ANALYSIS OF HUMAN RESOURCE QUALITY, ENVIRONMENT, AND BENEFITS ON PERFORMANCE MOTIVATION AFFECTING EMPLOYEE PERFORMANCE

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Abstract: This study aims to analyze the influence of human resource quality, work environment, and performance allowances on work motivation, which impacts employee performance at PT Tasindo Mandiri Indonesia. The research employs a quantitative approach with a descriptive and associative design. Data were collected through a survey using questionnaires distributed to employees, and data analysis was conducted using Smart PLS software. The results indicate that the work environment and performance allowances have a positive and significant impact on employee motivation and performance. A comfortable and harmonious work environment enhances work enthusiasm, while adequate performance allowances serve as a rewarding factor that boosts productivity. Conversely, human resource quality has a positive but insignificant influence on motivation and performance, suggesting that other factors such as managerial recognition and work-life balance play a more dominant role in determining productivity. Furthermore, high work motivation significantly contributes to performance improvement. Therefore, companies are encouraged to strengthen training programs, create a more supportive work environment, and ensure a transparent and fair compensation system to enhance employee loyalty and performance sustainability.

Keywords: Human Resource Quality, Work Environment, Performance Allowance, Work Motivation, Employee Performance

INTRODUCTION

Companies are one of the nation's assets in Indonesia. Therefore, every company is expected to maintain consistency and commitment in building the nation so that its people can meet their needs. One crucial aspect that must be given significant attention is motivation. Motivation is essential for companies to consider if they want each employee to contribute positively to achieving the company's goals. With motivation, employees will have high enthusiasm in carrying out their duties and responsibilities.

The importance of motivation lies in its role in initiating, directing, and supporting human behavior to encourage individuals to work diligently and enthusiastically to achieve optimal results. Work motivation can be seen as a driving force or stimulus that triggers enthusiasm and can change an individual's behavior towards better outcomes. It involves efforts to encourage or inspire employees in their work. Essentially, work motivation serves to drive and guide employees in their tasks, preventing obstacles, mistakes, and failures in their work. Work motivation is an internal drive that influences employees to work with enthusiasm and efficiency. High work motivation is crucial in achieving optimal performance.

Based on the observed phenomena at PT Tasindo Mandiri, it was found that employee motivation has declined due to low-quality human resources, an unconducive work environment, and inadequate performance allowance policies.

Table 1. Work Motivation Assessment Data

NO	Year	2021	2022	2023
1	Intrinsic	630%	60%	61%
2	Extrinsic	40%	25%	25%
	R²	78%	85%	87%

Source: PT Tasindo Mandiri Indonesia (2024)

Based on the table above, PT Tasindo Mandiri is facing a serious issue regarding employee work motivation, particularly in 2023, when motivation only reached 50%. This decline in work motivation indicates the presence of factors disrupting employee well-being and enthusiasm, both internally and externally within the company.

This consistent decline in work motivation is most likely caused by various factors, including suboptimal human resource quality, an unsupportive work environment, and potentially ineffective or unfair performance allowance policies. These issues must be addressed promptly to prevent further negative impacts on employee performance and the company's operational sustainability. Further research and well-planned corrective actions are needed to identify the root causes and implement effective solutions, which will ultimately impact overall performance.

Performance is generally defined as an individual's success in completing a task. Employee performance refers to the work results achieved by an individual in carrying out assigned tasks to meet work targets. According to Hamali (2018), performance is the outcome of work that has a strong relationship with an organization's strategic goals, customer satisfaction, and economic contribution. Sutrisno (2018) defines performance as the result of work achieved by an individual in completing a task, based on quality, quantity, and working time. Performance assessment in a company is crucial as it reflects the success of employee competencies based on their work outcomes. A high level of focus can enhance employee productivity.

Employee performance is the result of all activities and efforts made by employees in carrying out their duties. Good employee performance supports the achievement of organizational goals. Based on observations at PT Tasindo Mandiri, employee performance has declined in line with the decreasing quality of human resources, an unsupportive work environment, ineffective performance allowance policies, and low work motivation.

