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THE INFLUENCE OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT PERDANA INVESTAMA MINA

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Abstract

Employee performance is the main axis of organizational success in achieving its strategic goals amidst a dynamic business environment. This study aims to analyze the influence of work environment and work motivation, both partially and simultaneously, on employee performance at PT Perdana Investama Mina. The research approach used is descriptive quantitative. Data collection was carried out by distributing questionnaires with a 5-point Likert scale to a sample drawn from a population of 250 employees (using the Slovin formula with a margin of error of 5%, resulting in 154 respondents/valid samples analyzed). Data analysis used alternating linear regression through SPSS version 22 software. The results of the instrument test showed that all statement items were valid (R-count> 0.1603) and reliable (Cronbach's Alpha> 0.60). The classical assumption test confirmed that the data were normally distributed and free from multicollinearity. Partially, the work environment had a positive and significant effect on employee performance (T count = 3.018 > 1.976; p = 0.003). Work motivation is also proven to have a positive and significant effect on employee performance (T-count = 5.042 > 1.976; p = 0.000). Simultaneously (F test), work environment and work motivation have a significant effect on employee performance (F-count = 99.842 > 3.06; p = 0.000). The R Square value of 0.576 indicates that 57.6% of employee performance variability at PT Perdana Investama Mina is influenced by the work environment and work motivation, while the remaining 42.4% is explained by other factors outside this research model.

Keywords: Work Environment, Work Motivation, Employee Performance, PT. Perdana Investama Mina

INTRODUCTION

In recent years, employee performance has increasingly emerged as a focal point in human resource management, in tandem with the increasingly complex nature of the work environment and the growing pressure for organizational competitiveness. The metamorphosis of work patterns, the digitization of business practices, and increasing productivity demands are forcing organizations to focus not solely on technology and capital but also on optimizing the quality of their people. Employee performance is seen as a key determinant of an organization's success in achieving its strategic objectives. Human resource management discourse emphasizes that employee performance does not develop in a vacuum but rather arises from the interplay between the work environment, HR development policies, and overall organizational support. A well-organized work environment and effective training are two crucial tools that can drive improved performance at both individual and collective levels. Organizations that neglect these aspects face the risk of declining productivity, increased employee turnover, and weakened employee commitment.

Recent international studies emphasize that modern work dynamics require organizations to manage the work environment not only from a physical perspective, but also from a psychosocial and relational perspective. Aguado et al., (2025) emphasize that work effectiveness, particularly in team and cross-cultural settings, is strongly influenced by the extent to which the work environment facilitates continuous employee interaction, learning, and competency development (Aguado et al., 2025). This finding suggests that the work environment serves as the central stage enabling employee skills to be translated into optimal performance, while training serves as an instrument for strengthening employee capacity, adaptation, and preparedness for change. Empirical evidence shows that training integrated with work systems and supported by a conducive organizational environment will result in higher performance, as collaborative competency development is significantly linked to individual and team performance when the organization provides a fair learning and evaluation space (Aguado et al., 2025). In line with this, Pak et al., (2025) highlighted that the consistency of implementation of HR practices, supported by managerial training and a balanced work environment, has a significant impact on team performance (Pak et al., 2025), so that the effectiveness of training and the work environment does not only depend on formal policies, but also on how these policies are brought to life in daily practice.

Performance is a measure of the extent to which an activity, program, or policy has been implemented to achieve an institution's goals, objectives, vision, and mission, as outlined in its strategic plan. Employee performance is the most essential factor in a business's efforts to achieve its goals (Tolu et al., 2021).

Improving employee performance is highly dependent on their work motivation. High work motivation leads to greater dedication to their work. Motivation is a process that drives an individual's intensity, direction, and persistence toward peak performance (Lombogia & Sendow, 2022).

While these findings are robust, most of the research was conducted in developed countries and specific sectors, so its relevance to private companies in developing countries, including Indonesia, requires further testing. In Indonesia, human resource management challenges are increasingly complex due to changes in organizational structures, efficiency pressures, and demands for adaptation to global standards. Unsupportive work environments, such as limited facilities, weak internal communication, and disorganized work systems, are still common in many companies. At the same time, training is often conducted merely as a

formality without adequate evaluation of its effectiveness, resulting in a suboptimal impact on employee performance.

