



Work Climate and Job Satisfaction Toward Employee Performance at PT. Ghasyas Surya Mandiri

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Abstract. The present inquiry investigates how the surrounding work context and employees' sense of role fulfillment contribute to performance outcomes at PT. Ghasyas Surya Mandiri. A quantitative strategy grounded in an associative framework was employed. Empirical evidence was generated through the administration of structured questionnaires to 80 participants, with subsequent evaluation conducted via validity and reliability examinations, diagnostic assessments of classical assumptions, and estimation through multiple linear regression modeling. The analysis reveals that, when considered individually, both the organizational setting and the degree of occupational satisfaction exert a statistically significant and favorable influence on performance levels. Among the two, the work environment emerges as the stronger determinant, demonstrated by its comparatively larger regression coefficient. Taken together, the predictors account for 93.4% of the variance in employee outcomes, leaving 6.6% attributable to unobserved influences beyond the model. These results underscore the importance of fostering supportive physical and non-physical work conditions, alongside structured mechanisms of satisfaction such as equitable recognition, advancement pathways, and balance between professional and personal domains to sustain performance excellence and organizational resilience.

Keywords: Organizational Climate, Occupational Satisfaction, Workforce Effectiveness, Employee Performance, Work Environment.

1 Introduction

Human capital represents the nucleus of organizational vitality, as corporate achievements cannot be attributed solely to strategic planning, financial capital, or technological sophistication. Rather, the caliber of individual and collective performance among employees forms the decisive element underpinning sustainable success[1,2]. Within the accelerating tide of globalization and the unforgiving dynamics of industrial rivalry, organizations are compelled to cultivate a workforce that exhibits resilience, competence, and consistently high performance in order not merely to endure, but to expand and prevail. This imperative is acutely pronounced in extractive industries such as mining, exemplified by PT Ghasyas Surya Mandiri, where the contribution of employees extends beyond routine operational execution to encompass dimensions of safety assurance, operational efficiency, ecological stewardship, and social accountability.

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Elevated performance thus becomes the fulcrum enabling firms to fulfill production mandates while sustaining reputational legitimacy as environmentally and socially responsible enterprises. Conversely, underperformance constitutes a systemic liability, precipitating delays, service degradation, and the potential destabilization of business continuity.

The determinants of employee performance are multifaceted, encompassing both endogenous and exogenous factors. Among the latter, the work environment emerges as a pivotal variable. Within the mining sector, such an environment is inherently complex, embodying both tangible and intangible domains. Physical environmental parameters involve occupational safety standards at mining sites, adequacy of equipment, infrastructure conditions, illumination, ventilation, and workplace hygiene. Non-physical dimensions, by contrast, pertain to relational dynamics among employees, channels of communication with managerial actors, prevailing cultural norms, and the psychosocial climate embedded within organizational life. A secure, supportive, and enabling environment stimulates motivation, sharpens concentration, and engenders an ethos of productive engagement. In opposition, environments characterized by insufficiency or neglect magnify stress, accelerate physical and psychological exhaustion, and elevate the propensity for occupational hazards intrinsic to mining operations.

Parallel to the work environment, job satisfaction constitutes another determinative factor shaping employee effectiveness. Defined as a favorable affective state arising from evaluative judgments of occupational experiences, job satisfaction is contingent upon a constellation of influences, including remuneration structures, recognition mechanisms, career advancement pathways, interpersonal rapport, and the equilibrium between professional obligations and personal well-being. In mining an industry typified by arduous labor conditions and heightened risk exposure job satisfaction operates as a strategic safeguard, preserving loyalty, morale, and motivational intensity. Employees who experience occupational fulfillment are more inclined to demonstrate superior performance, initiative, and an unwavering alignment with corporate objectives. Conversely, diminished satisfaction manifests in absenteeism, elevated turnover, conflict escalation, and erosion of aggregate productivity.

