work Motivation. From the results of this study, researchers obtained an adjusted coefficient of determination of 0.727. This shows that 72.7% of the variables of



Comfort Working with Superiors, Comfort Working with Peers, and Sense of Company Unity ( $X_1$ ,  $X_2$  and  $X_3$ ) are able to explain the Employee Work Motivation variable (Y) at PT Sanfremy Pratama while the remaining 27.3% is the influence of other independent variables not explained by the research model such as job stress, job appraisal, and intrinsic motivation.

## **CONCLUSION AND IMPLEMENTATION**

### **Conclusion**

Based on the results of the study, the researcher provides the following conclusions: Partially Comfort Working with Superiors has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Partially, Comfort Working with Peers has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Partially, Sense of Company Unity has a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Simultaneously, Comfort Working with Superiors, Comfort Working with Peers, Sense of Company Unity have a positive and significant effect on Employee Work Motivation at PT Sanfremy Pratama. Based on the results of the adjusted coefficient of determination test, the adjusted R square value is 0.727. This shows that 72.7% of the variables of Comfort Working with Superiors ( $X_1$ ), Comfort Working with Peers ( $X_2$ ), and Sense of Company Unity ( $X_3$ ) are able to explain the variable Employee Work Motivation (Y) at PT Sanfremy Pratama while the remaining 27.3% is the influence of other independent variables that are not explained by the research model such as work stress variables, job appraisal and intrinsic motivation.

### **Implementation**

Based on the research results, the implementation is as follows: The company should consider the comfort factor of working with superiors so as to create a good working relationship between employees and superiors. It is hoped that the superior is able to communicate and direct his team to work according to company procedures and the superior also plays an important role in creating a comfortable working atmosphere so that it is hoped that the quality of productive employee work can be achieved. The company should consider the comfort factor of working with peer employees where the working relationship between one employee and another can be established properly. Good relationships can encourage employees to work well together and work coordination between teams can also run well. This will encourage the realization of company goals and maintain the continuity of the company. The company should consider the factor of a sense of corporate unity where the company is able to create a good working environment and work atmosphere for company members. A good work environment and atmosphere will provide a sense of comfort for workers so that they are expected to be able to foster a sense of dedication and commitment to the company. On the other hand, company members can also continue to maintain their performance in completing their respective duties and obligations.

The company should consider employee work motivation as one of the important factors in running the company. The company is expected to be able to foster motivation from within employees so that they can do their work and carry out their respective duties as well as possible. With good motivation, employees will feel happy and excited at work so that there will be significant development and growth for the company itself. To maintain the comfort of working with superiors, companies should consider providing support and good direction to employees and creating a positive work environment for their employees. To maintain the comfort of working with peers, the company should consider hiring employees who are positive and can work well together in a team where employees can create a cooperative relationship with effective communication. To maintain the company's sense of

unity, the company should consider, briefing employees about the company's goals and objectives so that they can foster work enthusiasm from within and feel that they have a stake in achieving these goals. To maintain employee work motivation, companies should consider employee welfare, giving appreciation to employees who excel, and fostering a sense of trust and respect between company members.

## REFERENCES

- Ade Sitorus, S., Anas, A., & Parlindungan Sihombing, W. (2022). The effect of skill improvement, self-motivation, and labor supply strategies on improving hr careers and work productivity as intervening variables. *Kompak: Scientific Journal of Accounting Computerization*, 15(1), 269-283. <https://doi.org/10.51903/kompak.v15i1.692>
- Akbar, S. (2018). Analysis Of Factors That Affect Employee Performance. *Jiaganis (Journal of State Administration and Business Administration Science)*. <https://doi.org/10.31227/osf.io/v62c3>
- Angga Rekza, M. (2021). Spatial Analysis in Work Comfort and Performance Optimization at the Accounting Services Office of PT Eriadi Fatkhur Rokhman Medan. *Tambusai Education Journal*, 5(3), 8335-8341.
- Bangun, W. (2017). Human Resource Management. *The Effect of Employee Benefits On Work Motivation And Employee Performance (Study On Employees Of Auto 2000 Malang Sutoyo)*.
- Bianca, A., Katili, P. B., & Anggraeni, S. K. (2014). The Effect of Motivation, Career Development, and Job Satisfaction on Employee Performance. *Journal of Industrial Engineering*, 419-428.
- Busro, M. D. (2020). Theories of Human Resource Management. In *Theories of Human Resource Management*.
- Cooke, F. L., Liu, M., Liu, L. A., & Chen, C. C. (2019). Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resource Management*, 58(5), 455-471. <https://doi.org/10.1002/hrm.21986>
- Ghozali, I. (2014). Application of Multivariate Analysis using SPSS. In *Gramedia*.
- Gunawan, C. I., Solikhah, S. Q., & Yulita, Y. (2021). Human Resource Management Development Model for MSMEs in the Food and Beverage Sector in the Covid-19 Era. *JOURNAL OF ACCOUNTING, ECONOMICS AND BUSINESS MANAGEMENT*, 9(2), 200-207. <https://doi.org/10.30871/jaemb.v9i2.3639>
- Handoko, T. H. (2011). Personnel and Human Resources Management. *Introduction to Management*.
- Hasibuan, M. S. P. (2011). Human Resource Management. *Revised Edition Jakarta: Bumi Aksara*.
- Khoiriyah, N. (2017). The Effect of HR Development, Work Motivation and Work Environment on Employee Job Satisfaction (Study at KSU BMT LISA Sejahtera Jepara). *Thesis*, 1-35.
- M, S. (2014). *Barriers in developing and empowering human resources*. 16-17.
- Mathis, R. L., & Jackson, J. H. (2012). Human Resource Management. In *Human Resource Management*.
- Men, L. R. (2021). The impact of startup CEO communication on employee relational and behavioral outcomes: Responsiveness, assertiveness, and authenticity. *Public Relations Review*, 47(4), 102078. <https://doi.org/10.1016/j.pubrev.2021.102078>
- Nelfianti, Yuniasih, A. (2018). The Effect of Organizational Culture on Employee Performance. *Journal of Management & Business*, 18(02), 119-128. <http://jurnal.ubharajaya.ac.id/index.php/kajian-ilmiah/article/view/202/pdf>

