



THE INFLUENCE OF INTERNAL ENVIRONMENT AND SELF-EFFICACY ON EMPLOYEES' WORK MOTIVATION AT PT. DAKA GROUP

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Info Article Received : 09 April 2025 Revised : 15 Mei 2025 Accepted : 20 Juni 2025 Publication : 30 Juni 2025 Keywords: Internal Environment, Self-Efficacy, Work Motivation Kata Kunci: Lingkungan Internal, Self-Efficacy, Motivasi Kerja Licensed Under a Creative Commons Attribution 4.0 International License 	Abstract: <i>This study aims to analyze the influence of the internal environment and self-efficacy on employees' work motivation at PT. Daka Group. The research employed a quantitative approach using a census sampling method, involving all 60 permanent employees of PT. Daka Group as respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results indicate that the internal environment and self-efficacy simultaneously have a positive and significant effect on employees' work motivation. Partially, both the internal environment and self-efficacy also show a positive and significant impact on work motivation. These findings confirm that a supportive internal environment fosters comfort, harmonious relationships, and effective communication, which enhance motivation. Additionally, employees with high self-efficacy tend to be more confident in handling tasks and overcoming work challenges, leading to higher motivation. It is recommended that PT. Daka Group continually improve the quality of its internal work environment and implement development programs to strengthen employees' self-efficacy as strategic efforts to maintain and enhance work motivation.</i> Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan internal dan self-efficacy terhadap motivasi kerja karyawan pada PT. Daka Grup. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus, yaitu seluruh 60 karyawan tetap PT. Daka Grup dijadikan responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa secara simultan lingkungan internal dan self-efficacy berpengaruh positif dan signifikan terhadap motivasi kerja karyawan. Secara parsial, kedua variabel tersebut juga terbukti berpengaruh positif dan signifikan. Temuan ini menegaskan bahwa lingkungan internal yang mendukung mampu menciptakan rasa nyaman, hubungan kerja yang harmonis, serta komunikasi yang efektif, sehingga meningkatkan motivasi kerja. Selain itu, karyawan dengan self-efficacy yang tinggi cenderung lebih percaya diri dalam menyelesaikan tugas dan menghadapi tantangan kerja, sehingga memicu motivasi kerja yang lebih tinggi. Disarankan kepada PT. Daka Grup untuk terus meningkatkan kualitas lingkungan kerja internal dan melaksanakan program pengembangan diri untuk memperkuat self-efficacy karyawan sebagai upaya strategis dalam menjaga dan meningkatkan motivasi kerja.
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INTRODUCTION

In the era of globalization and rapid digital transformation, every company is required to survive amidst increasingly fierce business competition. One of the key strategies to maintain business sustainability and enhance competitiveness is to ensure that all human resources within the organization possess high work motivation. Work motivation is a crucial factor that significantly affects both individual and team performance. Without adequate motivation, it is difficult for organizational goals to be achieved effectively and efficiently.

Good work motivation is reflected in employees' enthusiasm for their duties, loyalty to the organization, and sense of responsibility in completing assigned tasks. Robbins and Judge (2021) define work motivation as the process that explains an individual's intensity, direction, and persistence in achieving work-related goals. Highly motivated employees tend to exceed performance targets, take the initiative to learn new skills, and contribute innovative ideas for organizational growth.

Numerous factors influence employee work motivation, including the company's internal environment and individual self-efficacy. The internal environment encompasses working relationships, communication patterns, leadership style, organizational structure, work culture, and the systems and procedures implemented within the organization. A supportive work environment fosters a sense of comfort and security, which encourages employees to perform at their best. Kusuma (2021) revealed that a comfortable atmosphere, harmonious relationships, and open communication between supervisors and subordinates significantly enhance employee motivation in service companies. On the other hand, a poor work environment may lead to stress, conflict, and even turnover intention.