PT Ghasyas Surya Mandiri, headquartered in Pinrang Regency, South Sulawesi, occupies a critical role within Indonesia's infrastructure development agenda through its specialization in sand exploration, extraction, and distribution. Its corporate ethos foregrounds professionalism, integrity, sustainability, and innovation, operationalized through mining practices that are both efficient and socially and environmentally conscientious. Yet, the company contends with persistent challenges arising from environmental factors: tangible constraints such as insufficient facilities and intangible burdens such as psychological fatigue induced by demanding workloads. Moreover, employee satisfaction remains a pressing concern, particularly with respect to equitable compensation, promotion systems, and reconciling labor demands with well-being.

Should such challenges remain unresolved, the company faces substantial risks: erosion of motivation, decline in organizational commitment, productivity setbacks, and heightened attrition all of which imperil operational fluidity. Addressing these issues necessitates strategic interventions directed at optimizing environmental conditions

and reinforcing job satisfaction as a means of safeguarding high-level employee performance.

Against this backdrop, the present investigation “Work Climate and Job Satisfaction Toward Employee Performance at PT. Ghasyas Surya Mandiri” assumes marked significance. Its objective is to empirically disentangle the influence of environmental and satisfaction-related variables on performance outcomes. The anticipated contributions are twofold: first, to extend theoretical discourse in human resource management within mining and construction contexts; second, to furnish actionable insights for managerial praxis at PT Ghasyas Surya Mandiri, thereby enabling the formulation of policies and strategies that strengthen employee capacity, augment corporate competitiveness, and advance the company’s long-term vision of sustainable excellence.

2 Literature Review

2.1 Human Resources (HR)

Within organizational studies, human resources are conceptualized as the aggregate reservoir of human capacities comprising energy, expertise, cognitive capital, and dispositional orientations that can be mobilized toward institutional objectives. Dessler [1] underscores that HR represents the irreplaceable nucleus of organizational assets, positing that sustainable success is contingent upon the adept orchestration of these human elements.

Similarly, Armstrong [2] reframes HR not as a mere labor input but as a strategic repository whose cultivation, empowerment, and preservation are indispensable for long-term viability. Extending this view, Afsar et al. reveal that when individuals are afforded developmental opportunities and are intrinsically motivated, their innovational output accelerates, thereby amplifying overall organizational performance [3].

2.2 Employee Performance

Employee performance denotes the demonstrable outcome level attained by individuals in fulfilling organizationally prescribed functions relative to predefined standards. Armstrong [4] delineates performance as a multidimensional construct, encompassing not merely the volume of tasks executed but also the precision, timeliness, and conformity with institutional protocols. In effect, performance is an evaluative amalgam of quantity, quality, and compliance.

As Gazi [5] stresses, employee performance is pivotal for shaping organizational competitiveness in the turbulent global arena. Its manifestation, however, is not unidimensional; rather, it is mediated by both internal factors such as skills, motivation, and personality and external determinants including workplace climate, leadership orientation, and cultural dynamics.

2.3 Work Environment

The work environment may be interpreted as the constellation of contextual conditions both tangible and intangible that envelop employees during task execution and that directly or indirectly condition their motivation, affect, and productivity. Suleiman et al. [6] bifurcate this construct into physical and psychosocial dimensions.

Zhenjing et al. [7] contend that environments marked by safety, health, and comfort engender heightened concentration, organizational loyalty, and productivity. Conversely, deficient environments may incubate stress, conflict, and accident proneness, particularly in high-hazard industries such as extractive operations.

2.4 Job Satisfaction

Job satisfaction embodies the evaluative emotional state positive or negative that individuals ascribe to their occupational roles. Robbins and Judge [8] conceptualize it as an overarching attitudinal orientation reflecting the extent to which job attributes satisfy personal expectations and needs.

Employees reporting higher satisfaction typically exhibit robust loyalty, greater vigor, and enduring commitment, whereas dissatisfaction manifests in stress symptoms, absenteeism, and attrition. Gazi [5] corroborates the robust positive association between satisfaction and performance, emphasizing that contented employees demonstrate elevated motivation and enhanced quality of work outcomes.

