Research Article

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Analysis of the Influence of Work Motivation and Work Environment on Employee Performance: Case Study at PT. Panja Multi Mineralindo

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Abstract: *This study aims to analyze the influence of work motivation and work environment on employee performance at PT. Panja Multi Mineralindo, a company engaged in mining and natural stone crushing. This study uses a quantitative approach with a census method or saturated sample, involving the entire population of 77 employees. Data were analyzed using multiple linear regression with the help of SPSS software version 25. The results of the study indicate that there is a positive and significant influence between work motivation and employee performance, as well as a positive and significant influence between work environment and employee performance. In addition, work motivation and work environment simultaneously affect employee performance. The Adjusted R^2 value of 0.431 indicates that 43.1% of employee performance variation can be explained by work motivation and work environment, while the rest is influenced by other variables not studied. This study provides important implications for company management to increase motivation and create a conducive work environment in order to improve employee performance.*

Keywords*: Work Motivation, Work Environment, Employee Performance*.

Introduction

Human Resources (HR) are the most important asset for an organization, including companies such as PT. Panja Multi Mineralindo. Quality HR can be the key to success in achieving organizational goals. In this context, work motivation and work environment are two factors that greatly influence employee performance. According to Robbins and Judge (2017), work motivation is a process that influences the direction, intensity, and persistence of individuals in achieving goals. This shows that motivation not only affects the desire to work, but also the quality and productivity of work.

Work motivation is one of the key factors that influence employee performance in an organization. According to Robbins and Judge (2019), work motivation can be defined as a process that influences the intensity, direction, and persistence of efforts made by individuals to achieve goals. In the context of an organization, high work motivation can encourage employees to work more productively and efficiently. Based on data from Gallup (2020), companies that have high levels of employee engagement have up to 21% better productivity compared to companies with low engagement. This shows that work motivation not only affects individuals, but also has an impact on the overall performance of the organization.

The work environment also plays an equally important role. A conducive work environment can increase employee morale and support them in achieving optimal performance. According to research by Kahn (2019), a positive work environment can increase employee engagement, which in turn will contribute to improved performance. At PT. Panja Multi Mineralindo, the implementation of a good HR concept must cover both of these aspects so that employees can function optimally.

Employee performance is the result of various factors, including work motivation and work environment. This performance can be measured through various indicators, such as productivity, work

quality, and customer satisfaction. According to Mathis and Jackson (2016), employee performance can be influenced by individual, job, and organizational factors. Therefore, it is important for PT. Panja Multi Mineralindo to understand these factors in order to improve employee performance effectively.

According to Kasmir (2016:189), there are various factors that can affect employee performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, Harini and colleagues (2018) added that workload and work environment also play a role as factors that affect performance. Based on the information obtained from the observation, the author continued by conducting a pre-survey using a closed questionnaire that focused on four factors that were considered to affect performance, involving 20 employees at PT. Panja Multi Mineralindo. Employees were asked to choose two factors that they considered to have the most influence on their performance. The results of the pre-survey on 20 employees will be presented below.

Table 1. Pre-Survey Data of 20 Employees of PT. Panja Multi Mineralindo

No.	Criteria	Frequency	Presentation
1.	Work motivation	8	40%
2.	Work environment	7	35%
3.	Job satisfaction	3	15%
4.	Workload	2	10%
Amount		**20**	**100%**

Source: Primary Data processed 2024

The results of a pre-survey of several employees explained that the biggest factor influencing performance was work motivation with 8 respondents or 40%. The second was the work environment with 7 respondents or 35%. Job satisfaction with 3 respondents or 15% and the last was workload with 2 respondents or 10%. Thus, what is considered to influence performance at PT. Panja Multi Mineralindo is work motivation and work environment.