From an organizational systems perspective, Schultz (2025) asserts that the stability and performance of a system are largely determined by the existence of consistent rules, norms, and supporting structures (Schultz, 2025). In an organizational context, the work environment can be understood as the internal order that maintains order and enables employees to work effectively. This view aligns with Hyde and Saunders (2025), who emphasize the importance of institutional capacity and system support in determining the effectiveness of organizational actors, reflected in consistent training policies and a work environment that allows for the actualization of employee competencies. Furthermore, Menares et al., (2026) show that carefully designed policy interventions supported by the right environmental context can have a significant impact on individual performance and well-being, a finding relevant to understanding that training as an HR intervention requires a supportive environment to be optimally effective.

Motivation is a crucial factor in determining performance. Motivation is the drive, desire, passion, and driving force that originates within a person to act or accomplish something (Ridwan, 2021). Motivated employees are more oriented toward autonomy and freedom and are more self-motivated than less motivated employees, which leads to development opportunities that benefit them. Intrinsic motivation is related to self-satisfaction, which can be reflected in achievement, recognition, acceleration, the work itself, responsibility, and personal growth. Motivating employees is challenging because each employee has different desires, needs, and expectations (Ningsih et al., 2021). Therefore, if management can understand motivational issues and address them, the company will achieve optimal employee performance in accordance with established standards.

Research (Latief et al., 2018) concluded that work motivation has a positive effect on employee performance. Furthermore, previous research demonstrated by (Asmawiyah et al., 2020) and (Tolu et al., 2021) that employee performance is impacted by work motivation.

In line with the research questions, the objectives of this study are clearly formulated. The first objective is to analyze the influence of the work environment on employee performance at PT Perdana Investama Mina. The second objective is to analyze the influence of work motivation on employee performance at PT Perdana Investama Mina. The third objective is to analyze the simultaneous influence of the work environment and training on employee performance at PT Perdana Investama Mina.

The benefits of this research are formulated at three levels. Theoretically, this research is expected to enrich the treasury of human resource management, particularly the understanding of the relationship between the work environment, work motivation, and employee performance within the framework of performance theory and human resource development. Practically, the results of this research are expected to serve as a reference for the management of PT Perdana Investama Mina in improving the work environment and implementing work motivation for all employees. From a policy and institutional perspective, this research is expected to serve as a basis for managerial decision-making and the formulation of internal company policies related to human resource management, particularly in creating a conducive work environment and work enthusiasm formed through the motivation provided to all employees of PT Perdana Investama Mina.

LITERATURE REVIEW

Employee performance

In this study, employee performance was positioned as a dependent variable, determined by the work environment and training implementation. Employee performance is defined as the level of job task accomplishment, reflecting effectiveness, quality of work execution, and individual contribution to organizational goals.

The conceptual foundation of employee performance rests on the task performance perspective within the HRM literature. Gürbüz et al. (2025) define task performance as work behavior directed toward achieving organizational goals and observable in the actual execution of work (Gürbüz et al., 2025). Within this framework, performance is understood as the result of the interconnection between HR practices, the work environment, and employee engagement.

Furthermore, Holland et al. (2024) demonstrated that unfavorable working conditions, such as excessive workload and low trust in management, negatively impact employee engagement and performance (Holland et al., 2024). This overall theoretical framework and empirical evidence provide a solid foundation for positioning employee performance as a dependent variable influenced by the quality of the work environment and the effectiveness of training.

Yusniar et al. (2021), (Sinarwati, et.al., 2022) performance is the result of an employee's work while working in carrying out their duties according to their role in the company which can be used as a basis or benchmark whether an employee can be said to have good work performance or vice versa. Performance is a person's success in carrying out tasks, the work results achieved by a person or group of people in an organization according to their respective authorities and responsibilities or about how a person is expected to function and behave according to the tasks assigned to him as well as the quantity, quality and time used in carrying out tasks (Catur Widayati et al., 2022).