3 Methodology

This inquiry adopts an associative quantitative design, aimed at empirically modeling causal linkages between exogenous and endogenous constructs. Specifically, the work environment (X_1) and job satisfaction (X_2) serve as predictor variables, while employee performance (Y) functions as the criterion variable. Sugiyono [9] characterizes quantitative research as an epistemic endeavor privileging hypothesis verification through numerical operationalization and statistical inference. Accordingly, this study was engineered to quantify the degree to which workplace conditions and satisfaction contribute to performance outcomes, using structured numerical data gathered directly from organizational actors.

The empirical setting is PT Ghasyas Surya Mandiri. Primary data were solicited via structured questionnaires employing a five point Likert continuum to capture respondents' perceptions regarding environmental conditions, satisfaction, and performance. Supplementary data comprising company profiles, structural blueprints, workforce statistics, and direct field observations were also incorporated, ensuring triangulation and contextual richness. The sample size was determined using Slovin's formula at a 10% margin of error.

Subsequent analyses proceeded in sequential stages: instrument validation Validity and reliability testing, classical assumption diagnostics including checks for normality, multicollinearity, and heteroscedasticity, along with inferential analysis using multivariable linear regression to assess the distinct impacts of X_1 and X_2 on Y . Hypothesis

testing was conducted through t-statistics for individual predictor effects, F-statistics for joint significance, and R^2 coefficients to appraise explanatory power. Collectively, these procedures aimed to elucidate the structural interdependencies among workplace conditions, employee satisfaction, and performance outcomes at PT Ghasyas Surya Mandiri, thereby generating both theoretical insight and actionable recommendations for enhancing productivity and competitive positioning.