In addition to environmental factors, self-efficacy also plays a pivotal role in shaping work motivation. Self-efficacy refers to an individual's belief in their ability to accomplish specific tasks successfully. Individuals with high self-efficacy exhibit greater confidence in handling challenges, are less likely to give up in the face of obstacles, and adapt more quickly to change. Utami and Prabowo (2020) emphasized that self-efficacy positively influences work motivation, showing that employees with high self-efficacy possess greater enthusiasm and are more self-reliant in carrying out their responsibilities. Nugroho and Lestari (2023) further supported this by demonstrating that self-efficacy significantly impacts motivation levels in the service industry and can be improved through training, mentoring, and coaching initiatives.

Furthermore, self-efficacy is closely linked to the conditions of the internal work environment. Pratiwi and Widodo (2021) found that a supportive environment—characterized by supervisor support, learning opportunities, and psychological safety—enhances employees' confidence in their capabilities. Thus, the internal environment and self-efficacy are not isolated variables; rather, they complement each other in influencing work motivation. Their reciprocal relationship forms a strategic foundation in human resource management.

In the context of modern organizations, management must develop policies that not only create a conducive work environment but also strengthen employee self-belief. A healthy work environment is marked by open communication, fair recognition, equitable reward systems, and democratic leadership. Putri and Nugraha (2022) discovered that organizational interventions such as workspace restructuring, constructive feedback, and promoting a collaborative culture can improve motivation by up to 25 percent. Simultaneously, self-development training and mentoring programs have proven effective in enhancing employees' self-efficacy. Damayanti and Wibowo (2020) demonstrated that experiential learning within the workplace significantly builds employee confidence.

As a growing company, PT. Daka Group is not exempt from challenges in managing employee motivation. With the expansion of projects and an increasing number of employees, the organization faces diverse individual characteristics and varying levels of motivation. Preliminary observations suggest that several divisions within PT. Daka Group are experiencing a decline in motivation, indicated by delays in task completion, high absenteeism, and a lack of initiative in team discussions. This phenomenon raises fundamental questions regarding the company's current internal environment and the level of employee self-efficacy. Does the work atmosphere support optimal employee performance? Do employees possess strong confidence in their ability to complete tasks effectively?

Previous studies by Wahyuni and Susanti (2020) show that an authoritarian environment, lack of transparency, and one-way communication reduce employee enthusiasm. Yulianti et al. (2021) further proved that motivation improves when organizations foster an inclusive atmosphere and offer strong moral support. These findings resonate with the current situation at PT. Daka Group, where some employees report insufficient guidance, a pressure-filled environment, and suboptimal vertical

communication. If left unaddressed, these issues could negatively affect employee motivation.

Moreover, newly recruited employees who lack experience in large-scale projects often display low confidence in handling complex technical tasks. Low self-efficacy among such individuals results in passivity and a tendency to wait for instructions rather than taking initiative. This situation requires serious managerial attention. A comprehensive evaluation of the company's internal environment and strategies to strengthen employee self-efficacy are critical steps to address the declining motivation levels.

Therefore, this study aims to provide an empirical overview of the influence of the internal environment and self-efficacy on employee motivation at PT. Daka Group. By identifying the most dominant variables, the company's management can design more targeted programs to enhance overall work motivation and improve organizational performance.

METHOD

This research was conducted at PT. Daka Group. The objects of this study are the internal environment, self-efficacy, and employees' work motivation. According to Arikunto (2020), a population is the entire subject or object of research. The population in this study consists of all permanent employees working at PT. Daka Group. The total number of permanent employees at PT. Daka Group is 60 people. According to Wiyono (2020:76), a sample is a part of the population that is taken and studied, or a portion of the characteristics possessed by that population. In this study, the sampling technique used is the census method, in which all members of the population are used as research samples. Thus, the sample size is equal to the population size, which is 60 permanent employees of PT. Daka Group. All population members were selected as research respondents because the total population is relatively small and therefore manageable in its entirety.