Meanwhile, (Kustini, et.al., 2021), (R, et.al., 2021) argue that performance is a real behavior displayed by each person as a work achievement produced by employees in accordance with statements in the company. Employee performance is a very important thing in the company's efforts to achieve its goals. Performance is the work results achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization in question legally, not violating the law and in accordance with norms and ethics (Asep Sumarsana, 2022 in Desiani, et.al., 2025).

Work environment

The work environment variable in this study is understood as the structural, social, and spiritual structure surrounding employees as they carry out their daily work activities. The work environment is not solely based on physical elements such as workload and task design, but also includes the quality of work relationships, the level of employee engagement, and organizational support in managing job demands.

The main theoretical basis of this variable is rooted in Work Design Theory and Well-being-oriented HRM, as outlined in a review by the Human Resource Management Journal. Chong et al. (2025) emphasized that the work environment is the result of deliberate job structuring, including the regulation of work demands, the division of roles, and employee involvement in the work process. Based on this view, a participatory work environment can reduce work stress while strengthening employees' capacity to work effectively.

In line with this, Holland et al., (2025) utilized Conservation of Resources Theory to explain that an overly stressful work environment can erode employees' psychological resources and negatively impact engagement and work performance. Within the COR framework, a supportive work environment serves as an organizational resource that protects employees from burnout and performance decline.

Furthermore, Chong et al.'s (2025) empirical findings show that work environment restructuring interventions that involve active employee participation result in a significant reduction in work demands and improvements in working conditions. This evidence confirms that the work environment is not a passive state, but rather a strategic factor that can be managed to improve performance.

The overall theoretical framework and empirical findings reinforce the position of the work environment as an independent variable that influences employee performance, especially in organizations facing high work demands and the need for operational efficiency.

Work motivation

Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they carry out produce good and quality results.(Arsindi et al., 2022).

According to Shihab et al. (2022), motivation is an energy within a person characterized by feelings and reactions aimed at achieving a goal. This means that motivation is not only related to external stimuli such as rewards or incentives, but also internal factors such as satisfaction and the desire to grow. Companies can increase employee motivation by creating a supportive work environment, providing appreciation, and offering career development opportunities. With good motivation, employees will contribute more effectively, thereby achieving company goals more effectively (Dewi & Trihudiyatmanto, 2020).

Framework

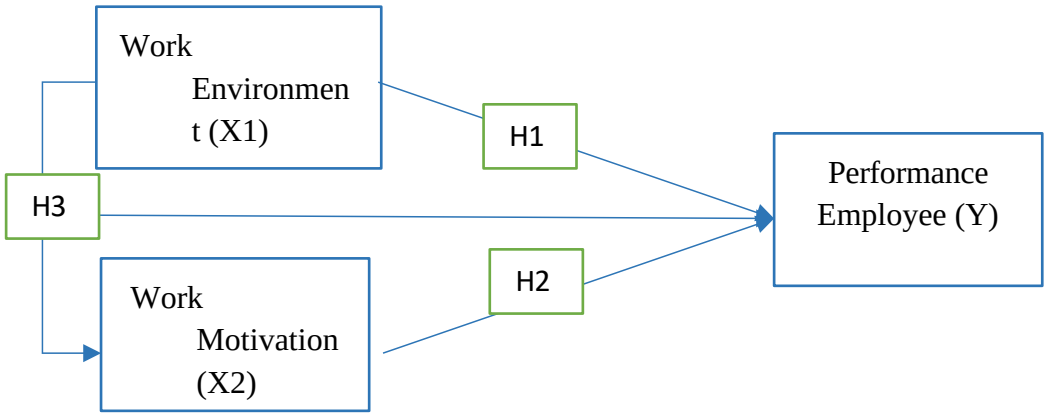


Figure 1. The Deep Research Thinking

- H1: It is suspected that there is a positive and significant influence of the work environment on employee performance at PT Perdana Investama Mina.
- H2: It is suspected that there is a positive and significant influence of work motivation on employee performance at PT Perdana Investama Mina.

