

## **Improving Employee Performance through Work Environment, Work Motivation, and Employee Relations**

**James Wijaya<sup>1</sup>, Elga Dearma Sirait<sup>2</sup>, Doly Dionesyus Simamora<sup>3</sup>, Kristi Endah Ndilosa Ginting<sup>4\*</sup>, Mella Yunita<sup>5</sup>**

<sup>1,2,3</sup> Faculty of Economics and Business, Universitas Prima Indonesia

<sup>4</sup> PUI Human Resource Management Research and Innovation Centre, Universitas Prima Indonesia

<sup>5</sup> Management Study Program, Universitas Tjut Nyak Dhien

### **Abstract**

This study examines the influence of work environment, work motivation, and employee relations on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan. Human resources play an essential role in supporting organizational productivity, making employee performance an important aspect to be continuously improved. This research applied a quantitative approach with a descriptive research design. The population consisted of employees of PT Perkebunan Nusantara IV Regional 1, while the research sample was selected using the Slovin formula. Data were collected through questionnaires and analyzed using multiple linear regression analysis with the support of validity tests, reliability tests, classical assumption tests, t-tests, F-tests, and coefficient of determination tests. The results show that work environment has a positive and significant effect on employee performance. Work motivation also has a positive and significant effect on employee performance and becomes the most dominant variable in influencing performance. In addition, employee relations have a positive and significant effect on employee performance. Simultaneously, work environment, work motivation, and employee relations significantly influence employee performance. The coefficient of determination indicates that these three variables explain 71.8% of the variation in employee performance, while the remaining 28.2% is influenced by other factors outside this study. These findings imply that improving a supportive work environment, strengthening employee motivation, and maintaining harmonious employee relations are important strategies for enhancing employee performance and supporting organizational productivity.

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

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✉ Corresponding author :

Email Address : [kristiendahndilosaginting@unprimdn.ac.id](mailto:kristiendahndilosaginting@unprimdn.ac.id)

### **INTRODUCTION**

In today's increasingly competitive business environment, human resources play a strategic role in supporting organizational sustainability, productivity, and competitiveness (Durai, 2010). Employees are not only considered as operational resources, but also as valuable assets that determine the achievement of organizational goals. Good employee performance can improve work efficiency, productivity, service quality, and the overall effectiveness of company operations (Al-Shammari et

al., 2022). Therefore, companies need to pay serious attention to various factors that can influence employee performance, particularly factors related to the work environment, work motivation, and employee relations.



Source: Katadata, 2025

Based on Figure 1, Indonesia's plantation area in 2025 is dominated by oil palm compared to other plantation commodities such as coconut, rubber, cocoa, coffee, clove, and sugarcane. This condition shows that oil palm has a strategic position in the national plantation sector and requires strong operational management supported by reliable human resources. Therefore, employee performance in plantation companies becomes an important issue to examine, because company productivity is not only determined by land area or commodity potential, but also by the quality of employees who carry out daily operations (Agustien & Soeling, 2020). This makes the discussion of work environment, work motivation, and employee relations relevant in understanding the factors that can improve employee performance in plantation companies.

Employee performance is not only determined by technical skills or individual abilities, but also by the conditions surrounding employees in the workplace (Faidha, 2020). A supportive work environment can encourage employees to work more comfortably, effectively, and productively (Saputra et al., 2022). A workplace with adequate lighting, proper air temperature, low noise levels, sufficient workspace, and good safety conditions can help employees concentrate and complete their tasks properly (Zhenjing et al., 2022). In contrast, an uncomfortable work environment may create work pressure, reduce enthusiasm, and decrease employee performance (Bhastary et al., 2024).

In addition to the work environment, work motivation is also an important factor that affects employee performance (Karoso et al., 2021). Motivation encourages employees to complete their responsibilities, achieve work targets, and contribute positively to the organization (Baharoma et al., 2024). Employees with high motivation

tend to show discipline, initiative, commitment, and a strong desire to improve their work results (Bahrain et al., 2023). Motivation can be formed through recognition, achievement, responsibility, career development opportunities, fair compensation, and supportive company policies (Wahyudi, 2021)(Isa, 2021). Therefore, motivation becomes one of the key elements that can strengthen employee performance in an organization (Hasrul Azwar Hasibuan et al., 2022).