The main factor that contributes to employee performance is work motivation. Motivation can be defined as a driving force that drives individuals in an organization to strive and be willing to invest their abilities, whether in the form of expertise or skills, energy, or time, in order to complete various tasks and responsibilities that are carried out. All of this is done in order to achieve the goals and various targets that have been set by the organization (Siagian, 2012). When employee motivation is at a high level, their performance tends to increase. This is due to the desire and willingness of employees to work well in order to achieve the goals that have been determined. There is a linear relationship between motivation, work enthusiasm, and optimal work results, where providing effective motivation can increase employee work enthusiasm, so that the work results produced can meet the performance standards that have been set (Brahmasari & Suprayetno, 2008).

There are previous studies that show a gap in the results found, where there is a contradiction regarding the influence between the work environment and work motivation on employee performance. This indicates the need for further research to understand the existing dynamics.

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Table 2. Research Gap of Work Environment on Employee Performance

No	Researcher	Variables	Results Study
1	M. Logahan, et al (2012)	1. Work environment (X1) 2. Work motivation (X2) 3. Employee performance (Y)	No significant effect
2	The Last Supper (2018)	1. Work environment (X) 2. Employee Performance (Y)	Positive and significant influence
3	Reverence (2018)	1. Motivation (X1) 2. Work environment (X2) 3. Job satisfaction (Y1 4. Employee performance (Y2)	Positive and significant influence
4	Azikin, et al (2019)	1. Work environment (X1) 2. Motivation (X2) 3. Organizational commitment 4. Employee performance (Y2)	Positive and significant influence
5	Mauledy Ahmad (2019)	1. Work environment (X1) 2. Individual characteristics (X2)	No significant effect

Based on the gap and research gap phenomena described in the background, the author conducted research with the aim of analyzing the influence of work motivation and work environment on employee performance (study at PT. Panja Multi Mineralindo).

Based on the problems contained in the problem identification, the problem formulation in this research includes:

1. How does work motivation affect employee performance at PT. Panja Multi Mineralindo?
2. How does the work environment affect employee performance at PT. Panja Multi Mineralindo?
3. How do the work environment and work motivation affect the performance of PT. Panja Multi Mineralindo employees?

Literature Review

Employee Performance

Employee performance can be defined as the work results achieved by individuals in an organization within a certain period, which are assessed based on established standards. According to Mathis and Jackson (2020), employee performance is a combination of effectiveness and efficiency produced in their work. Effectiveness refers to the extent to which organizational goals are achieved, while efficiency relates to the optimal use of resources in achieving those goals. Employee performance is one of the most important aspects in the world of work, especially in the context of an organization or company. According to Robbins and Judge (2019), employee performance can be defined as the result of activities carried out by individuals in an organization that are related to the goals and objectives that have been set. This performance not only includes the work results produced, but also includes how the individual does their job. In the context of PT. Panja Multi Mineralindo, understanding employee performance is important to analyze how well employees can contribute to achieving company goals.

Employee performance indicators cover various aspects that can be measured to determine the level of individual performance. According to Goleman (2019), these indicators include: Punctuality, Job

Description, Quality and Ability to collaborate. At PT. Panja Multi Mineralindo, productivity can be measured through the work output produced in a certain period, while work quality can be assessed through error rates and customer satisfaction. Assessment of punctuality is also important, especially in industries that rely on tight production schedules. By using this indicator, management can identify areas that need to be improved to achieve optimal performance.

Work Motivation

Work motivation is the drive that drives individuals to do work with enthusiasm and dedication. According to Herzberg (2021), work motivation can be divided into two categories: motivators and hygiene factors. Motivators are factors that can increase job satisfaction, such as recognition, responsibility, and achievement, while hygiene factors are factors that if absent can cause dissatisfaction, such as salary and working conditions.

Work motivation is an internal and external drive that influences a person to do a good job and achieve the goals that have been set. According to Robbins and Judge (2019), work motivation includes various factors that influence employee behavior in the workplace, including individual needs, expectations, and values. High motivation contributes to increased performance and job satisfaction. There are two types of motivation that are often discussed: intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual, such as personal satisfaction and interest in the work itself. On the other hand, extrinsic motivation comes from external factors, such as financial rewards, recognition, and promotions (Deci & Ryan, 2000). The balance between these two types of motivation is important to create an environment

Work motivation indicators include Achievement, Recognition, Work itself, Responsibilities, Opportunities to develop (Advancement) and Growth.