• H3: It is suspected that there is a positive and significant influence of the work environment and work motivation simultaneously on employee performance at PT Perdana Investama Mina.

RESEARCH METHOD

In this study, the researcher used a quantitative method because it aimed to analyze the relationships between variables and describe the research results. The research method used was quantitative research. Quantitative research is a type of research that aims to draw conclusions by using numerical data (Sugiyono, 2019).

The data collection technique in this study involved distributing a questionnaire using a 5-point Likert scale to respondents who served as research sources for the researcher. The respondents selected were employees of PT Perdana Investama Mina.. The data sources in this study are secondary data. Secondary data can be obtained from various sources, including documents, government publications, industry analysis by the media, websites, and the internet. Researchers use documentation methods to collect secondary data, such as searching for and analyzing documents relevant to the research topic. In addition, researchers can also use book references, journals, and the internet to obtain the necessary secondary data (Ariyaningsih et al., 2023; Kurniawati et al., 2022).

The data analysis technique in this study used statistical software, namely SPSS version 22. The population of this study was 250 employees.PT Perdana Investama Mina, by determining the sample using the Slovin formula to calculate the number of samples that corresponds to the margin of error set at 5%.

RESULTS AND DISCUSSION

Validity Test

Validity testing is a testing procedure conducted to measure the accuracy and precision of a research instrument (questionnaire) in carrying out its measurement function. In research on the Influence of the Work Environment and Work Motivation on Employee Performance, the instrument must be ensured to accurately reflect these variables.

Table 4.1
Validity Test

Indicator	R table	R count	Conclusion
X1_1	0.1603	0.742	Valid
X1_2	0.1603	0.745	Valid
X1_3	0.1603	0.775	Valid
X1_4	0.1603	0.803	Valid
X1_5	0.1603	0.765	Valid
X1_6	0.1603	0.818	Valid
X1_7	0.1603	0.738	Valid
X1_8	0.1603	0.737	Valid
X1_9	0.1603	0.723	Valid
X1_10	0.1603	0.730	Valid
X1_11	0.1603	0.687	Valid
X1_12	0.1603	0.691	Valid
X2_1	0.1603	0.734	Valid
X2_2	0.1603	0.758	Valid
X2_3	0.1603	0.690	Valid

X2_4	0.1603	0.775	Valid
X2_5	0.1603	0.815	Valid
X2_6	0.1603	0.730	Valid
X2_7	0.1603	0.696	Valid
X2_8	0.1603	0.710	Valid
X2_9	0.1603	0.667	Valid
X2_10	0.1603	0.766	Valid
X2_11	0.1603	0.729	Valid
X2_12	0.1603	0.702	Valid
X2_13	0.1603	0.717	Valid
X2_14	0.1603	0.723	Valid
X2_15	0.1603	0.714	Valid
X2_16	0.1603	0.735	Valid
Y1_1	0.1603	0.680	Valid
Y1_2	0.1603	0.832	Valid
Y1_3	0.1603	0.804	Valid
Y1_4	0.1603	0.785	Valid
Y1_5	0.1603	0.718	Valid
Y1_6	0.1603	0.647	Valid
Y1_7	0.1603	0.736	Valid
Y1_8	0.1603	0.766	Valid
Y1_9	0.1603	0.695	Valid
Y1_10	0.1603	0.768	Valid
Y1_11	0.1603	0.767	Valid
Y1_12	0.1603	0.743	Valid
Y1_13	0.1603	0.749	Valid
Y1_14	0.1603	0.719	Valid
Y1_15	0.1603	0.747	Valid
Y1_16	0.1603	0.769	Valid

All indicators for the variables Work Environment (X1), Work Motivation (X2), and Employee Performance (Y) were declared valid. This is evidenced by the calculated R values (ranging from 0.667 to 0.832), all of which are greater than the R table (0.1603). This means that the questionnaire is able to measure what it is supposed to measure.

