

The Influence of Work Environment on Employee Performance at PT. Rejeki Bukit Separi

Denok Intan Nurasih^{1*}

Faculty of Economics, Business, and
Politics, Muhammadiyah University
East Kalimantan, Samarinda, Indonesia
Email: 2111102431229@umkt.ac.id

Rinda Sandayani Karhab²

Faculty of Economics, Business, and
Politics, Muhammadiyah University
East Kalimantan, Samarinda, Indonesia
E-mail: rsk934@umkt.ac.id

Jubaidi³

Faculty of Economics, Business, and
Politics, Muhammadiyah University
East Kalimantan, Samarinda, Indonesia
E-mail: jubaidi@umkt.ac.id

ABSTRACT

PT. Rejeki Bukit Separi is a labor supply company for the coal mining industry in East Kalimantan. This study employs a quantitative approach using survey techniques, involving the entire population of 66 employees as the sample through total sampling. The analytical techniques used include validity tests, reliability tests, classical assumptions, and simple linear regression tests using SPSS version 25. The results of the study indicate that the physical work environment significantly influences performance. The objective of this study is to analyze the influence of the work environment on employee performance at PT. Rejeki Bukit Separi. Specifically, this study aims to identify the extent to which aspects of the work environment, both physical and non-physical, such as safety and social relationships, play a crucial role in supporting employee productivity and work effectiveness. Therefore, companies need to prioritize workplace environment quality as a strategic component of human resource management, especially in the mining sector, which is characterized by operational challenges and high work-related risks. These findings not only provide practical contributions for company management in designing policies more focused on employee well-being but are also expected to serve as a reference for further research and contribute theoretically to the development of human resource management science, particularly in the labor-intensive sector.

Keywords: Work Environment; Employee Performance; Human Resources; Mining Industry; PT. Rejeki Bukit Separi; Productivity; Work Facilities; Work Efficiency



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INTRODUCTION

PT. Rejeki Bukit Separi is a labor supply company operating in the coal mining sector in East Kalimantan. In this high-risk industry, the company adopts a contract-based employment system and places workers in remote, safety-intensive environments. These conditions demand not only strong technical skills but also high levels of adaptability and psychological resilience from employees. Despite the operational importance of maintaining optimal performance under such conditions, there is a lack of research specifically examining how the work environment comprising both physical factors e.g., lighting, air circulation, noise and non-physical factors e.g., interpersonal dynamics, psychological safety impacts employee performance in outsourced mining labor settings. This represents a critical knowledge gap that this study seeks to address (Nancy Yusnita *et al.*, 2023).

In today's increasingly complex and industrialized landscape, particularly in sectors marked by extreme work conditions such as mining, the work environment has emerged as a strategic determinant of organizational success. It not only influences employees' comfort and satisfaction but also plays a pivotal role in shaping productivity, performance consistency, and overall operational effectiveness. On a global level, organizations are moving toward more human-centered, data-driven approaches to improve employee performance and retention, especially in sectors facing workforce volatility and performance inconsistency. This research is based on Social Systems Theory, developed by sociologist Talcott Parsons, which is one of the grand theories in social and organizational science. This theory views organizations as complex social systems composed of interacting components that work together to achieve common goals. Within this framework, the workplace environment is positioned as an integral part of the organization's social system structure, directly influencing the dynamics of individual behavior within it, including productivity, performance stability, and operational effectiveness.

Extant literature largely supports the notion that the work environment affects employee performance. Numerous studies have validated the influence of physical conditions like lighting, temperature, and noise, along with psychological elements such as team cohesion and perceived safety, in enhancing or diminishing employee productivity (Pramularso & Latifah, 2023 David Indrayana *et al.*, 2024 Revina Dewi Agustin *et al.*, 2024; Efawati, 2020). However, inconsistencies in findings remain. Research by (Abdillah *et al.*, 2024 Ningsih *et al.*, 2021) reports non-significant correlations in specific work settings, suggesting that the relationship between the work environment and performance may be context-dependent. This divergence calls for a deeper investigation into unique organizational environments.