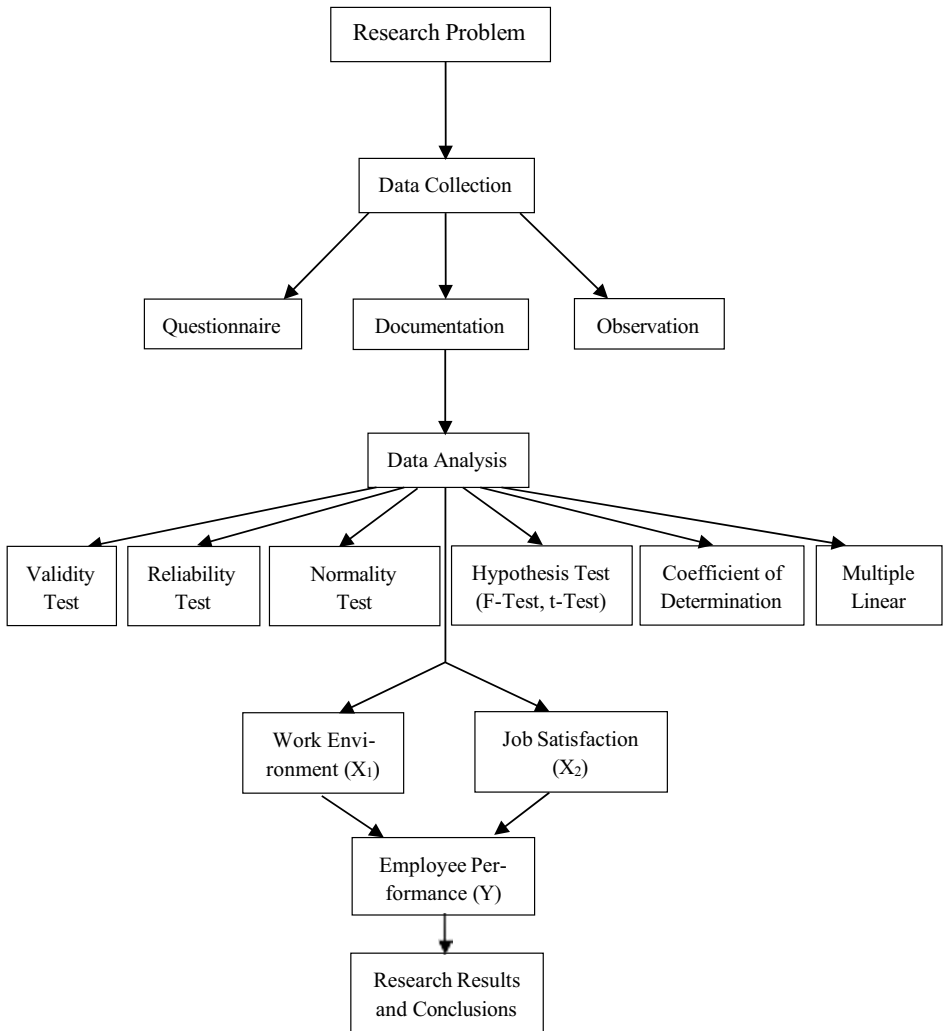


Fig. 1. Conceptual Framework
 Source: Data Processed, 2025

4 Results

4.1 Demographic Characteristics of Respondents

Table 1. Attribute Categorized by Gender

No	Gender Identity	Sample Size	Rate (%)
1	Male	70	87.5%
2	Female	10	12.5%
	Total	80	100%

Source: Data Processed, 2025

With respect to gender, the sample composition reveals that male participants dominate the sample with 70 respondents (87.5%), while female participants account for 10 respondents (12.5%)

Table 2. Categorization by Educational Level

No	Academic Background	Sample Size	Rate (%)
1	Elementary School	5	6.25%
2	Junior High School	10	12.5%
3	Senior High School	35	43.75%
4	Diploma (D1-D3)	10	12.5%
5	Bachelor Degree (S1)	15	18.75%
6	Postgraduate (S2)	5	6.25%
	Total	80	100%

Source: Data Processed, 2025

Regarding educational attainment, the distribution of respondents shows that five individuals completed primary education, ten respondents attended junior high school education, and 35 respondents graduated from senior high school. Furthermore, ten respondents held diploma qualifications (D1–D3), fifteen respondents possessed bachelor’s degrees (S1), and five respondents had postgraduate education (S2).

4.2 Descriptive Statistics

Descriptive analysis was provided an overview of the variables' central tendencies. Workplace Conditions (X1), Employee Satisfaction (X2), and Performance Outcomes (Y).

Table 3. Descriptive Statistical Test

Variable	N	Minimum	Maximum	Mean	Std. Deviation
X1	80	8.00	25.00	17.2625	5.55694
X2	80	8.00	25.00	17.4125	5.48576

Y	80	7.00	25.00	16.9500	5.46774
Valid N (list- wise)	80				

Source: Data Processed, 2025

Four statistical descriptors were employed: minimum, maximum, mean, and standard deviation. As shown in Table 3, the Work Environment variable (X1) ranged from 8 to 25, with a mean value of 17.26 and a standard deviation of 5.56. Job Satisfaction (X2) exhibited a similar range, with minimum and maximum values of 8 and 25 respectively, a mean score of 17.41, and a standard deviation of 5.49. Meanwhile, Employee Performance (Y) varied between 7 and 25, averaging 16.95 and variability indicated by 5.47.

4.3 Validity Test

Variable	Item	Corrected Item-Total Correlation	r-table	Informati
Work Environment (X1)	X1	0.953	0.220	Valid
Work Environment (X1)	X2	0.927	0.220	Valid
Work Environment (X1)	X3	0.921	0.220	Valid
Work Environment (X1)	X4	0.925	0.220	Valid
Work Environment (X1)	X5	0.939	0.220	Valid
Job Satisfaction (X2)	X1	0.911	0.220	Valid
Job Satisfaction (X2)	X2	0.949	0.220	Valid
Job Satisfaction (X2)	X3	0.944	0.220	Valid
Job Satisfaction (X2)	X4	0.929	0.220	Valid
Job Satisfaction (X2)	X5	0.928	0.220	Valid
Employee Performance (Y)Y1		0.931	0.220	Valid
Employee Performance (Y)Y2		0.951	0.220	Valid
Employee Performance (Y)Y3		0.898	0.220	Valid
Employee Performance (Y)Y4		0.911	0.220	Valid
Employee Performance (Y)Y5		0.924	0.220	Valid

Source: Data Processed, 2025

Table 4 shows that all measurement items assessed Workplace Conditions (X1), Employee Satisfaction (X2), and Performance Outcomes (Y) have corrected item total correlation values exceeding the critical r-table value of 0.220. Therefore, all questionnaire items are declared valid.