Another factor closely related to employee performance is employee relations. Employee relations refer to the interaction, communication, cooperation, and mutual respect that exist among employees and between employees and management (Paliga, 2022). Good employee relations can create a harmonious work atmosphere, strengthen teamwork, reduce conflict, and increase employee loyalty (Basinska & Rozkwitalska, 2022). When employees feel valued, heard, and involved in the organization, they are more likely to work optimally and contribute to the achievement of company goals (Vadilla et al., 2025). On the other hand, poor communication and weak relationships among employees can create tension and affect overall work performance (Astika et al., 2022).

PT Perkebunan Nusantara IV Regional 1 is one of the companies that requires strong employee performance to support its operational activities. As a company engaged in the plantation and agroindustry sector, employee performance becomes an important factor in maintaining productivity and operational effectiveness. The complexity of work activities in this sector requires employees who are able to work efficiently, follow organizational procedures, cooperate with others, and remain motivated in carrying out their responsibilities. Therefore, the company needs to understand how far the work environment, work motivation, and employee relations influence employee performance.

The phenomenon underlying this study is the importance of maintaining employee performance in a company whose operational activities depend heavily on the quality, discipline, and consistency of its human resources. At PT Perkebunan Nusantara IV Regional 1, employee performance may be affected when the work environment is not fully supportive, work motivation decreases, and relationships among employees are not well maintained. An uncomfortable workplace, limited work support, weak recognition, lack of encouragement, and ineffective communication can reduce employee enthusiasm, create work pressure, and weaken cooperation among employees. These conditions may eventually affect the quality, quantity, efficiency, discipline, and initiative of employee work.

This issue is important because employee performance is closely related to the achievement of company productivity and operational targets. In the plantation and agroindustry sector, employees are required to work effectively, maintain discipline, and build cooperation with other employees. Therefore, companies cannot only focus on technical ability, but must also pay attention to workplace conditions, motivation,

and employee relations as interconnected factors that shape performance. A comfortable work atmosphere, strong motivation, and harmonious employee relations are expected to encourage employees to work more productively and consistently.

Previous studies (Sari et al., 2022)(Herfianti et al., 2025) (Novirsari et al., 2022) have shown that work environment, work motivation, and employee relations have an influence on employee performance. However, several studies tend to examine these variables separately or in different organizational contexts. This indicates that there is still a need for further research that examines the simultaneous effect of work environment, work motivation, and employee relations within one research model, especially in the context of PT Perkebunan Nusantara IV Regional 1. By examining these three variables together, this study is expected to provide a more comprehensive understanding of the factors that determine employee performance.

The urgency of this study lies in both practical and academic aspects. From a practical perspective, the findings can help PT Perkebunan Nusantara IV Regional 1 identify which internal organizational factors need to be improved to enhance employee performance. The company can use the results as a basis for improving workplace conditions, strengthening employee motivation, and maintaining harmonious employee relations. From an academic perspective, this study contributes to the development of human resource management literature, particularly in understanding employee performance in the plantation and agroindustry sector. The novelty of this study is integrated analysis of work environment, work motivation, and employee relations as determinants of employee performance at PT Perkebunan Nusantara IV Regional 1.

## **METHODOLOGY**

This study employed a quantitative approach with descriptive and associative characteristics to analyze the effects of work environment, work motivation, and employee relations on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan, located on Jl. Sei Batang Hari No. 2, Medan, North Sumatra (Wajdi et al., 2024). The population in this study consisted of 558 employees of PT Perkebunan Nusantara IV Regional 1. The sample was determined using the Slovin formula with a 10% margin of error, resulting in a minimum sample of 85 respondents; however, in its implementation, the data analyzed involved 100 respondents. Data were collected through a Likert-scale questionnaire distributed to employees. The data sources consisted of primary data obtained from respondents and secondary data derived from books, journals, and relevant research documents (Sihotang, 2023). The research variables consisted of work environment, work motivation, employee relations, and employee performance, which were measured based on the indicators of each variable. Data analysis was carried out using multiple linear regression with IBM SPSS, preceded by validity and reliability tests of the instrument, as well as classical assumption tests including normality, multicollinearity, and heteroscedasticity tests

(Field, 2024). The hypothesis testing was conducted through the t-test to examine partial effects, the F-test to examine simultaneous effects, and the coefficient of determination ( $R^2$ ) to determine the ability of the independent variables to explain employee performance.