Work Environment

The work environment is the physical and psychological conditions in which employees perform their tasks. According to Sundstrom et al. (2021), a good work environment can improve employee performance and job satisfaction. The work environment includes various aspects, such as room layout, facilities, and relationships between employees.

The work environment refers to the physical, social, and psychological conditions in which a person carries out his or her duties and responsibilities. According to Robbins and Judge (2019), the work environment includes everything that affects employees, from the design of the workspace, facilities, to interactions with coworkers and superiors. A good environment can increase employee productivity, job satisfaction, and well-being.

In the physical context, the work environment includes factors such as ergonomics, lighting, and cleanliness. A comfortable and safe environment can reduce the risk of injury and improve concentration. Research conducted by Robbins and Judge (2019) shows that a good physical environment contributes to the mental and physical health of employees, so they are more motivated to work.

Work environment indicators include Facilities for doing work, Comfortable workplace, Security and No noise. According to Barlow and Wright (2020), physical comfort, such as lighting, temperature, and ergonomics, greatly affects employee concentration and productivity. Security is also an important factor, where a safe work environment can reduce the risk of injury and increase comfort. At PT. Panja Multi Mineralindo, it is important to evaluate these indicators to create a supportive work environment.

The Influence of Work Motivation on Employee Performance

Siagian (2004) motivation is a driving force that causes a member of an organization to be willing and ready to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various organizational targets that have been determined previously. Based on several studies, it has been revealed that there is an influence of work motivation on performance (Aarabi, Subramaniam, & Akeel, 2013; Ghaffari; Shah; Burgoyne, J; Nazri, M; Salleh, 2017).
H1: Work motivation has a positive effect on performance employee.

The Influence of Work Environment on Employee Performance

Nitisemo (1996) defines the work environment as everything that is around the worker and that can affect him in carrying out the tasks assigned. The work environment can be in the form of supporting facilities, environmental cleanliness conditions, work atmosphere, and others. This will affect employee performance in carrying out the responsibilities that have been given. The quality of the work environment affects employee performance. When the employee's environment has low quality, such as dirty, inadequate facilities, and so on, it will cause low employee performance. However, on the contrary, if the work environment is supportive, employee performance will increase. This is in accordance with what was expressed by Hamid & Hassan (2015) that "Quality workplace environment is said to influence people around the organization in a number of ways including their job performance".
H2: The work environment has a positive effect on performance employee.

## The Influence of Work Environment and Work Motivation on Employee Performance

Work environment and work motivation together have an influence on employee performance. "Simultaneously the motivation and the working environment significantly influence employee performance" (Muchtar, 2016). When the work environment is supportive, and employee work motivation is high, this will improve employee performance. If employees have high motivation but the work environment is not supportive, it will still cause less than optimal performance. Because if employee motivation is high, but the work environment is not supportive, it can cause employees to be uncomfortable at work. Then, employees have low motivation but the work environment is supportive also causes employee performance to be less than optimal. Because, employees tend to come to the location just to enjoy the work environment. Therefore, to improve employee performance, high work motivation and a good work environment are needed.

Employee performance of PT. Panja Multi Mineralindo is influenced by the work environment and work motivation. With good and supportive environmental conditions, and optimal employee work motivation, employee performance will be maximized. This is in accordance with what was expressed by Jayaweera (2015) "job performance is very much influenced by work environment and motivation of workers".
H3: Work motivation and work environment have a positive influence on employee performance.

