

The Influence of Job Training, Physical Work Environment on Job Achievement Mediated by Work Motivation PT. Petronesia Benimel Head Office Jakarta

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Abstract

This research aims to analyze the influence of job training and the physical work environment on job performance mediated by work motivation at PT Petronesia Benimel Head Office Jakarta. This research uses associative quantitative research and primary data sources. This research was conducted at PT Petronesia Benimel Head Office Jakarta. The population in this study was 60 employees and used a saturated sampling technique to calculate the sample. Data were collected by distributing questionnaires, this research model uses analytical tools and the research measuring tool uses Smart PLS version 3. The results of this research are as follows: Job training has an insignificant negative effect on employee work performance. The work environment has a significant positive effect on employee work performance. Job training has an insignificant negative effect on employee work motivation. The work environment has a positive and significant effect on employee work motivation. Work motivation has a positive and significant effect on employee work performance. Job training has a positive and significant effect on work performance through work motivation of employees. The work environment has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta.

Keywords: Job training, work environment, motivation, work performance

INTRODUCTION

In the era of globalization, many companies are faced with demands to improve the performance of company employees. Intense competition in Indonesia currently means that companies must improve their Human Resources (HR) in order to compete well. HR issues are very important for companies to survive. (Setiadi, 2021).

Work Performance is a crucial process in human resource management, where managers or superiors systematically evaluate and measure employee performance. The first step in this process is to establish clear and measurable work goals with employees (Mardiyanti et al., 2019).

Increasing employee work performance is the main goal for companies in achieving success and competitive advantage. PT. Petronesia Benimel Civil construction, oil & gas construction and mining company that provides construction services for various Earthworks, Civil Works and Site Development including Mechanical, Piping, Electrical and Instrument Construction. PT. Petronesia Benimel was founded in 2005 by Paulus Benny Siagian together with Imelda Theodora Pangaribuan. Petronesia Benimel Head Office is located at L'Avenue Office Tower, 20th Floor, Jalan Raya Pasar Minggu Kav. 16, Pancoran, South Jakarta, which has now been renamed Jalan KH. Teacher Amin by the

Governor of DKI Jakarta. To strengthen the capital structure, in 2020 PT Petronesia Benimel was acquired by PT Hutama Karya Infrastruktur, a subsidiary of BUMN Construction PT. Hutama Karya (Persero) whose address is at the HK Tower Building, 15th Floor, Jl. MT Haryono Kav. 8 Cipinang Cempedak, East Jakarta. Along with existing business opportunities, the Company is also developing other capabilities in carrying out the Mining Services business sector, building toll roads and irrigation channels and dams in various regions in Indonesia.

To find out more about the influence of job training, the physical work environment, which is mediated by motivation on employee performance, research was conducted at PT. Petronesia Benimel Jakarta Head Office which is a construction company located in Jakarta, Indonesia. The research was carried out by all employees who are closely related to Human Resources (HR), where this department has an important task in supervising and developing HR in the company. This makes the task of this department very crucial. Furthermore, this department should be an example for other departments in terms of improving employee performance.

To achieve a high position or level of work performance, employees can adopt a number of strategies that can increase their motivation and performance optimally. First of all, employees need to set clear and measurable goals in their work. By having concrete goals, employees can feel more directed and motivated to achieve them. In addition, measurable goals also provide an opportunity to evaluate the progress and developments that have been achieved.

Furthermore, employees must be committed to continuing to improve skills and competencies that are relevant to their job duties and responsibilities. This can be done through participating in training and self-development, reading related literature, or seeking out a mentor who can provide guidance and support.

Training is an obligation for companies and all parties involved in business development and planning. Training is not only a routine activity, but also a long-term investment in increasing company value (Mufidah et al., 2020).

Physical work environment refers to the physical conditions of the workplace where employees carry out tasks. The physical work environment includes various elements such as buildings, rooms, interior design, equipment and facilities in the workplace (Indraswari & Martono, 2020). The quality of the physical work environment can affect the comfort, safety and efficiency of employees in carrying out their company duties (Prihastoto & Adi, 2016).