One such underexplored context is that of outsourced labor providers for mining operations. These organizations differ from parent mining companies in several ways, including employment structures, rotational work systems, and variable working conditions. Yet, few empirical studies have focused on how these distinctive features shape the effectiveness of human resource management practices, particularly regarding employee performance. The context of outsourcing companies in the mining industry is an area of study that has rarely been explored in depth, even though it has very different working characteristics compared to parent companies. Striking differences can be seen in the more flexible employment structure, rotation work systems, and highly dynamic and often risky working conditions. These conditions place outsourcing workers in the mining sector under high work-related stress, both physically and psychologically. Although this sector plays a strategic role in supporting the continuity of mining operations, empirical research examining how workplace environmental factors both

physical, such as temperature, lighting, air circulation, and workplace safety, and non-physical, such as a sense of security and social interaction, influence employee performance in outsourcing systems remains limited. This gap creates an important knowledge gap that needs to be addressed, especially given the increasing reliance of mining companies on third-party labor services. The urgency of this research lies in the need to understand how the work environment within outsourcing schemes can be strategically managed to support the effectiveness of human resource management and improve labor productivity. The findings from this study are expected to provide an empirical basis for managerial decision-making and the formulation of more adaptive, humane, and contextual work policies. By understanding the specific factors influencing the performance of outsourced employees, companies can design work environments that not only support the achievement of operational targets but also strengthen employee loyalty and well-being, ultimately impacting organizational sustainability (Efawati *et al.*, 2024).

This study addresses this gap by investigating how the work environment affects employee performance within the context of PT. Rejeki Bukit Separi. Employing a quantitative approach and simple linear regression analysis, it offers empirical insights into how physical and psychological aspects of the workplace contribute to employee output in a contract-based, outsourced mining labor setting.

The novelty of this research lies in its focus on a labor outsourcing firm operating in high-risk, high-demand environments and areas with limited scholarly attention. By analyzing a real-world case with consistent and accessible operational data, this study not only contributes to academic understanding but also provides actionable insights for managers in similar organizational contexts. This study has significant novelty value because it focuses on outsourcing companies in the mining sector, which operate in high-risk work environments with high work demands. This focus differs from most previous studies, which typically examine the relationship between the work environment and employee performance in the context of permanent organizations (in-house), the general industrial sector, or manufacturing companies, where work structures are more stable, work systems tend to be conventional, and the work environment is relatively more controlled. Most previous studies have only examined the influence of the work environment on performance in the context of office work, the education sector, or the manufacturing industry, without considering contract-based rotational work, high exposure to physical work risks, and the dynamics of outsourcing. Additionally, previous research has rarely integrated the analysis of physical and non-physical work environments simultaneously within a single analytical framework, and has not sufficiently highlighted the unstable and frequently changing field work conditions, which are a distinctive reality of mining labor supply companies such as PT. Rejeki Bukit Separi.

By utilizing real operational data and a quantitative survey-based approach across the entire employee population, this study provides evidence-based insights that not only enrich academic literature but also offer practical implications for human resources management in outsourcing companies. This study addresses a critical question regarding how outsourcing companies in the extractive sector can design effective work environments to support the performance and well-being of non-permanent workers in harsh working conditions. Thus, the main differences between this study and previous studies lie in the Study object: mining labor outsourcing companies, not permanent companies. Work context: extreme work environments and contract-rotation work systems. Integrative approach: simultaneously combining physical and non-physical work environment factors. Practical contribution: providing recommendations based on real operational data in the field.

The main objective is to determine the extent to which the work environment influences employee performance in outsourced mining operations. Anticipated outcomes include identifying the most impactful workplace factors, which can serve as a foundation for developing more adaptive, performance-oriented human resource policies. Ultimately, the study aims to bridge the gap between employee well-being and organizational productivity targets in labor-intensive, risk-driven industries.

LITERATURE REVIEW

Work Environment has a significant effect on employee performance at PT. Rejeki Bukit Separi. workplace conditions and their effect on staff output have been the focus of attention in human resource management (HRM) literature, given that the work environment is a key element in supporting the achievement of organizational goals. From an HR perspective, the work environment is understood as the internal conditions of an organization that include physical, psychological, social, and organizational aspects that directly or indirectly influence individual work behavior. A conducive work environment is believed to foster a healthy organizational climate, enhance employee engagement, and strengthen employee loyalty toward the organization.