Research Concept Framework

Based on the development of the hypothesis described, the conceptual framework of research on work motivation and work environment on employee performance can be described and presented in Figure 1 as follows:

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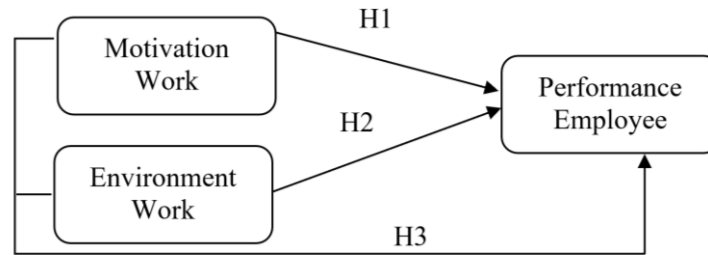
Figure 1. Research Framework

Method

This study uses a quantitative approach which was chosen with the consideration of testing hypotheses and relationships between variables that are clear, objective and measurable.

Population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers and then conclusions are drawn (Sugiyono, 2013). The population in this study were all employees of PT. Panja Multi Mineralindo engaged in mining and natural stone crushing totaling 77 employees.

A sample is part of the number and characteristics possessed by the population (Sugiyono, 2013). The determination of the sample in this study used the census method or saturated sample, where all members of the population were used as research samples. According to Sugiyono (2017) saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 100 people, or research that wants to make generalizations with very small errors. A total of 77 employees at PT. Panja Multi Mineralindo were used as samples.

The data analysis technique used is multiple linear regression analysis and uses a tool in the form of SPSS version 25 software. SPSS (Statistical Package for Social Sciences) is a computer program used to analyze data with statistical analysis.

Results and Discussion

Company profile

PT. Panja Multi Mineralindo is a company operating in Sukabumi, Indonesia, which focuses on the mining and mineral processing sector. With a commitment to utilizing natural resources sustainably, the company is involved in the exploration and production of various types of mineral ores that are essential for the construction and manufacturing industries. In addition, PT. Panja Multi Mineralindo also has a great concern for environmental and occupational safety standards, striving to carry out responsible business practices. Through its operational activities, the company not only contributes to the development of the local economy, but also strives to maintain a balance between resource exploitation and environmental preservation.

Respondent Identity
Respondent Identity Based on Gender

The identity of employee respondents at PT. Panja Multi Mineralindo Sukabumi based on gender is presented below:

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Table 3. Employee Identity Based on Gender

Gender	Frequency	Percentage (%)
Man	70	90.90
Woman	7	9,10
Amount	**77**	**100.0**

Source: Primary Data 2024

Table 3. above shows that the male employees are 90.90% and the female employees are 9.10%. This shows that the majority of employees at PT. Panja Multi Mineralindo are male, amounting to (90.90).

Respondent Identity Based on Age

The identity of employee respondents at PT. Panja Multi Mineralindo Sukabumi based on age is presented below.

Table 4. Employee Identity Based on Age

Age	Frequency	Percentage (%)
21-30 years	9	11.69
31-40 years	43	55.84
>41 years	25	32.47
Amount	**77**	**100.0**

Table 4. above shows that the dominant employees in the company are aged between 31-40 years as many as 55.84, Employees aged > 41 years as many as 32.47%, and the least employees are aged between 21-30 years 11.69%. This shows that the majority of employees at PT. Panja Multi Mineralindo are aged between 31-40 years (55.84%).

Identity of Work Period

The identity of employee respondents at PT. Panja Multi Mineralindo Sukabumi based on length of service is presented below.

Table 5. Employee Identity Based on Length of Service

Age	Frequency	Percentage (%)
5-10 years	21	27.27
11-15 years	34	44.15
16-20 years	15	19.48
>21 years	7	9.09
Amount	**77**	**100.0**

Source: Primary Data 2024

Table 5. above shows that employees with dominant working period between 11-15 years are 44.15% and employees with the lowest working period between >21 years are 9.09%. This shows that the majority of employees at PT. Panja Multi Mineralindo are in the age range between 11-15 years (44.15%).