Motivation is an internal factor that encourages and directs a person to behave, act or carry out certain activities. Motivation can influence an individual's energy level, persistence and focus in achieving goals or meeting certain needs. Motivation can come from various sources, such as internal encouragement (intrinsic motivation) and external factors (extrinsic motivation). Internal drives

relate to personal satisfaction, a sense of accomplishment, and the desire for independence (Seo et al., 2020).

From the gap that occurs between the company and employees regarding attributes that can be categorized into job training, physical work environment, and motivation.

LITERATURE REVIEW

Work performance

Work Performance is a crucial process in human resource management, where managers or superiors systematically evaluate and measure employee performance. The first step in this process is to establish clear and measurable work goals with employees (Mardiyanti et al., 2019).

Work Performance Indicators

Work performance indicators are something that will be calculated and measured. As for work performance indicators (Mardiyanti et al., 2019) states that:

1. Work quality

This indicator measures how well employees carry out their duties by producing high-quality work. Work quality includes aspects of minimal errors, accuracy, timeliness, and established quality standards.

2. Work Quantity.

This indicator assesses the extent to which employees can achieve the production or output targets that have been set. Work quantity measures how much work or services an employee produces in a certain time period.

3. Reliability.

This indicator reflects consistency and confidence in carrying out tasks on time and without repeated errors. Reliable employees will make a positive contribution to the productivity and efficiency of a team or organization.

4. Initiative

This indicator assesses the extent to which employees are active in taking initiatives to improve work processes, provide solutions, or face challenges. Employees who have initiative tend to be more creative, proactive, and can help improve organizational performance.

5. Craft.

This indicator reflects the level of persistence and hard work of employees in completing their tasks. Diligent employees will be more effective in completing tasks on time and with satisfactory results.

6. Attitude.

This indicator refers to employee attitudes and behavior in interacting with colleagues, superiors and customers. Positive attitudes, such as cooperation,

good communication, and a high work ethic, can have a positive impact on the work environment and team productivity.

7. Presence.

This indicator shows the extent to which employees can overcome challenges or unexpected situations with good adaptability and flexibility. Attendance reflects an employee's ability to remain high performing in the face of change and complex situations.

Work motivation

Work motivation is an internal and external state that influences an individual's level of energy, drive and focus in carrying out work tasks. Internally, work motivation arises from personal needs, interests and values that motivate a person to excel and achieve goals in their work (Tsauri, 2016).

Work Motivation Indicators

Mc Clelland's Motivation Theory, developed by psychologist David McClelland, identifies three indicators of basic needs that influence individual work motivation. These three needs are the need for achievement (need for achievement), the need for affiliation (need for affiliation), and the need for power (need for power). (Tsauri, 2016).

1. The need for achievement (need for achievement)

This need refers to an individual's drive to achieve high achievement and be successful at work. Individuals who have this need tend to have a strong motivation to complete tasks well, set ambitious goals, and challenge themselves to achieve success. They tend to avoid situations that are too easy or too difficult, because they seek adequate challenges to achieve achievement. This need for achievement can stimulate individuals' enthusiasm for work and encourage them to improve their performance.

2. The need for affiliation (need for affiliation)

This need is related to the individual's desire to feel accepted and to join in with other people. Individuals who have this need tend to place value on interpersonal relationships, cooperation, and teamwork. They feel motivated by harmonious relationships and social satisfaction in the work environment. This need for affiliation can influence individuals' work motivation by motivating them to maintain good relationships and ensure social integration within a team or organization.

3. The need for power (need for power).

This need reflects an individual's drive to influence, control, and have an impact on others. Individuals who have this need tend to want to be leaders and have control in work situations. They are attracted to influence and authority and are motivated to achieve goals through influencing others. This

need for power can motivate individuals to assume leadership roles and strive to achieve significant influence within the organization.

Physical Work Environment

The physical work environment is everything that is around the workplace. Employees focus more on objects and situations around the workplace so that it can influence employees in carrying out their duties. (Muhraweni, Rasyid, 2017).