4.4 Reliability Test

Table 5. Reliability Test

Variable	Reliability Coefficients	Alpha	Information
X1	5 Item	0.968	Reliable
X2	5 Item	0.969	Reliable
Y	5 Item	0.965	Reliable

Source: Data Processed, 2025

Table 5 reveals that the Cronbach's alpha values for Workplace Environment (X_1), Employee Satisfaction (X_2), and Performance Outcomes (Y) are 0.968, 0.969, and 0.965, respectively. As all values exceed the commonly accepted threshold of 0.70, the instruments are considered reliable. Each construct therefore demonstrates consistency across its five constituent items, underscoring the robustness of the instrument [10].

4.5 Normality Test

To examine the normality of the regression residuals, graphical analysis using a P–P plot and histogram was conducted. The P–P plot shows that the data points follow the diagonal line, while the histogram displays a symmetrical distribution.

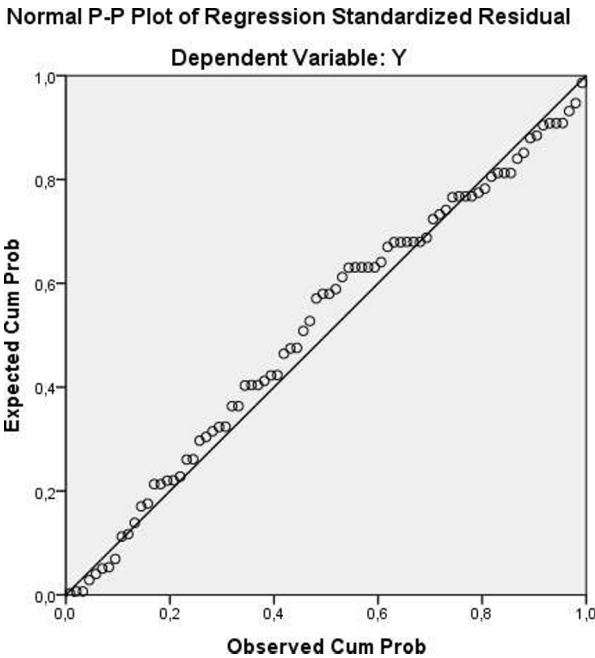


Fig. 2. P-P Plot of Normality
Source: Data Processed, 2025

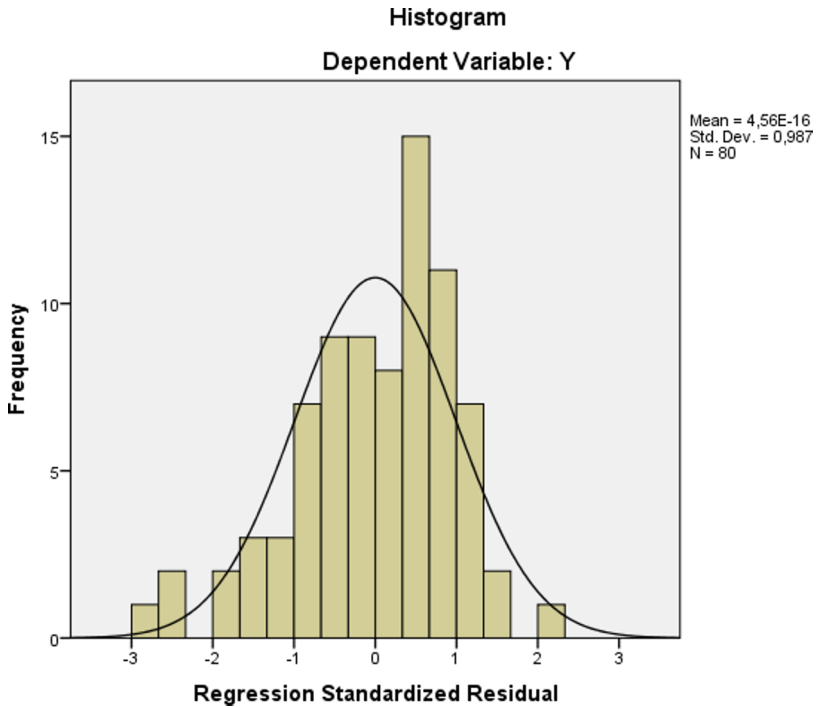


Fig. 3. Normality Histogram
Source: Data Processed, 2025

Table 6. Normality Test (One-Sample Kolmogorov – Smirnov Test)