## RESULTS AND DISCUSSION

### Validity Test

**Table 1 Validity Test Results of All Variables**

Variable	Item	r Count	r Table	Sig.	Description
Work Environment (X1)	X1.1	0.775	0.197	0.000	Valid
	X1.2	0.913	0.197	0.000	Valid
	X1.3	0.808	0.197	0.000	Valid
	X1.4	0.868	0.197	0.000	Valid
	X1.5	0.474	0.197	0.000	Valid
	X1.6	0.766	0.197	0.000	Valid
	X1.7	0.909	0.197	0.000	Valid
Motivation (X2)	X2.1	0.601	0.196	0.001	Valid
	X2.2	0.741	0.196	0.001	Valid
	X2.3	0.784	0.196	0.001	Valid
	X2.4	0.692	0.196	0.001	Valid
	X2.5	0.478	0.196	0.001	Valid
	X2.6	0.741	0.196	0.001	Valid
	X2.7	0.787	0.196	0.001	Valid
Employee Relations (X3)	X3.1	0.78	0.197	0.000	Valid
	X3.2	0.742	0.197	0.000	Valid
	X3.3	0.719	0.197	0.000	Valid
	X3.4	0.41	0.197	0.000	Valid
Employee Performance (Y)	Y1	0.592	0.197	0.000	Valid
	Y2	0.764	0.197	0.000	Valid
	Y3	0.829	0.197	0.000	Valid
	Y4	0.828	0.197	0.000	Valid
	Y5	0.525	0.197	0.000	Valid
	Y6	0.592	0.197	0.000	Valid
	Y7	0.764	0.197	0.000	Valid
	Y8	0.829	0.197	0.000	Valid
	Y9	0.832	0.197	0.000	Valid

Source: Processed Research Data, 2026

Based on the validity test results in the table above, it can be concluded that all statement items in the variables of Work Environment (X1), Motivation (X2), Employee Relations (X3), and Employee Performance (Y) have calculated r-values

greater than the r-table value and significance values less than 0.05. Therefore, all statement items are declared valid and suitable for further analysis.

### Reliability Test

**Table 2 Reliability Test Results of Research Instruments**

Variable	Cronbach's Alpha	Description
Work Environment (X1)	0.792	Reliable
Motivation (X2)	0.770	Reliable
Employee Relations (X3)	0.765	Reliable
Employee Performance (Y)	0.776	Reliable

Source: Processed Research Data, 2026

Based on Table 2 it can be seen that the Work Environment variable (X1) has a Cronbach's Alpha value of 0.792, the Motivation variable (X2) has a value of 0.770, the Employee Relations variable (X3) has a value of 0.765, and the Employee Performance variable (Y) has a value of 0.776. All variables have Cronbach's Alpha values greater than 0.60, so it can be concluded that all research instruments are reliable and suitable for further analysis.

### Normality Test

**Table 3 Normality Test Results**

Description	Value
N	100
Mean Residual	0.000
Std. Deviation	3.907
Test Statistic	0.066
Asymp. Sig. (2-tailed)	0.200
Monte Carlo Sig. (2-tailed)	0.353

Source: Processed Research Data, 2026

Based on the table above, the Kolmogorov-Smirnov significance value is  $0.200 > 0.05$ , and the Monte Carlo Sig. value is  $0.353 > 0.05$ . Therefore, it can be concluded that the residual data are normally distributed.