Normality Test

Normality test is a process used to determine whether the distribution of data obtained from research follows a normal distribution or not, as explained by Ghozali (2015). In the context of this study, we apply the Kolmogorov-Smirnov test as a method to test data normality.

Table 6. Normality Test Results

		Unstandardized Residual
N		77
Normal Parametersa,b	Mean	,0000000
	Std. Deviation	1.79682201
Most Extreme Differences	Absolute	,121
	Positive	,085
	Negative	-,121
Test Statistics		,108
Asymp. Sig. (2-tailed)		,073c

From the table, the sig value is 0.073 > 0.05%, with a statistical test value of 0.108. This means that unstandardized is normally distributed because it has met the specified statistical requirements. The normality test can also be seen in the Normal P-Plot graph as follows.
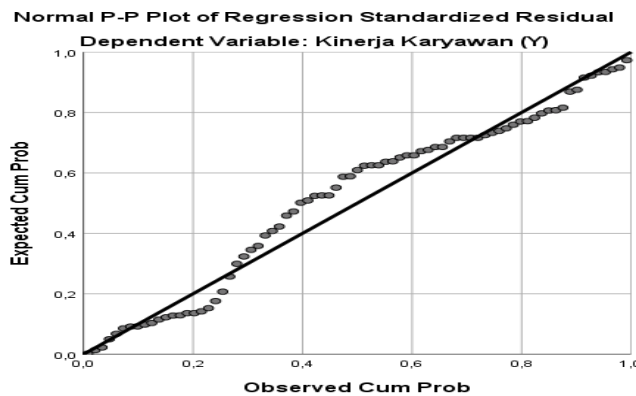
Figure 2. Normal P-Plot Graph

In the P-Plot graph, it appears that the data is distributed around the diagonal line, indicating a consistent and regular pattern. In addition, the direction of the data distribution also follows the shape of the histogram line which tends towards a normal distribution pattern. This indicates that the dependent variable Y in this study meets the assumption of normality. In other words, the presence of data approaching the diagonal line on the P-Plot and the alignment with the histogram pattern indicate that the distribution of the Y data can be considered normal, which is an important requirement for continuing further statistical analysis.

Multiple Regression Test

Multiple regression tests are conducted to analyze the relationship between one dependent variable

and several independent variables simultaneously. The goal is to understand how much influence each independent variable has on the dependent variable, as well as to identify the relative contribution of each variable in explaining the variations that occur in the dependent variable (Ghozali, 2025). The following multiple regression test.

Table 7. Summary of Regression Analysis Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,963	1,614		2,454	,016
	Work Motivation (X1)	,236	,083	,276	2,828	,006
	Work Environment (X2)	,465	,093	,487	4,997	,000

a. Dependent Variable: Employee Performance (Y)

Based on Table 7. above, the following regression equation is presented below.

$$Y = 3,963 + 0,236X1 + 0,465X2$$

1) Constant Value = 3,963

   If the Work Motivation and Work Environment variables are considered equal to zero, then the Employee Performance variable is 3,963.

2) Coefficient X1 = 0.358

   If the Work Motivation variable increases by one point, while the Work Environment is considered constant, it will cause an increase in Employee Performance of 0.236.

3) Coefficient X2 = 0,465

   If the Work Environment variable increases by one point, while Work Motivation is considered constant, it will cause an increase in Employee Performance of 0.465.

Then the conclusion of the hypothesis of Work Motivation and Work Environment on Employee Performance is concluded as follows.

Table 8. Summary of Hypothesis Results

No	Hypothesis	Results
1.	There is a positive and significant influence of Work Motivation on Employee Performance at PT. Panja Multi Mineralindo.	**Accepted**
2.	There is a positive and significant influence of the Work Environment on Employee Performance at PT. Panja Multi Mineralindo.	**Accepted**
3.	There is a simultaneous influence of Work Environment and Work Motivation on Employee Performance at PT. Panja Multi Mineralindo.	**Accepted**

Multiple Determination Coefficient (R2)

The multiple determination coefficient test, or known as R^2, is a statistical measure used to assess the extent to which a regression model can explain the variation of a dependent variable. R^2 indicates the proportion of variation in the dependent variable that can be interpreted through the independent variables in the model. The R^2 value ranges from 0 to 1; where 0 means the model does not explain any variation at all, while 1 means all variation in the dependent variable is successfully explained by the model (Ghozali, 2015).

