



## The Influence of Human Resource Quality, Human Relations, Work Environment, and Work Facilities on Employee Performance with Motivation as an Intervening Variable

Agustin Qudratul Nurjanah<sup>1\*</sup>, Muhammad Bayu<sup>2</sup>,  
Omar Dhanny<sup>3</sup>

Management Department, [agustinquadratun@gmail.com](mailto:agustinquadratun@gmail.com)  
Universitas Muhammadiyah Berau, Indonesia<sup>1</sup>

Management Department, Universitas Muhammadiyah Berau,  
Indonesia<sup>23</sup>

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### ABSTRACT

*This study aims to analyze the influence of human resource quality, human relations, work environment, and work facilities on employee performance, with work motivation as an intervening variable at PT. Mitra Sukses Raharja. The research employed a quantitative approach using a survey method, and the data were analyzed using Structural Equation Modelling (SEM) to examine the relationships among variables.*

*The results show that the quality of human resources has a positive and significant effect on work motivation and indirectly affects performance through motivation. In contrast, human relations, work environment, and work facilities do not have significant effects on either motivation or performance, whether directly or indirectly. Work motivation was found to have a positive and significant influence on employee performance.*

*These findings indicate that improving human resource quality and strengthening work motivation are key factors in enhancing employee performance. Meanwhile, the management approach to human relations, work environment, and facilities needs to be re-evaluated, as they have yet to demonstrate a measurable impact on employee motivation and performance.*

**Keywords:** *Human Resource Quality, Human Relations, Work Environment, Work Facilities, Work Motivation, Employee Performance*

### INTRODUCTION

Business competition is becoming increasingly intense, and core companies that fall into the category of large industries, commonly referred to as contractors, strive to improve cost efficiency. These core companies tend to focus more on their main business

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Corresponding Author: [agustinquadratun@gmail.com](mailto:agustinquadratun@gmail.com)

activities, and as part of their cost efficiency strategy, one alternative commonly adopted is engaging in or partnering through outsourcing.

Mathis and Jackson (2006:65) define performance as essentially what employees do or fail to do. Performance management is described as the overall set of activities undertaken to improve the performance of a company or organization, encompassing both individual employees and work groups within it. Furthermore, Mathis and Jackson (2002:82) identify several factors that influence individual employee performance, namely: ability, motivation, the support they receive, the tasks they carry out, and their relationship with the organization.

Employee performance plays a crucial role in determining organizational success. High performance not only increases productivity and output quality but also enhances competitiveness and long-term sustainability. PT. Mitra Sukses Raharja, a company engaged in workforce services, provides a relevant case for this study as it heavily depends on the quality of its human resources (HR).

The Key Performance Indicator (KPI) data of PT. Mitra Sukses Raharja for the period from November 2024 to March 2025 serves as the basis for assessing the company's performance, which also becomes a reference in evaluating its service delivery to customers. The results show that the company's performance has remained inconsistent during this period, with none of the scores reaching the maximum value of 5. Specifically, the performance score was 4.74 in November 2024, decreased slightly to 4.53 in December 2024, and further declined to 3.95 in January 2025. Although there was an improvement in February 2025 with a score of 4.42, and a slight increase to 4.49 in March 2025, the overall trend reflects fluctuations that indicate the company's performance stability has yet to be achieved.

Furthermore, data from PT. Mitra Sukses Raharja indicate that employee competencies vary across positions, with each role requiring specific skills, such as in the mining unit maintenance division. Work experience is also regarded as a critical factor in project completion. Currently, 56% of employees are categorized as competent, 28% are undergoing upskilling, and 16% are classified as fresh graduates.

Preliminary interviews with 50 supervisors and departmental representatives at PT. Mitra Sukses Raharja revealed that the most frequently reported employee concerns in the ongoing "Senior Buddy Support" program were related to the work environment (46%) and human relations (36%), followed by workload (10%), financial problems (4%), psychosocial issues (2%), and mental health (2%). These findings indicate that the dominant challenges faced by employees are primarily associated with the work environment and human relations, which therefore constitute the main focus of this research.