According to (Soelistya *et al.*, 2021) the work environment includes various external factors that interact with individuals in an organization, such as lighting, air circulation, temperature, and noise levels. In addition, non-physical aspects such as role clarity, support from superiors, and the quality of relationships between coworkers also contribute to the formation of employees' perceptions of their workplace. In the context of performance management, (Robbins, 2017) defines performance as the realization of work outcomes based on established roles, which can be measured in terms of quantity, quality, timeliness, and the effectiveness of tasks performed.

Various empirical studies have shown that the workplace greatly affects output. (Pramularso & Latifah, 2023) and (Triono & Khrisna, 2024) concluded that clean, safe, and supportive working conditions have a positive contribution to increasing productivity and work efficiency. This is consistent with the results of (David Indrayana *et al.*, 2024) which shows that strategic management of the work environment directly impacts work motivation and organizational commitment. Within the framework of Herzberg's two-factor theory, the work environment can be categorized as a hygiene factor, which, although not always motivating, is essential to prevent job dissatisfaction.

On the other hand, the results of studies (Hurun'in & Edho Rian Kurniawan, 2023) and Sabila Devari (Sabila Devari Putri & Halim Maimun, 2024) show that a psychosocially supportive work environment can create a stronger sense of belonging, enrich staff's views on the meaning of work, and encourage the achievement of organizational targets through proactive work behavior. Within the framework of strategic human resources, workplace development is not merely an administrative function but an integral part of long-term investment in enhancing organizational capabilities through improved quality of work life (QWL).

However, research findings are not entirely consistent. Some studies, such as those conducted by (Abdillah *et al.*, 2024) and (Ningsih *et al.*, 2021) indicate that in certain contexts, the workplace's effect on staff output is nil significant. These differences suggest that there are moderator or mediator variables that need to be considered, such as organizational culture, leadership style, or the compensation system in place.

Shows that the work environment has a direct and significant influence on employee job satisfaction and performance, and is one of the main factors that must be

considered by manufacturing companies and labor service companies (Nancy Yusnita *et al.*, 2023).

The concept of performance is an abbreviation of the kinetics of work energy, the equivalent of which in English is performance. The term performance is often translated into Indonesian as performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time (Tesmanto & Rina, 2022).

In the specific context of mining labor providers such as PT. Rejeki Bukit Separi, the dynamics of the work environment are becoming increasingly complex. This company not only faces high operational risks associated with mining activities but also challenges in managing contract workers spread across various work sites with varying safety standards. The outsourcing system implemented requires high flexibility from workers and creates a psychological distance between workers and the parent organization. These conditions give rise to There is an urgent need to understand how workplace factors affect employee performance, loyalty, and adaptability in a decentralized work structure.

The urgency of this research lies in filling the gap in the literature that specifically discusses the impact of the workplace in the context of labor providers in the mining sector. This study seeks to offer factual insight into how strategic work environment management can be used as a tool to increase the productivity of contract workers, as well as support business sustainability through the creation of a productive and humane work climate.

Based on the theoretical framework and empirical findings, this study's hypothesis is stated as follows:



Figure 1. Constellation of Research
Source: Own compilation

Research Hypothesis

Ho: Based on the theoretical review and conceptual structure described above, the research postulate is as follows: PT. Rejeki Bukit Separi.

Ha: The physical work environment has no significant impact on employee productivity at PT. Rejeki Bukit Separi.

RESEARCH METHODS

This study was performed at PT. Rejeki Bukit Separi, a manpower outsourcing company engaged in the mining industry, is situated at Jl. Sepayung No. 12, RT. 006, Bukit Pariaman, Tenggaraong Seberang District, Kutai Kartanegara Regency, East Kalimantan Province. A quantitative approach with a descriptive-associative design was adopted to examine and interpret the correlation between the work environment variable (X) as the predictor and employee performance (Y) as the outcome variable. Information was obtained through the direct distribution of structured questionnaires to respondents, with questions formulated based on theoretical indicators corresponding to each variable under investigation

The participants in this study comprised the entire workforce currently employed at PT. Rejeki Bukit Separi, with a total of 66 individuals. Given the modest size of the population, the study utilized a census sampling method, whereby every member of the population was included as a respondent (Sugiyono, 2017; Chaniago *et al.*, 2023). Two types of data sources were employed: direct and indirect data. Direct data was collected via surveys completed directly by the respondents, while supplementary data originated from the company's internal records, including organizational charts, descriptions of workplace infrastructure, and documentation related to employment policies.