### Multicollinearity Test

**Table 4 Multicollinearity Test Results**

Independent Variable	Tolerance	VIF	Description
Work Environment	0.505	1.981	No multicollinearity
Motivation	0.970	1.031	No multicollinearity
Employee Relations	0.503	1.987	No multicollinearity

Source: Processed Research Data, 2026

All independent variables have Tolerance values above 0.10 and VIF values below 10. Thus, multicollinearity does not occur in the regression model.

### Heteroscedasticity Test

**Table 5 Heteroscedasticity Test Results (Glejser Test)**

Independent Variable	Sig.	Description
Work Environment	0.449	No heteroscedasticity

Motivation	0.262	No heteroscedasticity
Employee Relations	0.375	No heteroscedasticity

Source: Processed Research Data, 2026

All variables have significance values greater than 0.05, so it can be concluded that heteroscedasticity does not occur.

### Multiple Linear Regression Test

**Table 6 Multiple Linear Regression Test Results**

Variable	B	Std. Error	Beta	t	Sig.
Constant	-23.685	3.795	-	-6.241	0.000
Work Environment	0.450	0.096	0.358	4.684	0.000
Motivation	0.705	0.089	0.435	7.892	0.000
Employee Relations	1.269	0.230	0.422	5.525	0.000

Source: Processed Research Data, 2026

Based on the regression analysis results, the multiple linear regression equation is as follows:

$$Y = -23.685 + 0.450X_1 + 0.705X_2 + 1.269X_3$$

The constant value of -23.685 indicates that if Work Environment, Motivation, and Employee Relations are assumed to be zero, Employee Performance would be -23.685. However, in practical terms, this condition rarely occurs because these variables cannot realistically have a value of zero. Therefore, the constant mainly functions as the baseline value of the model.

- The regression coefficient of the Work Environment variable ( $X_1$ ) is 0.450, indicating that every one-unit increase in Work Environment, assuming the other variables remain constant, will increase Employee Performance by 0.450 units. The significance value of  $0.000 < 0.05$  indicates that Work Environment has a positive and significant effect on Employee Performance.
- The regression coefficient of the Motivation variable ( $X_2$ ) is 0.705, indicating that every one-unit increase in Motivation will increase Employee Performance by 0.705 units. The significance value of  $0.000 < 0.05$  indicates that Motivation has a positive and significant effect on Employee Performance.
- The regression coefficient of the Employee Relations variable ( $X_3$ ) is 1.269, indicating that every one-unit increase in Employee Relations will increase Employee Performance by 1.269 units. The significance value of  $0.000 < 0.05$  indicates that Employee Relations have a positive and significant effect on Employee Performance.

Based on the Standardized Beta value, it can be seen that the most dominant variable influencing Employee Performance is Motivation, with  $\beta = 0.435$ , followed by Employee Relations with  $\beta = 0.422$ , and Work Environment with  $\beta = 0.358$ . This indicates that improving employee motivation provides the greatest contribution to increasing performance compared to the other variables.

### Test (Partial Test)

**Table 7 Test Results (Partial Test)**

Variable	t Count	Sig.	Description
Work Environment	4.684	0.000	Significant effect

Motivation	7.892	0.000	Significant effect
Employee Relations	5.525	0.000	Significant effect

Source: Processed Research Data, 2026

Based on Table 3.8, the following explanations can be provided. The Work Environment variable (X1) has a significance value of  $0.000 < 0.05$ , so it can be concluded that Work Environment has a positive and significant effect on Employee Performance. The Motivation variable (X2) has a significance value of  $0.000 < 0.05$ , so it can be concluded that Motivation has a positive and significant effect on Employee Performance. The Employee Relations variable (X3) has a significance value of  $0.000 < 0.05$ , so it can be concluded that Employee Relations have a positive and significant effect on Employee Performance. Thus, partially, the three independent variables in this study are proven to have a significant effect on Employee Performance at PT Perkebunan Nusantara IV Regional 1 Medan.