The data analysis method used in this research is inferential statistical analysis using a multiple linear regression model. This model is used to determine the effect of independent variables on the dependent variable both simultaneously and partially. The multiple linear regression model in this study is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e \dots\dots\dots (1)$$

where Y is the dependent variable, namely work motivation, β_0 is the constant, X_1 is the independent variable representing the internal environment, X_2 is the independent variable representing self-efficacy, β_1 and β_2 are the regression coefficients for each independent variable, and e is the error term (Supranto, 2020).

To test the hypothesis simultaneously, an F-test is used. The F-test is essentially intended to determine whether all independent variables included in the regression model have a joint effect on the dependent variable (Ghozali, 2020:84). The hypotheses proposed in this study are $H_0: \beta_1 = \beta_2 = 0$, which means that the independent variables (internal environment and self-efficacy) do not have a significant simultaneous effect on work motivation; and the alternative hypothesis $H_1: \beta_1 = \beta_2 \neq 0$, which means that the independent variables have a significant simultaneous effect on work motivation. The decision rule for the F-test is: if the probability significance value is greater than 0.05, then H_0 is accepted and H_1 is rejected; conversely, if the probability significance value is less than 0.05, then H_0 is rejected and H_1 is accepted.

In addition to the F-test, a t-test is also used to determine the extent of the influence of each independent variable partially on the dependent variable. The t-test is essentially used to test each hypothesis individually, i.e., whether each independent variable has a significant effect on work motivation (Ghozali, 2020:84). The hypotheses proposed are $H_0: \beta_i = 0$, which means the independent variable has no significant effect on work motivation, and the alternative hypothesis $H_1: \beta_i \neq 0$, which means the independent variable has a significant effect on work motivation. The decision rule for the t-test is: if the probability significance value is greater than 0.05, then H_0 is accepted and H_1 is rejected; conversely, if the probability significance value is less than 0.05, then H_0 is rejected and H_1 is accepted (Ghozali, 2020:85).

Therefore, this research method is expected to provide a comprehensive description of the effect of the internal environment and self-efficacy on employees' work motivation at PT. Daka Group, both simultaneously and partially, so that the results of this study can be used as a basis for relevant managerial policy considerations.

RESULTS AND DISCUSSION

Results

Simultaneous Regression Model Testing

To test the research hypotheses, a multiple linear regression method was used. The results of the simultaneous regression analysis are shown in Table 1 below:

Table 1. Results of Simultaneous Regression Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2565.646	2	1282.823	490.457	.000 ^b
	Residual	149.087	57	2.616		
	Total	2714.733	59			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Processed Primary Data, 2025

Based on the results in Table 1, the significance value of 0.000 is smaller than the significance level $\alpha = 0.05$. This indicates that, simultaneously, the variables internal environment and self-efficacy have a significant effect on employees' work motivation at PT. Daka Group at a 95% confidence level.

Partial Regression Model Testing

Partial regression analysis was used to determine the effect of each independent variable on the dependent variable. The results are presented in Table 2.

Table 2. Results of Partial Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.645	.820		.786	.435
	X1	.515	.085	.411	6.050	.000
	X2	1.109	.128	.588	8.667	.000

a. Dependent Variable: Y

Source: Processed Primary Data, 2025

From these results, the partial regression equation is obtained as follows:

$$Y = 0,411X_1 + 0,588X_2 \dots\dots\dots (2)$$

Explanation of the regression equation:

1. The regression coefficient for the internal environment variable (X_1) is 0.411, indicating a positive and statistically significant effect ($p = 0.000 < 0.05$) on employees' work motivation at PT. Daka Group. This means that an improvement in the internal environment will increase employees' work motivation.
2. The regression coefficient for the self-efficacy variable (X_2) is 0.588, indicating a positive and statistically significant effect ($p = 0.000 < 0.05$) on employees' work motivation at PT. Daka Group. This implies that higher self-efficacy in employees will significantly enhance their work motivation.

Correlation and Determination Coefficients

This analysis is used to understand the strength of the relationship and the model's ability to explain the variation in the dependent variable. The test results are shown in Table 3.