Physical Work Environment Indicators

The physical work environment has several indicators that can influence employee welfare and productivity. The following is a detailed explanation of the four indicators mentioned by (Muhraweni, Rasyid, 2017):

1. Workspace Layout.

Workspace layout includes the arrangement and placement of elements within the workspace. This indicator includes the placement of tables, chairs, work equipment and other furniture. A good layout can improve efficiency and workflow, reduce the risk of accidents or injuries, and create a comfortable and ergonomic space for employees. Apart from that, a layout that pays attention to aesthetic aspects can also create a pleasant working atmosphere.

2. Lighting.

Lighting is an important factor in the physical work environment. This indicator is related to the level of lighting in the work space. Sufficient and appropriate lighting can help employees see clearly, prevent eyestrain, and maintain a high level of alertness. Good lighting can also improve employee mood and concentration, thereby having a positive impact on work performance.

3. Air Circulation.

Good air circulation is very important in the work environment. This indicator includes fresh air flow and adequate ventilation in the work space. Good air circulation can reduce humidity, unpleasant odors and the buildup of pollutants in the air. This can improve air quality and employee well-being, as well as reduce the risk of health problems related to unhealthy air.

4. Condition of Work Equipment.

The condition of work equipment involves the functionality, reliability and availability of equipment used by employees. This indicator includes machines, tools, computers, or other devices needed to carry out work tasks.

5. Cleanliness

Cleanliness is an important aspect in creating a healthy, safe and productive work environment. Good hygiene can help prevent the spread of disease, improve air quality, and promote comfort for workers.

Work training

Training, according to Mangkunegara, is an educational process carried out with the aim of providing technical knowledge and skills to non-managerial employees in a short time. This training process is carried out using systematic and organized procedures to ensure effectiveness and efficiency in knowledge transfer. Training is aimed at non-managerial employees because they play a role in carrying out operational tasks in the organization. In this research, training aims to provide them with the knowledge and technical skills needed to carry out their duties well. This may include learning about work procedures, use of equipment, specific techniques, or understanding company regulations and policies (Aini et al., 2023).

Job Training Indicators

Work motivation indicators are factors that can influence an individual's level of motivation in the work environment. The following is an explanation of the four indicators of work motivation: (Aini et al., 2023):

1. Training materials.

This indicator includes the content or material presented in the training. Training materials that are relevant, interesting and useful for employees can increase their motivation to learn and develop new skills. When employees feel that the training material is directly related to their work and can provide real benefits, they tend to be more motivated to participate in the training with enthusiasm.

2. Training Methods.

This indicator includes the methods or methods used in delivering training. Interactive, participatory and challenging training methods can increase employee motivation to be actively involved in learning. Methods involving case studies, simulations, group discussions, or practical exercises can arouse employee interest and enthusiasm in participating in training.

3. Coach Qualifications.

This indicator relates to the abilities and qualifications of the trainer who delivers the training material. Trainers who have knowledge, experience and expertise in the field being taught can provide confidence and inspiration to employees. Good trainer qualifications create a sense of self-confidence in trainees and can increase their motivation to learn from competent trainers.

4. Training Time.

This indicator includes the length of time given for training. Adequate and well-scheduled training time can give employees the opportunity to focus fully on learning. Sufficient time also allows employees to practice and test newly learned skills. In this case, sufficient training time can influence employee motivation to take training seriously and make the best use of it.