Table 9. Results of the Model Determination Coefficient Test

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,656a	,431	,416	1,821

a. Predictors: (Constant), Work Environment (X2), Work Motivation (X1)

b. Dependent Variable: Employee Performance (Y)

In the table above, the Adjusted R2 value is 0.431 = 43.1%. This means that the independent variables of work motivation and work environment together influence the dependent variable of employee performance by 43.1% and the rest is influenced by other variables not included in this study.

The Influence of Work Motivation on Employee Performance at PT. Panja Multi Mineralindo

Work motivation is one of the key factors that influence employee performance in a company. At PT. Panja Multi Mineralindo, employee work motivation can be seen from various aspects, including incentives, recognition, and career development opportunities. According to research conducted by Luthans (2020), intrinsic and extrinsic motivation play an important role in increasing work productivity. Employees who feel appreciated and recognized for their hard work tend to show better performance. For example, PT. Panja Multi Mineralindo implements a monthly reward system for employees who achieve targets, which has been shown to increase work enthusiasm and productivity.

Data obtained from an internal survey at PT. Panja shows that 75% of employees feel motivated when they receive awards for their achievements. This is in line with Herzberg's motivation theory which states that motivational factors such as recognition and achievement can increase job satisfaction and performance (Herzberg, 1966). In addition, a positive work environment also contributes to employee motivation. Employees who work in a supportive and collaborative environment tend to be more motivated to achieve better results.

Statistics show that companies that have good motivation programs experience an increase in employee performance of up to 20% compared to companies that do not have such programs (Bakker & Demerouti, 2017). At PT. Panja Multi Mineralindo, the implementation of training and development programs also serves as a significant motivator. Employees who are given the opportunity to improve their skills feel more committed to the company and work harder to achieve common goals.

However, challenges remain. Some employees expressed that even though they are highly motivated, lack of communication from management can hinder their performance. This shows the importance of management's role in creating an atmosphere that supports work motivation. Research by Deci and Ryan (2017) confirmed that effective communication and constructive feedback can increase

employee intrinsic motivation. Thus, it can be concluded that work motivation has a significant influence on employee performance at PT. Panja Multi Mineralindo. To continue to improve performance, the company needs to maintain and develop existing motivation programs, as well as ensure good communication between management and employees.

The Influence of Work Environment on Employee Performance at PT. Panja Multi Mineralindo

A good work environment plays an important role in improving employee performance. At PT. Panja Multi Mineralindo, factors such as physical comfort, employee relationships, and organizational culture are important elements in creating a productive work environment. According to research by Tziner et al. (2019), a positive work environment can increase job satisfaction, which in turn affects employee performance.

One aspect that is considered in PT. Panja is the ergonomic design of the workspace. The company has invested in comfortable facilities, such as chairs and tables that support the physical health of employees. Data shows that 80% of employees admit that the comfort of the workspace contributes to increasing their concentration and productivity. This is in line with research by Goh et al. (2018) which states that a good physical environment can reduce stress and improve performance.

In addition, employee relationships also have a major impact on the work environment. At PT. Panja, management encourages collaboration and open communication between teams. Survey results show that 70% of employees feel that good relationships with coworkers increase their work enthusiasm. Research by Goleman (2017) shows that a work environment that supports collaboration can increase creativity and innovation in the workplace.

Organizational culture also plays an important role in creating a positive work environment. PT. Panja Multi Mineralindo emphasizes values such as mutual respect and cooperation. Employees who feel that these values are applied in their daily practices tend to be more satisfied and committed to giving their best. Research by Schein (2017) shows that a strong organizational culture can improve overall employee performance.