- Nurendra, A. M., & Purnamasari, W. (2017). The Relationship between Quality of Work Life and Work Attachment in Female Workers. *Indigenous: Scientific Journal of Psychology*. <https://doi.org/10.23917/indigenous.v2i2.5649>
- Pandji Anoraga. (2014). Work Productivity. *Developing human resources*.
- Permatasari, G., Setiadi, G., & Arifin, A. (2017). The Relationship between Knowledge, Attitude and Comfort of Workers with the Use of Personal Protective Equipment (PPE) in Electric Welding Workshops, Central Amuntai District, HSU Regency in 2016. *Journal Of Environmental Health: Journal and Application of Environmental Health Engineering*, 14(1), 383. <https://doi.org/10.31964/jkl.v14i1.36>
- Petra, U. K., Di, K., & Srikandi, P. T. (2006). Relationship between Organizational Communication Satisfaction and Employee Work Motivation at PT Srikandi Plastik Sidoarjo. *E-COMMUNICATION JOURNAL*.
- Ratnasari, K. C. K. R. T. (2017). Human Resources Performance Evaluation. In *Human Resources Performance Evaluation*. <https://doi.org/10.1017/CBO9781107415324.004>
- Riyadi, S. (2021). *HR Management Based on Competitiveness*. UNITOMO Press, Surabaya.
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behavior 15th Edition. In *The Curated Reference Collection in Neuroscience and Biobehavioral Psychology*. <https://doi.org/10.1016/B978-0-12-809324-5.06506-8>
- Robbins, S. P., & Judge, T. A. (2015). Organizational behavior. In *Boston: Pearson*.
- Salim, P. (2014). Ergonomic Interventions for Work Comfort in Residential Kitchens. *Humaniora*, 5(1), 238. <https://doi.org/10.21512/humaniora.v5i1.3015>
- Sedarmayanti. (2017). *HR Planning and Development to Improve Competence, Performance and Productivity*. PT Refika Aditama. Bandung.
- Sugiyono. (2017). *Qualitative, Quantitative and R&D Research Methods*. Alfabeta, Bandung.
- Suharsimi, A. (2010). Research Procedure: A Practical Approach (Revised Edition). In *Jakarta: Rineka Cipta (Vol. 1)*. <https://doi.org/10.1017/CBO9781107415324.004>
- Sumadi, A., & Sulistyawati, E. (2017). The Influence of Attitude, Motivation, and Environment on Entrepreneurial Intention. *None*, 6(2), 254696.
- Syahrudin, Y. (2016). Factors Affecting Job Satisfaction and Employee Performance of Bank Muamalat Samarinda Branch. *Journal of Economics and Management*, 13(1), 59-72. <http://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/363>
- Talarosha, B. (2005). Creating Thermal Comfort in Buildings. *Journal of Industrial Engineering Systems*, 6(3), 148-158.
- Wang, D., Baker, M. A., Kim, Y. S., & Ma, E. (2021). From angels to demons: Uncovering the relationships between tipping, social dignity, OCB and incivility intentions. *International Journal of Hospitality Management*, 98(August), 103043. <https://doi.org/10.1016/j.ijhm.2021.103043>