The method of data collection implemented in this research involved a closed-ended questionnaire distributed to respondents via Google Forms. The measurement tool was constructed based on the theoretical framework of each variable and had undergone accuracy and consistency assessments to ensure the precision and stability of the collected data. The data utilized within this research comprised two types: direct data, gathered via surveys completed directly by participants, and secondary data, sourced from internal organizational records such as the company's organizational chart, workplace infrastructure, and policy documentation.

This research focuses on two principal variables. The work environment variable (X) is conceptualized as the totality of both tangible and intangible elements within the workplace that influence employee comfort and work efficiency. These include components such as illumination, ambient temperature, sound levels, air flow, workspace color palette, and occupational safety protocols, as described by (Soelistya *et al.*, 2021). Meanwhile, the employee performance variable (Y) is defined as the level of task achievement based on organizational standards, measured through five main indicators: quality, quantity, timeliness, effectiveness, and independence, as referenced in (Robbins, 2017). Both variables are assessed on a 5-point Likert scale, where 1 signifies "strongly disagree" and 5 indicates "strongly agree."

The data analysis stages in this study consisted of several procedures. First, a validity test was performed employing Pearson Product-Moment correlation analysis, with reliability assessed using Cronbach's Alpha values. A survey item is considered valid if its calculated r-value surpasses the critical r-value, and trustworthy if its alpha value is above 0.60. Next, classic assumption tests were conducted, including normality tests and heteroscedasticity assessments. Normality was examined via a Normal P-P Plot and the Kolmogorov-Smirnov test to see if the data were normally distributed. Meanwhile, the heteroscedasticity test was performed using a scatterplot to observe the pattern of residual dispersion, to ensure that there were no specific patterns that indicated a deviation from the homoscedasticity assumption.

Next, to assess the impact of predictor variables on the outcome variables, straightforward linear regression analysis was used with the formula:

$$Y = \alpha + \beta X + \varepsilon$$

In this study, Y represents employee performance, X denotes the work environment, α or α is the intercept or constant, β or β refers to the regression coefficient, and ε or ε signifies the residual error term. Hypothesis testing was carried out using a partial t-test, with the decision rule as follows: if the p-value is less than 0.05, the null hypothesis (H_0) is disproven and the alternative hypothesis (H_a) is accepted, indicating a statistically a meaningful association between the workplace setting and staff output. Conversely, if the p-value exceeds 0.05, H_0 is retained, suggesting no significant effect.

To evaluate the extent to which the work environment variable accounts for variations in employee performance, the coefficient of determination (R^2) was

employed. An R^2 value approaching 1 reflects a strong explanatory power of the regression model in describing the link between the independent and dependent variables. Consequently, all analytical procedures in this research were structured to guarantee the robustness, soundness, and trustworthiness of the discoveries in examining the workplace's effect on performance. outcomes. The effect of the workplace on staff output at PT. Rejeki Bukit Separi.

Table 1, underneath illustrates the variable operationalization as a guide for assessment.

Table 1. Operationalization of research variables

Variable	Operational Definition	Indicator	Scale
Work Environment (X)	Tangible and intangible workplace elements influencing staff comfort and productivity (Soelistya <i>et al.</i> , 2021).	1. Lighting, 2. temperature, 3. noise, 4. air circulation, 5. room color, 6. work safety	Likert
Employee Performance (Y)	The level of task achievement measured based on standards set by the organization (Robbins, 2017).	1. Quality of Work 2. Work Quantity 3. Punctuality 4. Effectiveness 5. Independence	Likert

Source: Own compilation

Data Analysis Technique

The data analysis in this study was carried out in stages to ensure the reliability of the results. The first step involved testing the validity and reliability of the instruments using Pearson correlation and Cronbach's Alpha, to ensure that the measurement tools were both accurate and consistent.