Conceptual Framework and Research Hypotheses

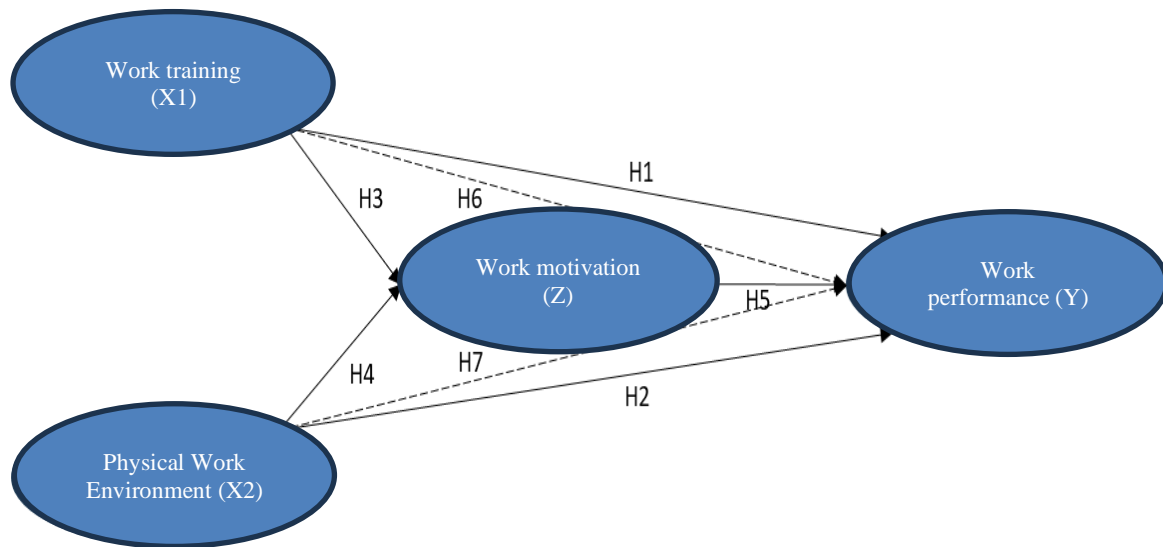


Figure 1. Research Conceptual Framework

Research Hypothesis:

- H1: Job training has a positive and significant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
- H2: The physical work environment has a positive and significant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
- H3: Job training has a positive and significant effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
- H4: The work environment has a positive and significant effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
- H5: Work Motivation has a positive and significant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
- H6: Job Training has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
- H7: Work environment has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel in Jakarta

METHOD

The research was carried out from June 2023 to July 2023, Researchers conducted a quantitative research design to collect data from employees at PT. Petronesia Benimel. The research sample consisted of a number of employees selected based on certain criteria. The data collection process involves administering a questionnaire to measure job training variables, physical work environment, motivation and employee work performance (Sugiyono, 2018).

The population in this study was a sample of 60 employees. According to Sugiyono, (2018) Saturated sampling is a sample selection technique if all

members of the population are sampled, in this case 60 employees. The data used in this research is primary data, namely data that is obtained and must be reprocessed, namely a questionnaire. Collecting data related to what will be discussed is carried out directly using the questionnaire method. Data processing in this research uses a program software Smart PLS.

RESULTS AND DISCUSSION

Data analysis is a method or process used to inspect, process, or model data with the aim of finding information to be conveyed by researchers. Apart from that, data analysis also helps researchers to get relevant clues regarding the questions in this research. In this research, the data analysis approach used is quantitative.

Respondent Profile

Respondent profiles are obtained from processed respondent data and the results are used to provide explanations and depictions of respondents which are displayed in tabular form.

Table 1. Respondent Profile

Gender			
		Frequency	Percent
Valid	Man	39	65.0
	Woman	21	35.0
	Total	60	100.0
Age			
		Frequency	Percent
Valid	20 Years - 30 Years	30	50.0
	30 Years - 40 Years	28	46.7
	50 Years >	2	3.3
	Total	60	100.0
Last education			
		Frequency	Percent
Valid	D3	2	3.3
	S1	48	80.0
	S2	10	16.7
Position			
		Frequency	Percent

Valid	General Manager	3	5.0
	GM Procurement	2	3.3
	Control Manager	2	3.3
	Project control	8	13.3
	Project Control	4	6,7
	Project Manager	9	15.0
	Receptionist	2	3.3
	staff	2	3.3
	Staff Officer	24	40.0
	Superintendent	2	3.3
	Supervisors	2	3.3

Table 1 can be seen regarding the respondent profile:

1. Based on gender, there were 60 respondents, with the majority being men (65%), while women made up 35% of the total sample.
2. Based on age, 50% of respondents were between 20 and 30 years old, 46.7% were between 30 and 40 years old, and only 3.3% were over 50 years old.
3. Based on their latest education, the majority of respondents (80%) have a bachelor's degree (S1), while a small number have a Diploma (D3) degree (3.3%) and a Master's degree (S2) (16.7%).
4. Based on position in the company, the majority are Staff Officers (40%), followed by Project Managers (15%) and Project Control (13.3%).