### Test (Simultaneous Test)

**Table 8 F Test Results (Simultaneous Test)**

Model	F Count	Sig.	Description
Regression	81.315	0.000	Significant effect

Source: Processed Research Data, 2026

Based on the F-test results, the calculated F-value is 81.315 with a significance value of  $0.000 < 0.05$ . This shows that Work Environment, Motivation, and Employee Relations simultaneously have a significant effect on Employee Performance at PT Perkebunan Nusantara IV Regional 1 Medan. Therefore, the regression model used in this study is feasible for explaining the influence of the independent variables on the dependent variable.

### Coefficient of Determination (R<sup>2</sup>)

**Table 9 Coefficient of Determination Results**

Model	R	R Square	Adjusted R Square	Std. Error
1	0.847	0.718	0.709	3.968

Source: Processed Research Data, 2026

Based on Table 3.10, the R Square value is 0.718, indicating that 71.8% of the variation in Employee Performance can be explained by the variables of Work Environment, Motivation, and Employee Relations. Meanwhile, the remaining 28.2% is influenced by other variables outside the research model that were not examined in this study. In addition, the Adjusted R Square value of 0.709 indicates that after adjustment for the number of independent variables in the model, the model's ability to explain variations in Employee Performance remains strong and stable.

## Discussion

### The Effect of Work Environment on Employee Performance

Based on the t-test results, the Work Environment variable (X1) has a significance value of  $0.000 < 0.05$  with a t-count value of 4.684. This result indicates that the work

environment has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan. This means that the better the work environment perceived by employees, the higher the performance produced. The work environment in this study includes lighting, air temperature, noise levels, color usage, workspace, work safety, and work relationships that support the implementation of employee tasks.

Theoretically, a comfortable and safe work environment can help employees work with greater focus, reduce work pressure, and improve efficiency in completing tasks (Gulo et al., 2026)(Bhastary et al., 2024)(Metris et al., 2024). In the context of plantation and agroindustry companies, the work environment plays an important role because work activities require discipline, accuracy, cooperation, and compliance with operational procedures. If the work environment is not supportive, employees may experience decreased concentration, fatigue, and lower work enthusiasm, which can affect the quality and quantity of their work.

The results of this study are in line with the research conducted by (Farhan & Indriyaningrum, 2023) which found that the work environment has a significant effect on employee performance at PT Indolakto. Their study explained that a supportive work environment is associated with improved employee performance, while high work pressure can reduce employee performance. This finding is also supported by (Baharoma et al., 2024), who showed that the work environment significantly affects employee performance at PT Bumi Asri Pasaman, with a significance value of  $0.000 < 0.05$ . Therefore, the results of this study strengthen the empirical evidence that the work environment is an important factor in improving employee performance.

The managerial implication of this finding is that PT Perkebunan Nusantara IV Regional 1 needs to continuously improve the management of its work environment. The company can evaluate work facilities, workplace comfort, work safety, supporting facilities, and the quality of work relationships in each unit. In addition, the company needs to ensure that the work environment does not only meet physical aspects, but also creates a healthy psychological atmosphere, such as open communication, supervisor support, and minimal workplace conflict. With a more conducive work environment, employees will be able to maintain productivity, discipline, and work quality more effectively.

### **The Effect of Motivation on Employee Performance**

Based on the t-test results, the Motivation variable (X2) has a significance value of  $0.000 < 0.05$  with a t-count value of 7.892. This result indicates that motivation has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan. In addition, based on the standardized beta value of 0.435, motivation is the most dominant variable influencing employee performance compared to work environment and employee relations. Theoretically, work motivation is an internal and external drive that encourages employees to work harder, more disciplined, and more responsibly (Sinaga, 2022). Employees with high motivation tend to show enthusiasm in achieving targets, have initiative, and demonstrate stronger commitment to their assigned tasks (Gulo et al., 2026). In plantation companies, motivation is a very important factor because employees are required to work consistently, follow procedures, and maintain productivity in

relatively complex operational activities (Anandita, 2023). Strong motivation can encourage employees not only to complete their work, but also to improve the quality of their work outcomes (Susanto et al., 2025).