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.39083356
Most Extreme Differences	Absolute	.097
	Positive	.051
	Negative	-.097
Kolmogorov-Smirnov Z		.097
Asymp. Sig. (2-tailed)		.062 ^c

Source: Data Processed, 2025

Notes: Test distribution is Normal, Calculated from data, Lilliefors Significance Correction

As presented in Table 6, the Kolmogorov-Smirnov results indicate the asymptotic significance (two-tailed) amount of 0.062, meaning greater lower than the 0.05 significance level, which implies that the regression deviation are exhibit normal distribution.

4.6 Multicollinearity Test

Multicollinearity analysis seeks to detect intercorrelations among predictor predictors in the regression model. The reliability of the regression specification requires that predictors do not display strong mutual correlations. Analytical detection relies upon the Variance Inflation Factor (VIF) alongside its reciprocal, the tolerance coefficient. As outlined by Ghozali [11], a tolerance level exceeding 0.10 or Variance Inflation Factor below 10 indicates no problematic collinearity.

Table 7. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.054	18.525
	X2	.054	18.525

Source: Data Processed, 2025

Notes: Dependent Variable: Y

As presented in Table 7, both independent variables workplace conditions (X1) and employee contentment (X2) exhibit tolerance statistics of 0.054 and 0.821, respectively, with corresponding variance inflation factor (VIF) values of 18.525 and 1.218. As the tolerance values are below 0.10 and the VIF values exceed 10, multicollinearity is detected between the independent variables.

The findings demonstrate a notably strong correlation between workplace conditions (X1) and employee contentment (X2). Nevertheless, the regression analysis was retained because both variables are conceptually distinct constructs, and the study aims to examine their simultaneous effects on Employee Performance.

4.7 Heteroscedasticity Test

A heteroscedasticity test was conducted using a scatterplot of standardized residuals to examine the pattern of residual variance.

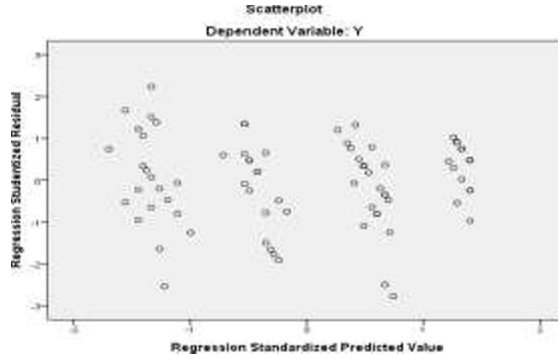


Fig. 4. Heteroscedasticity Test
Source: Data Processed, 2025

The scatterplot analysis reveals a random distribution of data points without any discernible pattern, confirming no heteroscedasticity detected in the regression model.

4.8 Hypothesis Test

F-Test (Simultan)

Table 8. F-Test (Simultan)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2208.981	2	1104.490	556.513	.000 ^b
Residual	152.819	77	1.985		
Total	2361.800	79			

Sources: Data Processed, 2025

Notes: Dependent Variable: Y and Predictors: (Constant), X2, X1

ANOVA data reveal, model yields an F-statistics of 556.513 with a significance level of 0.000 (< 0.05), indicating that Workplace Conditions(X1) and Employee Contentment (X2) jointly exerts a significant influence on Performance Outcomes (Y).

t-Test (Partial)

Table 9. t-Test (Parsial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.278	.527		.527	.599
X1	.591	.123	.601	4.814	.000
X2	.371	.124	.373	2.987	.004

Source: Data Processed, 2025

The partial t-test results outcomes demonstrate that workplace conditions (X1) exert a significant influence on performance outcomes (Y). ($p = 0.000 < 0.05$), while Job Satisfaction (X2) also shows a significant effect ($p = 0.004 < 0.05$).