Table 2. Performance Assessment Data

Year	Employee Performance Assessment Standard	Average Employee Performance Assessment	Category
2021	82	82.1	FAIR
2022	82.1	82.2	FAIR
2023	82.2	69.8	POOR

Source: PT Tasindo Mandiri Indonesia (2024)

Based on the table above, it can be seen that the employee performance assessment standard at PT Tasindo Mandiri has fluctuated over the years, with a significant decline particularly in 2020 and 2023. This phenomenon indicates serious issues that may be related to work motivation, human resource quality, work environment, or ineffective performance allowance policies.

Human Resources (HR) is a central factor in an educational institution. However, a fundamental issue currently occurring in educational institutions is the presence of educators and educational staff (HR) with inadequate quality. The national education system has not yet been able to produce outstanding human resources in terms of intellectuality, morality, spirituality, professionalism, and competitive ability on a national scale. To anticipate this, HR management must be actively involved in planning, managing, and controlling the organization in relation to human resource development. This includes shifting from a reactive to a proactive work system, transitioning from a rigid functional structure to a more flexible one, and implementing strategic policies.

The quality of human resources (HR) is a crucial factor in determining organizational performance. High-quality HR possesses superior abilities, skills, and knowledge, allowing them to contribute optimally to the organization. Organizations must ensure that their human resources meet the required criteria to effectively manage and utilize their workforce. Essentially, HR plays a key role in generating new ideas and innovations that contribute to organizational development. Without high-quality human resources, an organization cannot achieve its goals. The following is data on employee performance aspects that need attention, emphasizing the importance of maintaining and improving employee performance to ensure the development of high-quality human resources.

Table 3. Employee Human Resource Quality Assessment Data

Description	2021	Percentage	2022	Percentage	2023	Percentage
Present	171	84.70%	165	81.70%	174	86.10%
Absent	31	15.30%	37	18.30%	28	13.90%
Total	202	100%	202	100%	202	100%

Based on the employee attendance and tardiness recap data at PT Tasindo Mandiri Indonesia for the period from September to November 2022, several phenomena indicate a decline in work motivation within the company.

First, although the employee attendance rate is relatively high, with attendance percentages above 80% each month, the absenteeism rate remains significant. This indicates problems in employee commitment and motivation to attend work consistently. Second, the employee tardiness rate, which varies from 17.8% to 25.2%, shows that most employees struggle to meet the designated working hours, which could be due to a lack of motivation or poor time management. Third, despite a decrease in the percentage of tardiness from October to November, the high tardiness rates in September and October 2021-2023 indicate a pattern of irregularity that may reflect a long-term motivation issue. Fourth, the inconsistency in tardiness rates from month to month suggests that despite corrective efforts, there has not been a significant change in work enthusiasm or adherence to the designated working hours. Fifth, while attendance and tardiness percentages may reflect employee dedication, the data also highlights the need for greater attention to factors affecting work motivation, such as working conditions, rewards, and managerial support, to ensure more consistent and sustainable performance.

The work environment encompasses everything surrounding employees that can influence job execution. The workplace environment includes all work-related facilities and infrastructure available to employees while they perform their tasks. It affects job performance and includes aspects such as the workplace, facilities, cleanliness, lighting, tranquility, and interpersonal relationships among individuals in the workplace.

METHODS

This research was conducted at PT Tasindo, with the study period starting from September 2024 to January 2025. This study employs a quantitative approach, utilizing a descriptive and associative quantitative research design. According to Sugiyono (2019:14), quantitative research methods are based on positivist philosophy and are used to study a specific population or sample. The sampling technique is generally carried out randomly, and data collection is conducted using research instruments.

The research method used is a survey method, in which data is collected through research instruments and questionnaires distributed to employees of PT Tasindo Mandiri Indonesia. The collected data is then processed using Smart PLS software to analyze the relationships between the independent variables—career development, job training, and work ability—with employee performance, while job promotion serves as an intervening variable.

RESULT

A. Reliability Analysis Results

Table 4. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Critical Value	Description
Employee Performance	0.898	>0.7	Reliable
Human Resource Quality	0.908	>0.7	Reliable
Work Environment	0.897	>0.7	Reliable
Work Motivation	0.908	>0.7	Reliable
Performance Allowance	0.921	>0.7	Reliable

The table 4 shows that all variables used in this study are reliable, as they produce Cronbach's Alpha values > 0.7. It can be concluded that the data has passed the reliability test, allowing the analysis to proceed to the next stage.