Despite numerous studies examining the influence of human resource quality, work environment, and human relations on employee performance, previous research tends to analyze these variables partially and separately, without integrating them into a comprehensive model (Gary Dessler, 2017; Stephen P. Robbins & Timothy A. Judge, 2017).. In addition, studies that position motivation as an intervening (mediating) variable in linking these factors to employee performance are still limited, particularly in outsourcing-based companies or workforce service providers (Fred Luthans, 2011). Furthermore, empirical evidence related to the role of work facilities as a determinant of motivation and performance remains inconsistent across studies (Barry Render & Jay Heizer, 2015). This indicates a research gap in understanding the simultaneous and

mediated relationships among human resource quality, human relations, work environment, and work facilities on employee performance, especially within the context of PT. Mitra Sukses Raharja.

In this context, motivation is considered a key intervening variable that links human resource quality, human relations, work environment, and work facilities to employee performance. Accordingly, this study seeks to examine the extent to which these factors influence employee performance at PT. Mitra Sukses Raharja, with motivation serving as the mediating variable.

Optimal employee performance is strongly influenced by various internal and external factors within a company. At PT. Mitra Sukses Raharja, factors such as human resource quality, human relations, work environment, and work facilities are highly relevant to examine, as their effects on motivation and performance have not yet been comprehensively established. Preliminary observations indicate that although the company provides adequate facilities and a supportive work environment, employee performance still shows variation. In this context, motivation is considered a key intervening variable that links these factors to employee performance. Accordingly, this study seeks to investigate the extent to which human resource quality, human relations, work environment, and work facilities influence employee performance at PT. Mitra Sukses Raharja, with motivation serving as the mediating variable.

This study is expected to provide deeper insights into the relationship between human resource quality, human relations, work environment, work facilities, and motivation on employee performance at PT. Mitra Sukses Raharja. By understanding the factors that influence performance, the company will be able to implement more appropriate policies to improve employee performance, which in turn will contribute to the overall success of the organization. Based on the background and preliminary observations of this research, the author aims to further examine the influence of human resource quality, human relations, work environment, and work facilities on employee performance through motivation

## **LITERATURE REVIEW**

### **Human Resource Management (HRM)**

According to Herzberg's Two-Factor Theory, self-development and competency enhancement are among the motivator factors that directly increase job satisfaction and employee motivation. These motivator factors differ from hygiene factors, which only prevent dissatisfaction. Therefore, focusing on improving human resource quality can have a significant impact on increasing work motivation (Herzberg, Mausner, & Snyderman, 1959).

### **Human Resource Quality**

Human resource quality is widely recognized as one of the key factors influencing employee performance. High-quality human resources tend to possess the necessary skills, knowledge, and positive attitudes to carry out their responsibilities effectively, which ultimately contributes to improved organizational performance (Hasibuan, 2013). Furthermore, the quality of human resources is not only reflected in formal education but also in the continuous competency development initiated by organizations to enhance employee capabilities (Armstrong, 2014). According to Winedar et al. (2019), several indicators can be used to measure human resource quality, namely: (1) possessing relevant job-related skills, (2) possessing adequate knowledge, (3) having a high level of tolerance, (4) having strong enthusiasm, (5) having honesty, and (6) having good discipline. These indicators emphasize that human resource quality is a multidimensional

construct that covers technical competence, personal integrity, interpersonal abilities, and professional attitudes. In summary, human resource quality plays a strategic role in ensuring that employees are not only competent in their fields but also motivated, disciplined, and capable of adapting to organizational dynamics. Consequently, improving the quality of human resources becomes an essential investment for organizations to achieve sustainable performance.

### **Human Relation**

According to Halloran & Benton (1978), in their book *“Applied Human Relations: An Organizational Approach”*, human relations is defined as the study of how individuals collaborate to satisfy personal needs and organizational goals. Meanwhile, Effendy (1973) defines human relations as the integration of individuals into a work situation that encourages them to cooperate with mutual feelings. Meanwhile, according to Keith Davis (2012), a sociologist, human relations motivates people within an organization to develop teamwork that effectively fulfills their needs while achieving organizational goals. In short, human relations encourage individuals to build productive and fulfilling teamwork. According to Sondang & Siagian (2004:54), the human relations variable in this study is measured using four indicators: Effective communication among employees (1), Problem-solving discussions (2), Good communication between supervisors and subordinates (3), Absence of conflict (4).