The results of this study are in line with the research conducted by (Hariyasasti, 2025)(Faris et al., 2024)(Temmy SetiawanZaludin & Purwanto, 2026) which stated that motivation has a positive and significant effect on employee performance. This finding is also supported by (Awoitau et al., 2024) who found that work motivation is one of the factors that significantly affects employee performance. In addition, (Dewi et al., 2025) also showed that work motivation has a significant effect on employee performance at PT Bumi Asri Pasaman, with a significance value of  $0.010 < 0.05$ . Therefore, the results of this study strengthen previous findings that motivation is one of the main factors in improving employee performance.

The managerial implication of this finding is that the company needs to place work motivation as a priority in human resource management. PT Perkebunan Nusantara IV Regional 1 can improve employee motivation through recognition of work achievements, fair incentive systems, career development opportunities, regular training, and appreciation for employee contributions. Since motivation is the most dominant variable in this study, management needs to ensure that employees feel valued, have opportunities to grow, and understand their important role in achieving company targets. This strategy can improve employee enthusiasm, loyalty, and performance in a sustainable manner.

### **The Effect of Employee Relations on Employee Performance**

Based on the t-test results, the Employee Relations variable (X3) has a significance value of  $0.000 < 0.05$  with a t-count value of 5.525. This result indicates that employee relations have a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan. This means that the better the relationship between employees and management, as well as among employees, the better the performance produced. Employee relations in this study are related to communication, loyalty, mutual respect, and openness in work relationships.

Theoretically, good employee relations can create a harmonious work atmosphere, strengthen teamwork, increase mutual trust, and reduce conflict in the workplace. Employees who feel valued and heard by the organization tend to have stronger attachment to their work (Dessler, 2020). In the context of plantation companies, good work relationships are highly needed because operational activities require coordination between departments, compliance with instructions, and solid teamwork (Lubis et al., 2025). If work relationships are not harmonious, communication may be disrupted, conflicts may increase, and employee performance may decline (Sofiyan et al., 2026).

The results of this study are in line with the research conducted by (Hariyasasti & Purwanto, 2025)(Amoadu et al., 2025), which discussed the influence of employee relations and work motivation on employee performance and showed that employee relations play a role in improving employee performance. This finding is also supported by (Triansyah et al., 2023), who explained that positive work relationships can increase trust, participation, motivation, and employee performance within an organization. (Syahir et al., 2025) also showed that employee relations affect employee

performance, especially in the context of modern work relationships that require better communication and employee involvement. Therefore, the results of this study strengthen the evidence that employee relations are an important factor in shaping employee performance (Syaifuddin et al., 2023).

The managerial implication of this finding is that PT Perkebunan Nusantara IV Regional 1 needs to strengthen its internal communication system and healthy work relationships within the company. Management can develop regular communication forums, mechanisms for expressing employee aspirations, teamwork improvement activities, and a more open leadership approach. In addition, the company needs to maintain harmonious industrial relations through fair treatment, policy transparency, and quick conflict resolution. With good employee relations, employees will feel more valued, become more loyal, and be more motivated to deliver their best performance for the company.

## CONCLUSION

This study concludes that work environment, work motivation, and employee relations have a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional 1 Medan. The results show that a supportive work environment can help employees work more comfortably, effectively, and productively. Good workplace conditions, including adequate facilities, work safety, and harmonious relationships, contribute to improving employee focus, discipline, and work quality.

Work motivation is also proven to have a positive and significant effect on employee performance and becomes the most dominant variable in this study. This indicates that employees with strong motivation tend to show higher enthusiasm, responsibility, initiative, and commitment in completing their work. In addition, employee relations also have a significant effect on employee performance. Good communication, mutual respect, loyalty, and openness between employees and management can create a harmonious work atmosphere and improve teamwork.

Simultaneously, work environment, work motivation, and employee relations significantly influence employee performance. The coefficient of determination shows that these three variables explain 71.8% of employee performance, while the remaining 28.2% is influenced by other factors outside this study. Therefore, PT Perkebunan Nusantara IV Regional 1 needs to improve the quality of the work environment, strengthen employee motivation, and maintain positive employee relations as strategic efforts to enhance employee performance and support organizational productivity.

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