Table 5. Composite Reliability

Variable	Composite Reliability	Critical Value	Description
Employee Performance	0.917	>0.70	Reliable
Human Resource Quality	0.924	>0.70	Reliable
Work Environment	0.917	>0.70	Reliable
Work Motivation	0.921	>0.70	Reliable
Performance Allowance	0.934	>0.70	Reliable

From the table above, the Composite Reliability values for all variables are greater than 0.7, indicating that the data is reliable and can proceed to the next stage of data analysis.

Goodness of Fit (GoF)

The Goodness of Fit (GoF) test aims to determine the appropriateness and feasibility of a research model. The GoF value is assessed using three criteria:
a.   A GoF value of 0.10 indicates a low level of model feasibility (GoF small).
b.   A GoF value of 0.25 indicates a moderate level of model feasibility (GoF medium).
c.   A GoF value of 0.36 indicates a high level of model feasibility (GoF large).
The GoF value obtained in this study is presented as follows:

Table 6. Results of the Average Variance Extracted (AVE) and Average R² Values

Variable	Average Variance Extracted (AVE)	R²
Employee Performance	0.526	0.731 0.429
Human Resource Quality	0.548	
Work Environment	0.53	
Work Motivation	0.539	
Performance Allowance	0.587	
Average	**0.546**	**0.58**

The calculation results above indicate that the GoF (Goodness of Fit) value obtained from this research model is 0.5627. This suggests that the overall predictive model's performance and fit between the inner model and outer model is at a high feasibility level, as the GoF value exceeds 0.36.

Coefficient of Determination (R² Value)

In the data analysis, the first step involves presenting the results of the structural model test (inner model) based on the coefficient of determination (R² value). The R-square (R²) value ranges from 0 to 1 and is categorized into three levels of assessment:
R² between 0.75 – 1.00 → Substantial / Strong
R² between 0.50 – 0.74 → Moderate
R² between 0.25 – 0.49 → Weak
The coefficient of determination (R² value) obtained in this study is presented in the following table:

Table 7. Table of R-Square Values

Variable	R Square (R²)
Employee Performance	0.731
Work Motivation	0.429

Based on the coefficient of determination (R-square) values obtained from the research constructs, the findings are as follows:
1.   The contribution of Human Resource Quality, Work Environment, Performance Allowance, and Work Motivation to the Employee Performance variable is 0.731 or 73.1%. Meanwhile, the remaining 26.9% (100 - 73.1) is influenced by variables outside this study.

The contribution of Human Resource Quality, Work Environment, and Performance Allowance to the Work Motivation variable is 0.429 or 42.9%. Meanwhile, the remaining 57.1% (100 - 42.9) is influenced by variables outside this study.

CONCLUSION

Based on the research findings, it can be concluded that work environment and performance allowances have a positive and significant influence on both employee motivation and performance. A comfortable and conducive work environment, supported by harmonious relationships among employees, enhances enthusiasm and productivity. Additionally, adequate performance allowances are perceived as a form of recognition that motivates employees to perform better and achieve company targets. On the other hand, human resource (HR) quality shows a positive but insignificant impact on employee motivation and performance, indicating that other aspects such as managerial recognition, work-life balance, and job satisfaction play a more dominant role in determining employee productivity. High work motivation has been

proven to contribute significantly to performance improvement, demonstrating that more motivated employees tend to be more productive and committed in carrying out their duties.

Therefore, companies are advised to sustain and enhance continuous training and development programs to improve employee competence and confidence. Creating a safe and comfortable work environment, while ensuring a clear link between compensation and employee contributions, is also a strategic step to boost employee loyalty and performance. Moreover, recognition through awards, career opportunities, and activities that support work-life balance should be reinforced to strengthen employee commitment and engagement within the company. Regular evaluations of the performance assessment system are also essential to ensure fairness, objectivity, and the provision of constructive feedback, ultimately supporting both employee development and the achievement of organizational goals.

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