Next, classical assumption tests were conducted to confirm that the data met the requirements for linear regression analysis. Normality was assessed using a Normal P-P Plot and the Kolmogorov-Smirnov test, while heteroscedasticity was examined through a scatterplot to detect any irregular patterns in the residual distribution.

Once the data met the necessary assumptions, a simple linear regression analysis was performed to examine the effect of the work environment on employee performance. The test results showed that the work environment had a significant influence on performance, as indicated by a p-value less than 0.05.

An adjusted R Square value of 0.953 indicates that the regression model has a very strong ability to explain variations in employee performance. Specifically, 95.3% of the variation can be explained by the work environment variable, while the remaining 4.7% is likely influenced by other factors not examined in this study suggesting potential directions for future research.

RESEARCH RESULTS

Characteristics of Respondents

The following table presents the demographic data of the respondents collected through the distributed questionnaires:

Table 2. Characteristics of respondents

Category	Sub-Category	Number (Person)	Percentage (%)
Gender	Male	52	78,8%

	Female	14	21,7%
Age	30–45 Years	36	60%
	46–55 Years	19	32%
	>55 Years	5	8%

Source: Own compilation

Based on gender, the majority of respondents in this study were male, numbering 52 or 78.8%, while females numbered only 14 or 21.7%. This composition indicates that the workforce at PT. Rejeki Bukit Separi is still dominated by males, which aligns with the characteristics of the coal mining industry, which tends to require physical labor and readiness to work in high-risk field conditions. In terms of age, the majority of respondents were in the 30–45 age group, totaling 36 people (60%), which is the productive age with optimal energy levels and work adaptability. Additionally, 19 people (32%) were in the 46–55 age group, reflecting experienced and professionally stable workers. There were 5 respondents (8%) over the age of 55, indicating that there are also senior workers who remain active, possibly due to specialized skills or supervisory roles they perform. This data provides an overview that the workforce structure in the company reflects a balance between productive-age workers and those with sufficient professional experience. This composition is important to consider in human resource development and management strategies, including training, job placement, and workforce succession planning.

Validity Test Results

In this study, data quality was measured through validity and reliability testing. The validity test aimed to assess whether the questionnaire instrument used was truly capable of measuring what it was supposed to measure. A questionnaire item is considered valid if the correlation value between the item and the total variable score is greater than the *r*-table value, which, in this case, with 66 respondents and a degree of freedom (df) of $n-2$, and a significance level of 0.05, resulted in an *r*-table value of 0.2423. The results of this study's instrument validity tests are shown as follows:

Table 3. Validity test results

Variable	Item	<i>Pearson Correlation</i> (<i>r</i> value)	<i>r</i> table	Description
Work Environment	X1.1	0,665	0,242	Valid
	X1.2	0,632	0,242	Valid
	X1.3	0,648	0,242	Valid
	X1.4	0,671	0,242	Valid
	X1.5	0,682	0,242	Valid
	X1.6	0,662	0,242	Valid
Performance	Y1.1	0,681	0,242	Valid
	Y1.2	0,627	0,242	Valid
	Y1.3	0,655	0,242	Valid
	Y1.4	0,669	0,242	Valid
	Y1.5	0,697	0,242	Valid

Source: Own compilation

Based on the validity test results presented in the table above, it can be concluded that every item in variable X (Work Environment) and variable Y (Employee Performance) is valid. Each item's validity was assessed by comparing the Pearson Product-Moment correlation value (r calculated) with the r table value at a 5% significance threshold, based on 66 employee respondents. The analytical findings show that all items exhibit a computed r -value exceeding the critical r -value, specifically 0.242. This indicates that all statement items in the survey instrument are capable of accurately measuring the intended variables and are suitable for use in an investigation. This measurement device is deemed suitable for use.

given that it complies with validity benchmarks in gauging human capital dimensions. It describes the relationship between the work environment and employee performance.