The information in this table helps researchers to better understand the basic characteristics of research respondents, which can play a role in analyzing the influence of job training, physical work environment, and work motivation on work performance at PT. Petronesia Benimel Head Office Jakarta.

Convergent Validity

Convergent validity is the validity of a measurement model that reflects the relationship between item scores and construct values. Convergent validity assessment was carried out by measuring the Average Variance Extracted (AVE), composite reliability, R square and Cronbach's alpha factors. The resulting data from AVE, composite reliability, R square, and Cronbach's alpha can be found in Table 2.

Table 2. Convergent Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Mediation Effects 1	1,000	1,000	1,000	1,000
Mediation Effect 2	1,000	1,000	1,000	1,000
Work Environment (X2)	0.830	0.759	0.814	0.646
Work Motivation (Z)	0.919	0.925	0.934	0.613
Job Training (X1)	0.891	0.902	0.893	0.616
Work Performance (Y)	0.933	0.949	0.943	0.656

Table 2 shows the convergent validity results, which include Cronbach's Alpha, rho_A, composite reliability, and average variance extracted (AVE) values for the various variables in the study. The results show that all variables, including Mediation Effect 1, Mediation Effect 2, Work Environment (X2), Work Motivation (Z), Job Training (X1), and Job Performance (Y), have a good level of reliability. These four variables are measured through several items contained in the questionnaire.

This table shows several Convergent Validity indices, namely Cronbach's alpha, Composite reliability (rho_a), Composite reliability (rho_c), and Average variance extracted (AVE) for each variable. This index is used to evaluate how well the items in the questionnaire can measure the construct being measured. The higher the index value obtained, the better the measurements carried out.

Cronbach's alpha is a coefficient used to measure consistency between items in one variable. Composite reliability (rho_a and rho_c) is a coefficient used to measure the reliability of a variable. AVE is a measure to evaluate how much variation in a construct can be explained by measurement variables. All index values in table 4.2 show very high values, namely above 0.6 and close to 1. This shows that the measurements of the four variables in this research model have a very high level of validity and reliability. Therefore, it can be concluded that the measurements made on the four variables in this study can be considered valid and reliable.

Outer Loading

The following are the results of the outer model test which shows the outer loading value using the SmartPLS analysis tool version 4.0