However, although the working environment at PT. Panja is considered good, there are still some challenges faced. Some employees reported that high work pressure can affect their mood and performance. Therefore, it is important for management to continue to monitor and manage factors that can affect the working environment to keep it conducive to employee performance. Overall, it can be concluded that a good working environment has a significant influence on employee performance at PT. Panja Multi Mineralindo. By maintaining and improving the quality of the working environment, the company can increase employee productivity and job satisfaction.

The Influence of Work Environment and Work Motivation on Employee Performance at PT. Panja Multi Mineralindo

The simultaneous influence of work motivation and work environment on employee performance is an important focus in this analysis. PT. Panja Multi Mineralindo has shown that these two factors are interrelated and contribute to the overall performance of employees. According to research by Judge and Bono (2018), good work motivation and work environment can create positive synergy, thereby significantly improving employee performance.

In the context of PT. Panja, data shows that employees who are highly motivated and work in a supportive environment tend to have better performance. A study conducted in a similar company showed

that companies with good levels of motivation and work environment experienced an increase in employee performance of up to 30% (Kahn, 2020). This shows the importance of integration between these two factors in human resource management strategies.

Employees at PT. Panja who feel motivated to achieve their goals, and also feel comfortable in the work environment, show better work results. Research by Bakker and Demerouti (2017) confirms that intrinsic motivation supported by a positive work environment can increase employee engagement. This engagement leads to higher performance and better target achievement.

However, challenges remain when these two factors are not aligned. For example, there are times when employees feel motivated, but an unsupportive work environment can hinder their performance. Therefore, it is important for PT. Panja management to create a balance between work motivation and work environment. Research by Deci and Ryan (2017) shows that interventions designed to improve both aspects simultaneously can produce optimal results. Overall, the analysis shows that work motivation and work environment have a significant influence on employee performance at PT. Panja Multi Mineralindo. To achieve optimal performance, there needs to be continuous effort from management to improve both aspects simultaneously.

Closing

Conclusion

1. In this study, an analysis has been conducted on the influence of work motivation and work environment on employee performance at PT. Panja Multi Mineralindo located in Sukabumi. Based on data obtained from questionnaires distributed to employees, as well as interviews with management, it can be concluded that work motivation has a significant influence on employee performance. This is in line with the theory that high work motivation will encourage employees to give their best performance. In the context of PT. Panja Multi Mineralindo, 78% of respondents stated that they felt motivated to work better when there were incentives and awards given by the company.

2. The work environment has also been proven to have a significant effect on employee performance. A comfortable, safe, and conducive work environment can increase employee productivity. According to the data obtained, 65% of employees said that they feel more productive when the work environment is supportive, such as adequate facilities and a harmonious work atmosphere. In this study, it was found that the existence of good health and hygiene facilities at PT. Panja Multi Mineralindo contributed positively to employee satisfaction and performance.

3. In addition, statistical analysis shows that work motivation and work environment simultaneously affect employee performance. From the results of multiple regression analysis, a significance value was obtained indicating that both variables together have a significant impact on employee performance. This shows the importance of companies not only focusing on one aspect, but also considering both factors in an effort to improve employee performance.

Suggestion

Some suggestions that researchers can provide related to the results of this study include:

1. Based on the data obtained from the questionnaire distributed to employees, it can be seen that a high level of work motivation is directly proportional to increased performance. For example, employees who feel appreciated and receive incentives for their hard work tend to show better productivity. Therefore, companies need to develop effective motivation programs, such as employee awards,

training, and career development to increase work motivation.

2. PT. Panja Multi Mineralindo. With an open and collaborative workspace, employees feel more motivated to interact and share ideas, indicating that good workspace design can increase creativity and collaboration between employees. In addition, facilities such as comfortable break rooms and access to modern technology also contribute to increased performance. Thus, companies need to continue to invest in creating a work environment that supports productivity.

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