### **Work Environment**

A good work environment is one that is safe, comfortable, clean, quiet, well-lit, and free from any threats or disturbances that may hinder employees from working optimally. According to Barry Render & Jay Heizer (2001:239), the work environment refers to the physical setting in which employees carry out their tasks, which affects their performance, safety, and quality of work life. A conducive work environment provides a sense of security and enables employees to perform at their best. According to Sedarmayanti (2017), the work environment can be measured through several indicators, namely lighting, workspace circulation, workspace layout, decoration, noise level, and facilities. These indicators emphasize that the work environment is not limited to the physical space alone but also includes aspects that influence employees' comfort, safety, and efficiency in carrying out their tasks.

### **Work Facilities**

According to Rino et al. (2015), work facilities are highly important for companies because they support employee performance, particularly in completing tasks. To achieve organizational goals, companies require supporting tools that are utilized in processes and activities within the workplace. The facilities used by companies vary in form, type, and function. The greater the activities of a company, the more comprehensive the facilities and supporting resources needed to achieve its objectives. Therefore, if a company is able to create a pleasant work environment—characterized by good relationships between employees and supervisors, as well as by maintaining health and safety in the workplace—it can significantly improve employee productivity. According to Moenir (2008), the indicators of work facilities are classified into three major categories: Work tools facilities, Work equipment facilities, Social facilities.

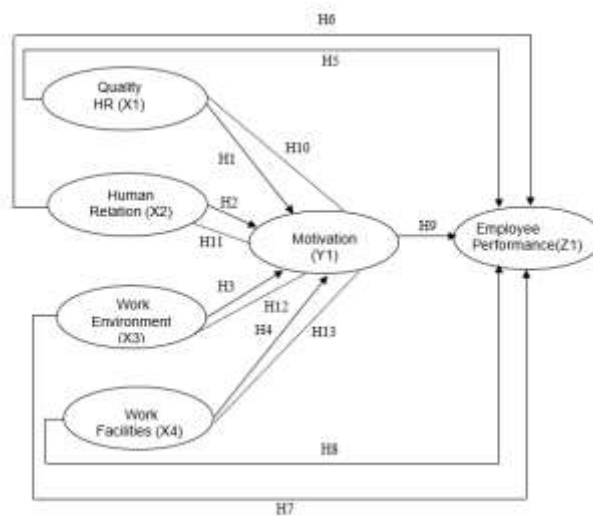
### **Employee Performance**

Mathis and Jackson (2024) state that performance is essentially what employees do or do not do. Performance management refers to the overall activities carried out to improve the performance of the company or organization, including the performance of

individual employees and work groups within the organization. According to Robbins (2006:260), several indicators that influence performance are as follows: Quality, Quantity, Timeliness, Effectiveness, Employee Independence

### Motivation

According to Chukwuma (2014:137), motivation is a process in which needs drive a person to carry out a series of activities directed toward achieving specific goals. These goals, when successfully achieved, will satisfy or fulfill those needs. Meanwhile, Hasibuan (2014:219) defines motivation as the provision of a driving force that creates enthusiasm for work, so that individuals are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Furthermore, Uno (2010:10) states that “Motivation is the internal and external drive within a person to bring about changes in behavior.”