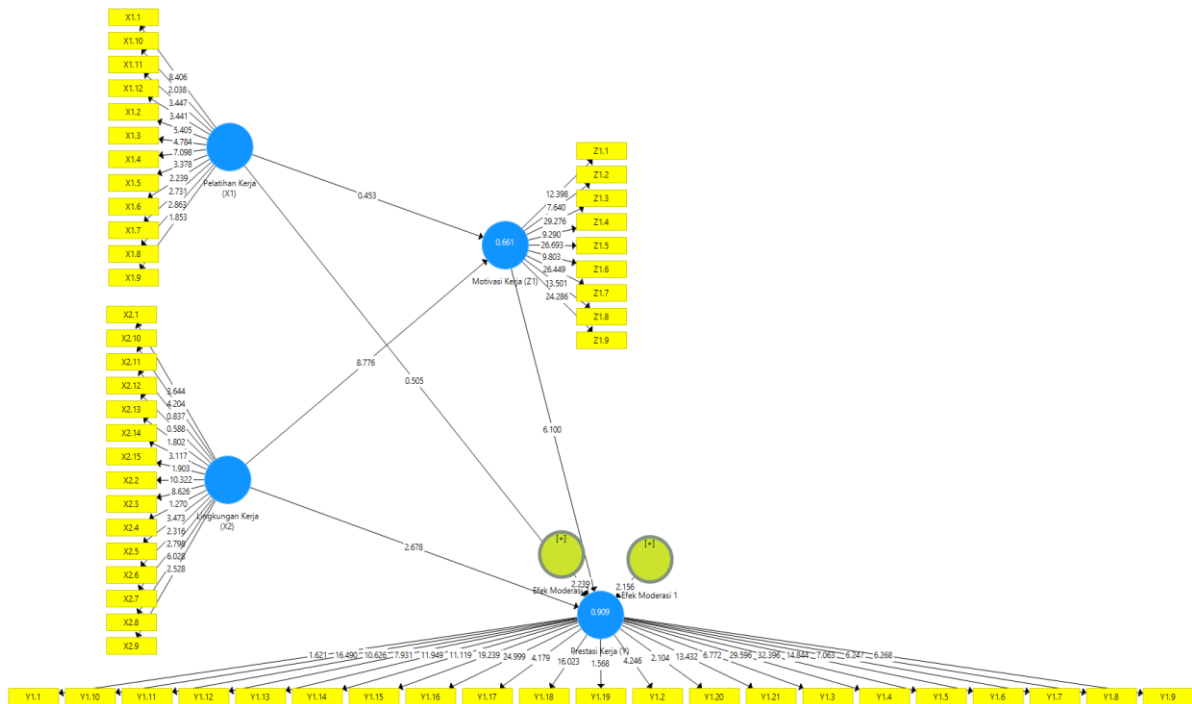


Figure 2. Outer Model Test Results

From the results of the outer model test in Figure 3, it can be seen that all loadings and cross-loadings values are significant and have high values, namely above 0.5. The AVE value for all constructs is also high, namely above 0.5, indicating that the measurement of indicators in one construct is good. The CR value for all constructs is also high, namely above 0.7, indicating that the reliability of measurement in one construct is good. Therefore, it can be concluded that the measurement model used in this research has convergent validity and can be trusted to be used in further analysis

Composite Reliability

To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two methods are used, namely Cronbach's Alpha and Composite reliability. However, assessment using Cronbach's Alpha gives a lower value so it is recommended to use composite reliability and the value must be more than 0.7. In table 3 below, it can be seen that all variable values in reliability testing using both Cronbach's Alpha and composite reliability have values above 0.7. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

Table 3. Variable Reliability Construct

Variable	Cronbach's Alpha	rho_A
Work Environment (X2)	0.830	0.759
Work Motivation (Z)	0.919	0.925
Job Training (X1)	0.891	0.902
Work Performance (Y)	0.933	0.949

Table 3 provides the results of measuring construct reliability using the Cronbach's Alpha method and composite reliability in the context of Partial Least Squares Structural Equation Modeling (PLS-SEM). This measurement is used to evaluate the extent to which manifest variables in measuring a construct are consistent and reliable.

Cronbach's Alpha is a classic method that is commonly used to measure the internal consistency of items that measure a construct. Cronbach's Alpha value ranges between 0 and 1, and the closer it is to 1, the higher the level of internal consistency. This table shows that all variables in this study have a very high Cronbach's Alpha value, namely 1.000, which indicates a very good level of internal consistency.

Composite reliability, on the other hand, is a method usually used in PLS-SEM to measure the consistency and reliability of manifest variables in measuring constructs. The composite reliability value also ranges between 0 and 1, and is generally considered good if the value is more than 0.7. This table shows that all variables in this study have composite reliability values that exceed the threshold of 0.7, which indicates that these variables are reliable in construct measurement.

With these results, it can be concluded that the variables in this study are valid and reliable, so they can be used to test structural models with confidence that the measurements taken are consistent and reliable.

Hypothesis Analysis Using Smar PLS (Inner Model)

To assess the significance of the influence between variables, a bootstrapping procedure was carried out. The bootstrap procedure uses the entire original sample and then resamples it again. In the bootstrap resampling method, the significance value used (two-tailed) t-value is 1.67065 (significance level 5). Table 5. is the result of the t-stratistic test to test the significance of indicators for latent variables in the second order construct. The structural model evaluation aims to predict the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent construct.

Table 4. R-square test

Variable	R Square	Adjusted R Square
Work Motivation (Z)	0.661	0.649
Work Performance (Y)	0.909	0.901

Table 4. Results of R Square and Adjusted R Square in Table 4 reflect the extent to which variability in the constructs of Work Motivation (Z) and Work Performance (Y) can be explained by the variables in the research model. R Square is a measure that shows the percentage of variability which can be explained by the factors in the model.