Reliability Test

The data was processed with IBM SPSS version 25 to calculate the reliability of the variables recorded in this table:

Table 4. Reliability test results

Variable	Cronbach's Alpha	Threshold Value Threshold	Description
Work Environment	0,736	0.60	Reliable
Performance	0,757	0.60	Reliable

Source: Own compilation

The results of the reliability testing analysis indicate that all items in variable X (Work Environment) and variable Y (Employee Performance) have a high level of internal consistency. This is evidenced by the Cronbach's Alpha values obtained, which are 0.736 for variable X and 0.757 for variable Y. Both values are above the minimum reliability threshold commonly used in social research, which is 0.60. A Cronbach's Alpha value exceeding 0.70 indicates that the instrument used in this study is reliable, meaning that the statement items used to measure each variable have a good level of consistency in measuring the same construct. Thus, these results provide confidence that the data collected through the questionnaire can be trusted and are suitable for further analysis regarding the influence of the work environment on employee performance at PT. Rejeki Bukit Separi.

Normality Test

The normality test is used to assess whether the data follows a normal or deviant distribution pattern. The methodology used in this study aims to measure normality is the Distribution Conformity Diagram, which describes the comparison between the cumulative distribution of observation data and the cumulative distribution expected from the normal distribution. The results of the normality test conducted showed the following findings:

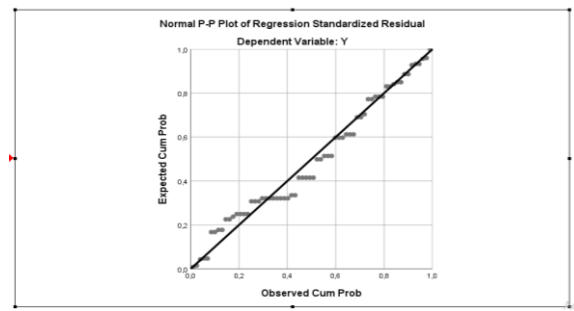


Figure 2. Normality Test
 Source: Own compilation

The normality test uses the Normal P-P Plot of Regression Standardized Residual for the dependent variable Y (Employee Performance). This test aims to evaluate whether the residual data from the regression model is normally distributed, which is one of the important requirements in classical linear regression analysis. In the graph, the data points representing the standardized residuals are mostly clustered around the diagonal line, indicating a theoretical normal distribution. This distribution pattern reflects that there are no significant deviations from the normal line. This finding suggests that the residuals in the regression model follow a normal distribution, thereby fulfilling the statistical assumption and making the regression model reliable for analyzing the relationship between HR variables.

Simple Linear Regression Analysis

Simple linear regression analysis applied in this study has a purpose. In an effort to determine the influence of the independent variable and the dependent variable, data analysis was carried out. The results of data processing in this study are as follows applying SPSS 25, shown in the table, namely.

Table 5. Simple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0.083	0.509	
	X	0.829	0.023	0.977

Source: Own compilation

Constant (a) = 0.083, which means that if the utilization of the Work Environment (X) is 0, then Employee Performance (Y) will be positively valued at 0.083. Coefficient (X) = The value is 0.829, meaning that every increase in the utilization of the Work Environment (X) will increase Employee Performance (Y) by 0.829.

f. Partial Test (T-test)

In this study, hypothesis testing was conducted using 2 main methods: the t-test (partial), and the Coefficient of Determination (R-Square) test.

Table 6. Partial test (T-test)

Model	t	t Table	Sig.	Description
Work Environment X1	36.340	0,242	.000	Significant

Source: Own compilation

Based on the partial t-test results contained in the table, an in-depth interpretation of the results can be made. For the Work Environment (X) variable, the significance value is 0.000, which is smaller than 0.05. This indicates that H₀ is rejected and H_a is accepted, meaning that the Work Environment has a significant effect on employee performance at PT. Rejeki Bukit Separi.

Coefficient of Determination (R²)

The results of the Coefficient of Determination (R²) test are:

Table 7. Coefficient of determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.954	.953	.684

Source: Own compilation

The results of the coefficient of determination test shown in the Table indicate an adjusted R Square value of 0.953, indicating that the regression model is quite good at forecasting staff efficacy, considering that values closer to 1 indicate an increase in the model's ability to explain variations in the data. These results confirm that the Work Environment variable has a significant involvement in clarifying the fluctuation in employee performance at PT. Rejeki Bukit Separi was used in the regression model.