**Figure 1.** Conceptual Framework

- H1: The Influence of Quality HR on Motivation
- H2: The Influence of Human Relation on Motivation
- H3: The Influence of Work Environment on Motivation
- H4: The Influence of Work Facilities on Motivation
- H5: The Influence of Quality HR on Employee Performance
- H6: The Influence of Human Relation on Employee Performance
- H7: The Influence of Work Environment on Employee Performance
- H8: The Influence of Work Facilities on Employee Performance
- H9: The Influence of Motivation on Employee Performance
- H10: The Influence of Quality HR on Employee Performance Through Motivation
- H11: The Influence of Human Relation on Employee Performance Through Motivation
- H12: The Influence of Work Environment on Employee Performance Through Motivation
- H13: The Influence of Work Facilities on Employee Performance Through Motivation

## RESEARCH METHOD

In this study, an explanatory research design with a quantitative descriptive approach was employed to systematically and objectively describe the phenomenon. PT. Mitra Sukses Raharja, located in Berau City, East Kalimantan Province, was selected as the research site. The study was conducted over a one-year period. The study population consisted of employees of PT. Mitra Sukses Raharja, totaling 130 individuals. Based on the guidelines for Maximum Likelihood Estimation (MLE), an appropriate sample size ranges from 100 to 200 respondents (Hair et al., 1995). Consequently, all 130 employees were included as the research sample using a saturation sampling technique (Sugiyono, 2019).

## RESULT AND DISCUSSION

### Validity & Reliability Test

The results of the validity & Reliability test of Quality HR (X1 ), Human Relation (X2), Work Environment (X3), Work Facilities (X4), Motivation (Y1) and Employee Performance (Z1) can be observed in table 1.

**Table 1. Validity & Reliability Test Results**

Variables	Item	Coefficient	Information	Alpa Cronbach	Information
			Correlation		
Quality HR (X1)	X1.1	0.829	Valid	0.921	Reliabel
	X1.2	0.814	Valid		
	X1.3	0.854	Valid		
	X1.4	0.778	Valid		
Human Relation (X2)	X2.1	0.658	Valid	0.812	Reliabel
	X2.2	0.656	Valid		
	X2.3	0.578	Valid		
	X2.4	0.638	Valid		
Work Environment (X3)	X3.1	0.734	Valid	0.875	Reliabel
	X3.2	0.742	Valid		
	X3.3	0.707	Valid		
	X3.4	0.753	Valid		
Work Facilities (X4)	X4.1	0.854	Valid	0.899	Reliabel
	X4.2	0.893	Valid		
	X4.3	0.888	Valid		
	X4.4	0.871	Valid		
Motivation (Y1)	Y1.1	0.657	Valid	0.780	Reliabel
	Y1.2	0.686	Valid		
	Y1.3	0.520	Valid		
Employee Performance (X4)	X4.1	0.538	Valid	0.801	Reliabel
	X4.2	0.586	Valid		
	X4.2	0.757	Valid		
	X4.3	0.546	Valid		
	X4.4	0.751	Valid		

Source: Processed data, (2025)

### Normality Test

The purpose of the data normality test is to examine whether, in a regression model, the data obtained for all variables under study—both exogenous and endogenous—are normally distributed or not.

**Table 2. Normality Test Results.**

Variable	min	max	skew	c.r.	kurtosis	c.r.
KK1	2	5	-0.658	-3.062	0.516	1.202
KK2	3	5	-0.243	-1.131	-0.632	-1.470
KK3	1	5	-0.983	-4.577	2.754	6.411
KK4	1	5	-1.311	-6.101	4.219	9.820
KK5	3	5	-0.543	-2.529	-0.898	-2.091
MO1	1	5	-0.811	-3.775	1.595	3.713
MO2	3	5	-0.179	-0.831	-0.713	-1.659
MO3	2	5	-0.721	-3.356	0.868	2.02
LK4	1	5	-0.652	-3.037	1.566	3.644
LK3	1	5	-0.854	-3.976	2.332	5.427
LK2	1	5	-0.81	-3.769	2.297	5.345
LK1	1	5	-0.62	-2.884	0.581	1.351
FK4	2	5	-0.316	-1.471	-0.339	-0.79
FK3	1	5	-1.008	-4.69	2.187	5.090
FK2	1	5	-0.763	-3.551	1.151	2.678
FK1	1	5	-0.811	-3.777	1.121	2.610
HR4	2	5	-0.403	-1.878	-0.136	-0.316
HR3	1	5	-0.646	-3.009	0.19	0.442
HR2	2	5	-0.891	-4.146	0.156	0.364
HR1	1	5	-1.320	-6.143	2.19	5.097
KSDM4	1	5	-1.074	-5.000	1.252	2.914
KSDM3	1	5	-1.239	-5.768	1.939	4.514
KSDM2	2	5	-0.864	-4.02	0.327	0.762
KSDM1	1	5	-1.138	-5.299	1.288	2.998
<b>Multivariate</b>					334.418	53.966

Source: Processed data, (2025)

As shown in Table 2, none of the data have a critical ratio greater than 2.58. Therefore, the data are considered normal.