Table 10. Hypothesis Test Results

Variable	t-Count	t-Tab	Information
Work Environment (X1)	4.814	1.664	Positive Direction
Job Satisfaction (X2)	2.987	1.664	Positive Direction

Source: Data Processed, 2025

As indicated by the hypothesis testing results in Table 10, both workplace conditions (X1) and employee contentment (X2) have t-statistic values that exceed the critical t-statistic of 1.664, confirming positively and significantly effects on performance outcomes (Y).

4.9 Multiple Linear Analysis Test

Table 11. Multiple Linear Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.278	.527		.527	.599
X1	.591	.123	.601	4.814	.000
X2	.371	.124	.373	2.987	.004

Source: Data Processed, 2025

The multiple linear regression analysis yields the following regression equation:

$$Y = 0.278 + 0.591X1 + 0.371X2 + e \tag{1}$$

The intercept value of 0.278 indicates the baseline employee performance when the workplace conditions (X1) and employee contentment (X2) are held constant. the estimated effect of the organizational climate (X1) 0.591, indicating that a one-unit increase in the work environment leads to a 0.591-unit increase in the outcome variable X1 corresponds to a 0.591 unit increase in employee performance, holding other factors constant, the estimated effect of Employee Satisfaction (X2) 0.371, which means that a one-unit increase in job satisfaction is associated with a 0.371 unit increase in the outcome variable.

4.10 Coefficient of Determination Test

Table 12. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.935	.934	1.40878

Source: Data Processed, 2025

Notes: Predictors: (Constant); X₂, X₁

Table 12 presents an coefficient of determination of 0.967, revealing strong predictive power of workplace conditions (X₁) and employee satisfaction (X₂) on employee performance (Y). The coefficient of determination value of 0.935 reveals that workplace conditions and employee contentment account for 93.5% of the variance in performance outcomes, with the remaining 6.5% attributed to factors beyond the model. Additionally, the Adjusted coefficient of determination value of 0.934 confirms the model's robust explanatory power even after adjustments.

5 Results

5.1 Work Environment's Effect on Employee Performance

Empirical results demonstrate that workplace conditions exert a positively and significantly impact on performance outcomes. These findings suggest the standard within the organizational setting, including tangible and intangible elements, is essential in influencing outcomes encouraging employees to achieve optimal performance. A safe and comfortable work environment, supported by harmonious working relationships, enables employees to work with higher levels of concentration and motivation.

Theoretically, these findings align with the human resource management perspective, which posits that the work environment constitutes a contextual factor shaping individual behavior and productivity. A conducive work environment functions as a performance facilitator by reducing work barriers, fatigue, and occupational stress. In the context of the mining industry, such as PT Ghasyas Surya Mandiri, the role of the work environment becomes even more critical given the high occupational risks and physical demands faced by employees.

This interpretation is further reinforced by Ahmad Jumarding's perspective, which emphasizes that a supportive and invigorating work atmosphere cultivates comfort and enthusiasm among employees, ultimately translating into greater job satisfaction and enhanced individual performance [12]. Moreover, these research results align with several prior studies concluding that improvements in work environmental conditions exert a direct positive effect on performance outcomes. Accordingly, organizational investment in the work environment can be regarded as a strategic approach to enhancing work effectiveness and efficiency.

5.2 Employee Satisfaction's Impact on Performance Outcomes

Empirical evidence reveals that job satisfaction positively and significantly impacts employee performance. This result substantiates that higher levels of job satisfaction encourage employees to demonstrate better performance. Job satisfaction reflects employees' positive evaluation of their jobs, which encompasses aspects of compensation, recognition, career development opportunities, and work-life balance.

From the perspective of organizational behavior theory, this finding aligns with the views of Robbins and Judge, who position job satisfaction as an important determinant of employee well being and a direct antecedent of organizational productivity and performance. Luthans also asserted that job satisfaction represents a positive evaluative orientation toward the work role, reflecting the extent to which individuals view their professional engagement as intrinsically valuable and satisfying [13].