Summary of Hypothesis Testing

Based on the results of statistical tests using simple linear regression, this study tested the hypothesis regarding the influence of the work environment (X) on employee performance (Y) at PT. Rejeki Bukit Separi. The testing was conducted using a t-test (partial) and the coefficient of determination (R²), yielding the following outcomes:

Hypothesis Testing Summary Table

Table 8. Hypothesis testing summary

No	Independent Variable	Dependent Variable	Calculated t	Sig. (p-value)	Hypothesis Decision	Effect
1	Work Environment (X)	Employee Performance (Y)	36,340	0,000	H ₀ rejected, H _a accepted	Significant and positive

Source: Own Compilation

Coefficient of Determination (R^2)

Table 9. Coefficient of determination

Model R	R^2	Adjusted R^2	Interpretation
1	0,977	0,954	0,953
95,4% Variations in employee performance are explained by the work environment.			

Source: Own Compilation

The t-test results reveal a calculated t-value of 36.340 with a significance level (p-value) of 0.000, which is well below the conventional threshold of 0.05. This statistically confirms the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_a), indicating a strong and significant relationship between the work environment and employee performance. In the context of human resource management (HRM), this means that improvements in the quality of the work setting encompassing both tangible (physical) and intangible (non-physical) elements have a direct and measurable impact on employee productivity and behavioral outcomes.

From a quantitative perspective, the model's coefficient of determination (R^2) value of 0.954 is exceptionally high, signifying that 95.4% of the variance in employee performance at PT. Rejeki Bukit Separi can be explained by variations in the work environment. This highlights the dominant role of workplace conditions as a performance driver. Only 4.6% of the remaining variation is attributable to external or unmeasured variables, such as leadership style, compensation systems, job design, or personal motivation, which may be considered in future HR studies.

This result holds significant HR implications, particularly for companies operating in high-risk and high-pressure sectors like mining labor supply. Physically, elements such as lighting, temperature regulation, noise control, ventilation, and safety standards contribute to reducing fatigue, accidents, and stress levels. Meanwhile, non-physical elements such as psychological safety, support systems, and a culture of inclusion enhance job satisfaction, engagement, and retention.

These findings suggest that a strategic focus on workplace enhancement not only supports compliance and operational efficiency but also functions as a critical tool for performance optimization. HR leaders and management are advised to treat the work environment as a core component of performance management systems. Periodic work environment audits, employee feedback mechanisms, and environment-focused HR development initiatives can be integrated into broader organizational strategies to drive continuous improvement in workforce outcomes.

In conclusion, this study provides strong empirical evidence supporting the integration of work environment management into human capital strategies. A conducive and responsive work setting significantly enhances employee output, making it a valuable lever for HR optimization in dynamic and labor-intensive industries such as mining.

DISCUSSION

Based on the results of the data analysis that has been carried out, it was found that the work setting has a beneficial and substantial impact on staff output at PT. Rejeki Bukit Separi. This was demonstrated by the t-test results for the work environment variable (X), which yielded a t-value of 36.340 with a significance of 0.000 (<0.05). The coefficient of determination (R^2) value of 0.954 also suggests that 95.4% of the

variability in staff output is explained by the work environment, while the remaining 4.6% is influenced by other factors not examined in this study.

This finding strengthens the results of previous studies, which state that a good work setting, encompassing both tangible and intangible elements, can notably enhance employee output (David Indrayana *et al.*, 2024; Pramularso & Latifah, 2023; Revina Dewi Agustin *et al.*, 2024). In the context of PT. Rejeki Bukit Separi, as the occupational milieu, incorporating both material and immaterial factors, has the potential to markedly elevate employee productivity, safety risks, and contract and rotational work systems.

The work environment in this study consists of several indicators, such as lighting, temperature, noise, air circulation, workspace color scheme, and security systems. All of these indicators were assessed positively by respondents, indicating that the company has been quite successful in creating a supportive work environment. As explained by (Robbins, 2017) employee performance does not only depend on individual abilities and motivation, but is also very much influenced by external situations such as work climate and availability of supporting facilities.