### Linearitas Test

Another important assumption in SEM analysis is that the relationships between variables are linear. The results of the linearity test, conducted using IBM SPSS 24, can

be found in the appendix. The relationships between variables are considered linear if the p-value < 0.05, indicating significance. A summary is presented in Table 3 as follows:

**Table 3. Linearity Test Results.**

<b>Variable Exogenous</b>	<b>Variable Endogenous</b>	<b>p-value</b>	<b>Result</b>
Quality HR (X1)	Motivation (Y1)	<0.01	Linier
Human Relation (X2)	Motivation (Y1)	<0.01	Linier
Work Environment (X3)	Motivation (Y1)	<0.01	Linier
Work Facilities (X4)	Motivation (Y1)	<0.01	Linier
Quality HR (X1)	Employee Performance (Z1)	<0.01	Linier
Human Relation (X2)	Employee Performance (Z1)	<0.01	Linier
Work Environment (X3)	Employee Performance (Z1)	<0.01	Linier
Work Facilities (X4)	Employee Performance (Z1)	<0.01	Linier
Motivation (Y1)	Employee Performance (Z1)	<0.01	Linier

Source: Processed data, (2025)

From the table above, it can be seen that all the models formed are linear and significant, indicating that the linearity assumption is satisfied.

### Goodness Of Fit Test

The theoretical model in the research conceptual framework is considered fit if it is supported by empirical data. The results of the full SEM model processing and the model fit test (goodness of fit) are presented in Table 4 as follows:

**Table 4. Goodness Of Fit Test Results.**

<b>Criteria</b>	<b>Cut-of value</b>	<b>Model Result</b>	<b>Model Evaluation</b>
$\chi^2$ - chi square	$\chi^2/df < 2$	269.826	Fit
p-value	$\geq 0.05$	0.000	Tidak Fit
CMIN/DF	$\leq 2.00$	1.391	Fit
GFI	$\geq 0.90$	0.855	Fit
AGFI	$\geq 0.90$	0.776	Marginal Fit
TLI	$\geq 0.95$	0.963	Fit
CFI	$\geq 0.95$	0.974	Fit

RMSEA	$\leq 0.08$	0.055	Fit
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Source: Processed data, (2025)

The results of the model fit test indicate that the model used is acceptable. The TLI measurement index falls within the expected range, which is 0.9 or greater than the cut-off value of  $\geq 0.9$ . Similarly, the CFI measurement index meets the cut-off value of 0.9. According to Arbuckle and Wothke (2009), the best criteria used as an indication of good model fit are a Chi-Square/DF value of less than 2 and an RMSEA value below 0.08. In this study, both the CMIN/DF and RMSEA values meet the cut-off criteria. Meanwhile, according to Hair et al. (1995), among several model fit tests, a model is considered acceptable if at least one of the model fit criteria is satisfied. In empirical research, a researcher is not required to meet all goodness-of-fit criteria; rather, it depends on the justification provided by each researcher.