For Work Motivation (Z), the R Square value of 0.661 indicates that around 66.1% of the variability in Work Motivation can be explained by the factors that have been included in this study. This illustrates the strong relationship between Job Training, Physical Work Environment, and Work Motivation. Meanwhile, Job Performance (Y) has an R Square of 0.909, which indicates that around 90.9% of the variability in Job Performance can be explained by the variables in the model. This shows that the factors studied, namely Job Training, Physical Work Environment, Work Motivation, have a very significant influence on employee performance at PT. Petronesia Benimel Head Office Jakarta. Next, use the T test in table 5.

Table 5. Direct and Indirect Test Results

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Training (X1) -> Work Motivation (Z)-> Job Achievement (Y)	0.285	0.132	2,156	0.032
Work Environment (X2) -> Work Motivation (Z)> Work Performance (Y)	-0.347	0.155	2,239	0.026
Work Environment (X2) -> Work Motivation (Z)	0.853	0.097	8,776	0,000
Work Environment (X2) -> Work Performance (Y)	0.337	0.126	2,678	0.008
Work Motivation (Z) -> Work Performance (Y)	0.775	0.127	6,100	0,000
Job Training (X1) -> Work Motivation (Z)	-0.055	0.120	0.453	0.651

Job Training (X1) -> Job Performance (Y)	-0.072	0.142	0.505	0.614
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Table 5 shows the following results:

1. The variable Job Training (X1) -> Job Performance (Y) shows that the t statistics value of 0.505 is smaller than the t table value (1.67065) at a significance level of 0.05, and the p-value of 0.0614 is more than 0.05, so it can be concluded that job training has a negative and insignificant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
2. Work Environment Variable (X2) -> Work Performance (Y) t test results show that the t statistics value of 2.678 is greater than the t table value (1.67065) at a significance level of 0.05, and the p-value of 0.008 is smaller than 0.05, so it can be concluded that the work environment has a positive and significant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
3. Variable Job Training (X1) -> Work Motivation (Z) t test results show that the t statistics value of 0.4503 is smaller than the t table value (1.67065) at the 0.05 significance level, and the p-value of 0.0651 is more than 0.05, so it can be concluded that job training has a negative and insignificant effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
4. Work Environment Variable (X2) -> Work Motivation (Y) t test results show that the t statistics value of 8.776 is greater than the t table value (1.67065) at a significance level of 0.05, and the p-value of 0.00 is smaller than 0.05, so it can be concluded that the work environment has a positive and significant effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
5. Variable Work Motivation (Z) -> Work Performance (Y) t test results show that the t statistics value of 6.100 is greater than the t table value (1.67065) at a significance level of 0.05, and the p-value of 0.000 is smaller than 0.05, so it can be concluded that work motivation has a positive and significant effect on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
6. The Work Motivation variable (Z) mediates Job Training (X1) -> Job Performance (Y) with a t statistics value of 2.156 which is greater than the t table value (1.67065) at a significance level of 0.05, and a p-value of 0.032 is smaller than 0.05, so it can be concluded that job training has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
7. The Work Motivation variable (Z) mediates Work Environment (X2) -> Work Performance (Y) with a t statistics value of 2.239 which is greater than the t table value (1.67065) at a significance level of 0.05, and a p-value of 0.026 is smaller than 0.05, so it can be concluded that the work environment has a

positive and significant influence on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta.

CONCLUSION

1. Job Training has an insignificant negative effect on employee work performance at PT Petronesia Benimel Head Office Jakarta.
 2. The work environment has a significant positive effect on employee work performance at PT Petronesia Benimel Head Office Jakarta.
 3. Job training has an insignificant negative effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
 4. The work environment has a positive and significant effect on employee work motivation at PT. Petronesia Benimel Head Office Jakarta.
 5. Work motivation has a positive and significant influence on employee work performance at PT. Petronesia Benimel Head Office Jakarta.
 6. Job training has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta
1. The work environment has a positive and significant effect on work performance through employee work motivation at PT. Petronesia Benimel Head Office Jakarta.

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