A healthy and conducive work environment has been proven to increase work enthusiasm, create a sense of security, and encourage employee engagement. In the long term, this has a positive impact on achieving organizational targets, increasing efficiency, and reducing absenteeism and turnover rates. Therefore, the management of PT. Rejeki Bukit Separi is advised to continue to evaluate and improve the condition of the work environment, both in terms of ergonomics, facilities, and interpersonal relationships within the work team.

This finding also shows its suitability with the strategic HR management approach that places the work environment as an integral part of a work system that is oriented towards employee productivity and welfare. The work environment is no longer just a supporting factor, but becomes a strategic variable in creating competitive advantage for the organization through improving human resource performance.

However, although the contribution of the work environment to employee performance is very large, there is still room for further research to identify other factors that influence performance, such as leadership, compensation, intrinsic motivation, and organizational culture. Further studies with a multivariate approach and longitudinal data collection can enrich the understanding of performance dynamics in the labor supply industry, especially in the mining sector.

CONCLUSION

This study proves that the work environment has a significant and positive influence on employee performance at PT. Rejeki Bukit Separi. A good work environment both in terms of physical aspects such as lighting, temperature, noise, air circulation, and safety, as well as non-physical aspects such as a sense of security and social interaction, has been shown to increase employee productivity, effectiveness, and psychological stability.

With a coefficient of determination (R^2) of 0.954, it is known that 95.4% of employee performance variation is explained by work environment conditions. This shows that work environment management is a dominant factor in HR development strategies, especially in high-risk work sectors such as mining.

Companies are advised to standardize physical aspects of work, build a culture of open communication, provide psychological support, and involve employees in improving the work environment. Overall, these findings confirm that work

environment management is not only an administrative aspect, but also a strategic investment in creating a strong, loyal, and high-performing workforce.

This study makes an important contribution to strengthening human resource management (HRM) theories that place the work environment as one of the main determinants in improving employee performance. The research findings indicate that workplace environment variables, both physical factors such as lighting, room temperature, noise levels, and air circulation, as well as non-physical factors such as a sense of safety and the quality of social interactions among employees, have a highly significant impact on individual work performance. These findings align with Robbins' (2017) perspective and modern work motivation theories that emphasize the importance of external conditions in creating an environment that optimally supports employee productivity. Thus, this study enriches the academic literature, particularly in the realm of the relationship between workplace environment quality and work outcomes, especially in the context of labor providers in the mining sector, an area that has historically received relatively little attention in scientific HR research.

From a practical standpoint, the implications of this research are highly relevant for the management of PT. Rejeki Bukit Separi and similar companies in designing performance improvement strategies based on a workplace environment approach. A good workplace environment has been proven to increase employee motivation, concentration, and task completion effectiveness. Therefore, company management is advised to develop more humanistic and worker-friendly workplace policies. This includes adjusting workplace temperature and lighting for comfort, maintaining high safety standards, and reducing stress-inducing factors such as noise or poor air circulation. Such policies are particularly important in the context of mining operations, which involve high levels of risk and significant operational pressure.

In addition, the Occupational Safety and Health (OSH) system needs to be reviewed periodically to ensure that it remains relevant to the dynamics of the workplace and is capable of creating a sense of security and protection for employees. A hazardous or uncontrolled work environment can directly reduce worker motivation and productivity. Therefore, evaluation of the OSH monitoring system must be a continuous strategic agenda.

Employee participation also needs to be increased in decision-making related to the work environment. This involvement will not only create a sense of ownership but also ensure that the policies adopted truly reflect the real needs in the field. Mechanisms such as job satisfaction surveys, internal discussion forums, or responsive complaint channels can be effective means of channeling the aspirations and input of workers.

Furthermore, the results of workplace evaluations should not only be included in managerial reports but should also be actively integrated into HR training and development programs. In this way, all company policies and interventions will always be data-driven and reflect actual conditions in the workplace. This approach also supports the principle of continuous improvement in HR management.

Macro-wise, this study highlights that organizations that focus on workplace quality will be better able to create harmonious working relationships, reduce stress levels, and build higher employee loyalty. In the long term, this will contribute to workforce stability, operational efficiency, and the company's reputation as a decent, humane, and socially responsible place to work. Therefore, workplace environment management is no longer viewed as an additional aspect but as a strategic element in building an organization's competitive advantage based on human resources.

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