Table 3. Correlation and Determination Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 ^a	.945	.943	1.61727

a. Predictors: (Constant), X2, X1

Source: Processed Primary Data, 2025

Interpretation of results:

1. The R Square value of 0.945 indicates that the regression model explains 94.5% of the variation in employees' work motivation at PT. Daka Group. The remaining 5.5% is influenced by other factors not included in this model.
2. The **R** value of **0.972** indicates a very strong relationship between the internal environment and self-efficacy with employees' work motivation. According to Sugiyono (1999:216), an R value in the interval 0.80–1.000 is categorized as very strong.

Hypothesis Testing

Based on the analysis results, the following conclusions can be drawn:

1. First Hypothesis: The internal environment and self-efficacy simultaneously have a positive and significant effect on employees' work motivation at PT. Daka Group. This is evidenced by a significance value of $0.000 < 0.05$. Therefore, the first hypothesis is accepted.
2. Second Hypothesis: The internal environment partially has a positive and significant effect on employees' work motivation, with a significance value of $0.000 < 0.05$. Therefore, the second hypothesis is accepted.
3. Third Hypothesis: Self-efficacy partially has a positive and significant effect on employees' work motivation, with a significance value of $0.000 < 0.05$. Therefore, the third hypothesis is accepted.

Discussion

The research findings reveal that hedonic shopping motivation exerts a positive and significant influence on impulse buying behavior. In other words, the stronger an individual's emotional or sensory drive to shop for pleasure, the greater their tendency to make spontaneous purchases without rational consideration or prior planning. This result

is consistent with the study by Arnold and Reynolds (2003), who defined hedonic shopping motivation as the pursuit of pleasure, fantasy, and emotional experiences during shopping activities, rather than simply fulfilling functional needs.

The hedonic value in shopping plays a crucial role in influencing impulse buying behavior. Consumers shop not only to meet practical needs but also to satisfy emotional desires and seek momentary pleasure. This aligns with the findings of Rook and Fisher (1995), who stated that impulse buying is often driven by strong emotional needs and occurs spontaneously.

Hedonic shopping motivation refers to an internal drive that compels individuals to shop in search of emotional, psychological, and sensory satisfaction (Arnold & Reynolds, 2003). Meanwhile, impulse buying is defined as a sudden, unplanned purchasing decision typically triggered by emotional factors or environmental stimuli (Beatty & Ferrell, 1998).

Moreover, the influence of hedonic shopping motivation on impulse buying varies across different age groups. Among individuals aged 17–22, there is a higher vulnerability to hedonic drives, as shopping is often associated with self-expression, seeking enjoyable experiences, and fulfilling social needs. This finding is supported by Park and Kim (2008), who observed that younger consumers are more likely to engage in impulse buying due to emotional influences and the desire to enhance their social image.

Conversely, in the 23–28 age group, while hedonic motivation remains influential, shopping behavior tends to become more rational and planned. Individuals in this age range start prioritizing product quality and long-term value, though they can still be tempted into impulse purchases when encountering attractive promotions or emotional situations. This observation is consistent with the study by Verplanken and Herabadi (2001), which indicated that impulsivity decreases with age, although emotional conditions and external stimuli can still trigger impulsive behavior.

Furthermore, shopping often serves as an emotional escape from daily stress or fatigue. Even casual online window shopping can evoke feelings of happiness. This view is reinforced by Hursepuny, CV, and Oktafani (2018), who emphasized that shopping activities, both online and offline, function as a source of entertainment and emotional relaxation, thereby encouraging impulse buying behavior.

In conclusion, the findings of this study support previous theories asserting that hedonic motivation is a major determinant of impulse buying behavior, and that demographic factors such as age can moderate the strength of this influence.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that hedonic shopping motivation has a positive and significant effect on impulse buying behavior among consumers using the Lazada platform. An increase in hedonic shopping motivation is clearly associated with a corresponding rise in impulse buying behavior. These findings indicate that strong hedonic shopping motivation plays a crucial role in encouraging impulsive purchasing behavior among Lazada users.

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