Employees with high levels of job satisfaction tend to demonstrate stronger loyalty, more intense work involvement, and a willingness to exert extra effort in carrying out organizational tasks. This pattern ultimately contributes to sustained improvement in individual performance.

This study's results corroborate the empirical findings reported by Peggy Makdalena Oktoviani Totos and Tarsisius, which demonstrated a significant positive association between employee satisfaction and performance outcomes [14]. Thus, H2, positing that job satisfaction significantly influences employee performance, receives empirical support.

5.3 The Joint Effect of Workplace Environment and Employee Satisfaction on Performance Outcomes

Collectively, workplace conditions and employee contentment exert a significant effect on performance outcomes. These findings highlight that performance outcomes arises not from isolated factors, but from the interplay of conducive work settings and employees' sense of psychological fulfillment. The high coefficient of determination indicates that a large share of performance variability results accounted for these two predictors together.

From a theoretical perspective, this finding aligns with the perspective put forward by Sedarmayanti (as cited in Sembiring), who emphasized that physical dimensions of the work environment such as lighting, room temperature, and work layout and non-physical dimensions such as work relationships and organizational culture jointly shape employee comfort and motivational drive [15]. In the context of PT Ghasyas Surya Mandiri, various managerial initiatives, including infrastructure improvements and the institutionalization of collective activities such as regular religious services, reflect concrete efforts to create a conducive work environment. However, structural constraints such as external noise and limited spatial layout still have the potential to reduce employee comfort levels.

In line with this, Robbins and Judge and Luthans emphasized that job satisfaction represents a positive evaluative attitude toward the work role and serves as an important antecedent to productivity and organizational effectiveness [8,13]. Therefore,

improving employee performance requires a balanced strategic approach, focusing not only on creating a physically and socially supportive work environment but also on maintaining the psychological aspects and work attitudes that shape employee job satisfaction.

The findings of this study also strengthen and expand on previous research, including a study conducted by Susi Parjimawati and Tri Wahyu Wirjawan at PT Mattel Indonesia, the results confirm that workplace conditions and employee satisfaction together significantly affect performance outcomes [16].

5.4 Managerial Implications

The results of this study provide several important managerial implications for PT Ghasyas Surya Mandiri. First, management needs to continuously improve the quality of the work environment by paying attention to safety, comfort, and the completeness of work facilities, while also building positive working relationships between employees and superiors.

Second, the company needs to develop policies oriented towards increasing job satisfaction, such as a fair compensation system, performance rewards, clear career paths, and policies that support work-life balance. An integrated approach between improving the work environment and increasing job satisfaction is expected to drive sustainable employee performance improvements.

5.5 Study Limitations and Recommendations for Future Research

This research faces several limitations that warrant consideration. Firstly, the study was carried out at a single company, so generalizing the results to other organizations or sectors requires caution. Secondly, the independent variables examined were confined to workplace conditions and employee contentment, whereas performance outcomes may also be affected by additional factors, including leadership, organizational culture, and work motivation.

Further research is recommended to expand the research object, add other relevant variables, and employ alternative methodological techniques to achieve a more thorough understanding of these influencing factors.

6 Conclusion

Based on the empirical investigation of the relationships among workplace conditions, employee satisfaction, and performance outcomes at PT Ghasyas Surya Mandiri, The findings indicate that workplace conditions have statistically meaningful impact on performance outcomes. When the organization provides a safe, supportive, and comfortable working climate, employees generally demonstrate higher levels of performance.

Additionally, employee contentment demonstrates a substantial positive influence on employee outcomes. Employees who perceive fairness in compensation, opportunities for career advancement, harmonious workplace relationships, and effective work-

life balance tend to exhibit greater motivation, commitment, and loyalty, which ultimately enhance their outcomes.

When examined simultaneously, work environment and employee satisfaction explain 93.4% of the variability in employee performance, indicating that both variables play a substantial role in shaping employee outcomes. Among the two, the work environment emerges as the more dominant factor. Accordingly, improving employee performance at PT Ghasyas Surya Mandiri is largely dependent on the organization's ability to consistently maintain a supportive and conducive work environment while ensuring sustained levels of employee job satisfaction.

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