### Confirmatory Factor Analysis Test

The measurement model is assessed based on the loading factor values (standardized coefficients) of each indicator on the latent variables. The loading factor value reflects the weight of each indicator as a measure of its respective variable. Indicators with higher loading factor values indicate stronger (dominant) measures of the variable. Based on the results of the Confirmatory Factor Analysis (CFA) for all variables, the loading factor values of each variable's indicators can be seen in the following table:

**Table 5. Confirmatory Factor Analysis Test Results.**

Variable	Indicator	Notation	Loading Factor	Note
Quality of Human Resources (X1)	1. Skills	X1.1	0.829	<b>Strongest</b>
	2. Knowledge	X1.2	0.800	
	3. Honest Attitude	X1.3	0.912	
	4. Discipline <sub>1</sub>	X1.4	0.848	
Human Relation (X2)	1. Communication Among Employess	X2.1	0.863	<b>Strongest</b>
	2. Dicussion	X2.2	0.860	
	3. Superior-Subordinate Communication	X2.3	0.426	
	4. Absence Of Conflict	X2.4	0.494	
Work Environment (X3)	1. Lighting	X3.1	0.630	<b>Strongest</b>
	2. Air Circulation	X3.2	0.711	
	3. Noise	X3.3	0.860	
	4. Facilities	X3.3	0.426	

Variable	Indicator	Notation	Loading Factor	Note
Work Facilities (X4)	1. Work Equipment Facilities	X4.1	0.941	<b>Strongest</b>
	2. Work Supply Facilities	X4.2	0.949	
	3. Social Facilities	X4.3	0.731	
	4. Safety Equipment	X4.4	0.736	
Motivation (Y1)	1. Need For Achievement	Y1.1	0.930	<b>Strongest</b>
	2. Need For Expanding Social Interaction	Y2.2	0.780	
	3. Need For Mastery of Work	Y1.3	0.507	
Employee Performance (Z1)	1. Quality	Z1.1	0.685	<b>Strongest</b>
	2. Quantity	Z2.2	0.659	
	3. Timeliness	Z1.3	0.844	
	4. Effectiveness	Z1.4	0.738	
	5. Employee Independence	Z1.5	0.556	

Source: Processed data, (2025)

## CONCLUSION

Based on the research findings and the results of hypothesis testing of the estimated parameters, the following conclusions can be drawn: Quality of Human Resources has a significant positive effect on Work Motivation. This indicates that if the quality of human resources is improved, it will be able to increase work motivation at PT. Mitra Sukses Raharja. Human Relation has a significant positive effect on Work Motivation. This reveals that if Human Relation is improved, it will be able to increase employee work motivation at PT. Mitra Sukses Raharja. Work Environment has a positive but not significant effect on Work Motivation. This shows that even if the work environment is improved, it will not significantly increase employee work motivation at PT. Mitra Sukses Raharja. Work Facilities have a positive but not significant effect on Work Motivation. This indicates that even if work facilities are improved, they will not significantly increase employee work motivation at PT. Mitra Sukses Raharja. Quality of Human Resources has a negative but not significant effect on Employee Performance. This means that even if the quality of human resources is improved, it will not be able to increase employee performance at PT. Mitra Sukses Raharja. Human Relation has a positive but not significant effect on Employee Performance. This shows that if Human Relation is improved, it will not significantly increase employee performance at PT. Mitra Sukses Raharja. Work Environment has a negative but not significant effect on Employee Performance. This indicates that even if the work environment is improved, it will not be able to increase employee performance at PT. Mitra Sukses Raharja. Work Facilities have a negative but not significant effect on Employee Performance. This reveals that even if

work facilities are improved, they will not be able to increase employee performance at PT. Mitra Sukses Raharja. Work Motivation has a significant positive effect on Employee Performance. This means that if work motivation is improved, it will be able to increase employee performance at PT. Mitra Sukses Raharja. Quality of Human Resources has a significant positive effect on Employee Performance through Work Motivation. This indicates that if the quality of human resources is improved through motivation, employee performance at PT. Mitra Sukses Raharja can be enhanced. Human Relation has a significant positive effect on Employee Performance through Work Motivation. This shows that if Human Relation is improved through motivation, it will increase employee performance at PT. Mitra Sukses Raharja. Work Environment has a positive but not significant effect on Employee Performance through Work Motivation. This implies that even if the work environment is improved through motivation, it will not significantly increase employee performance at PT. Mitra Sukses Raharja. Work Facilities have a positive but not significant effect on Employee Performance through Work Motivation. This reveals that even if work facilities are improved through motivation, they will not significantly increase employee performance at PT. Mitra Sukses Raharja.

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