Table 4.2
Reliability Test

Variables	Cronbach's Alpha	Conclusion
Work Environment (X1)	0.823	Realizable
Work Motivation (X2)	0.811	Realizable
Employee Performance (Y)	0.666	Realizable

All variables were declared reliable because they had a Cronbach's Alpha value > 0.60. The Work Environment variable had the highest reliability (0.823), followed by Work Motivation (0.811), and Employee Performance (0.666). This demonstrates the consistency of respondents' answers in the questionnaire.

Classical Assumption Test

Table 4.3

Multicollinearity Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1,038	,842		1,232	,220		
	Work environment	,207	,069	,296	3,018	,003	,300	3,329
	Work motivation	,328	,065	,494	5,042	,000	,300	3,329

a. Dependent Variable: Employee Performance

This regression model is considered healthy because no strong linear relationships were found between the independent variables. This is evidenced by a Tolerance value of 0.300 (>0.100) and a VIF value of 3.329 (<10,000) for both independent variables. Therefore, it is concluded that there are no symptoms of multicollinearity.

Table 4.4

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		154
Normal Parametersa,b	Mean	,1466667
	Standard Deviation	1.02588477
Most Extreme Differences	Absolute	,061
	Positive	,046
	Negative	-,061
Test Statistics		,061
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Because the Asymp. Sig. (2-tailed) value is 0.200 > 0.05, it is concluded that the data is normally distributed.

Table 4.5

Coefficient of Determination (R–Square)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,759a	,576	,570	1,28521

a. Predictors: (Constant), Work Motivation, Work Environment

The R Square value obtained was 0.576, which shows that 57.6% of employee performance variability can be explained by work motivation and work environment, while the remaining 42.4% is explained by other variables outside the model.

Table 4.6
F Test

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329,831	2	164,915	99,842	,000b
	Residual	242,809	147	1,652		
	Total	572,640	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Work Environment

Because the Sig. Value is 0.000 < 0.05 and the calculated f value is 99.842 > the f table value of 3.06. Thus, it can be concluded that there is a significant influence of the Work Environment and Work Motivation simultaneously on Employee Performance.

Table 4.7
T-Test
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,038	,842		1,232	,220
	Work environment	,207	,069	,296	3,018	,003
	Work motivation	,328	,065	,494	5,042	,000

a. Dependent Variable: Employee Performance

- Analysis of the influence of the work environment on employee performance

The significance value of the Work Environment was obtained at 0.003 < 0.05 and the calculated t value was 3.018 > the t table value of 1.976. Thus, it can be concluded that there is a significant influence of the Work Environment on Employee Performance.

- Analysis of the influence of work motivation on employee performance

The significance value of Work Motivation was obtained at 0.000 < 0.05 and the calculated t value was 5.042 > the t table value of 1.976. Thus, it can be concluded that there is a significant influence of Work Motivation on Employee Performance.

CONCLUSION

Based on the data analysis and discussion that has been carried out regarding the influence of the work environment and work motivation on employee performance at PT Perdana Investama Mina, the following conclusions can be drawn:

Partially, it was found that the work environment (structural, social, and psychological) was proven to provide a real contribution in increasing employee performance. This is indicated by the calculated T-value (3.018) which is greater than the T-table (1.976) with a significance level of 0.003 < 0.05. Thus, Hypothesis 1 (H1) is accepted.

Partially, internal and external drives in the form of work motivation have a very strong and significant influence in optimizing individual performance in the company. This

is evidenced by the calculated T value (5.042) which far exceeds the T table (1.976) and a significance value of 0.000 < 0.05. Thus, Hypothesis 2 (H2) is accepted.

Through joint testing (F Test), the results showed that the combination of a conducive work environment and high work motivation simultaneously drove an increase in the quality of employee performance at PT Perdana Investama Mina. This result was validated by the calculated F-value (99.842) which was much greater than the F-table (3.06) and a significance value of 0.000 <0.05. Thus, Hypothesis 3 (H3) was accepted.

The coefficient of determination (R Square) was 0.576. This indicates that 57.6% of changes or fluctuations in employee performance at PT Perdana Investama Mina are tightly controlled by work environment and work motivation variables. Meanwhile, the remaining 42.4% is influenced by other factors outside the boundaries of the regression model studied (such as leadership style, compensation, individual competence, or organizational commitment).

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